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they are speaking.

2. **Show Concern:** When customers are through speaking, show genuine concern and try to calm them down with a sincere explanation of the situation. *Never admit or deny responsibility or liability* for the complaint at hand, *or promise any reimbursements* - i.e., do *not* promise to pay medical bills, and never make a cash settlement for a claim (other than those allowed by the Immediate Customer Satisfaction Program - OM 113).

3. **Show Self Control:** Associates cannot lose their temper with customers, but must be as friendly and under-standing as possible, keeping the situation under control at all times.

4. **Ask Questions:** Let customers know we are concerned and willing to correct the situation by asking questions to better understand the problem. Be thorough; ask questions more than once, if necessary.

5. **Explain:** Explain to customers what we can do to correct the situation, and if it cannot be resolved immediately, explain that the problem will be referred to a supervisor.

6. **Satisfy:** *Before* customers with a complaint leave, make certain that they are satisfied that the situation was resolved, or will be resolved.

7. **Thank:** Always thank customers for their comments or complaints. This shows that we care about them and what they have to say, and that we care enough to correct the situation.

8. **Inform:** Make certain that your supervisor is informed of the situation; even if it was handled at the Store.

9. **Follow-Up:** Make certain that the problem has been corrected, and make every effort to prevent the same situation from happening again by following the guidelines in the Immediate Customer Satisfaction Program, as spelled out earlier in this Section.

- Smaller complaints can be handled on the spot by exchange, refund or reimbursement.
- However, if the complaint is associated with an item *not* covered by the Immediate Customer Satisfaction Program, take their name, telephone number and time they can be reached, and inform them that a supervisor will be contacting them.
- If the complaint involves associate misconduct, the situation is to be investigated and followed up with appropriate disciplinary action as warranted.
- If the complaint involves an **injury, product contamination, damage to clothes (other than splash backs), or similar circumstances**, it is to be handled by completing an *Accident/Incident Report Form (OM 121)* and by reporting it immediately via the Customer Service telephone number (1-800-643-1948).

Do **not** fill out the form in front of the customer, and **never** give the customer a copy of the form.

The associate on duty should take photos of the area of the alleged incident using the Store camera (OM 121, #5).

At no time should an associate make promises to a customer or admit or deny responsibility or liability.

In many cases, the Customer Service Department will send a gift certificate or gift card to a customer who has taken the time to call the office with a concern or who has completed a comment card. The gift certificate/gift card is our way of thanking the customers for their business, and is given to them with the intention of bringing them back to your Store.

When customers present a gift certificate/gift card when making their purchase, please "go the extra mile" and be sure that

Part C: Store Manager Empowerment

- The Store Manager has the empowerment to handle any of the above items up to \$50 - i.e., customer wants \$35 shirt replaced as a result of a gasoline splash back because of a faulty nozzle. The Manager must ask customer to sign a receipt stating that the money was received and what, exactly, the reimbursement was for. The receipt must be submitted with the daily report.

Part D: District Management Empowerment

- District Management is empowered to settle non-associate property damage claims up to \$200, if it is felt that in doing so, the Company will not be exposed to further liability. Examples include a customer getting wet paint on clothing because no signs were posted or a tire needing replacement because it was slashed by metal sticking out on an island curb.
- An *Accident/Incident Report* should still be completed and sent to the Customer Service Department, so that a record can be maintained, as well as to ensure that the customer is not reimbursed twice.

Part E: Accounting of Immediate Customer Satisfaction Program

- Accounting for cash reimbursements will be handled by filling out the Immediate Customer Satisfaction (ICS) form (below) and stapling the cash register receipt to the ICS form. The ICS form must be signed by the associate responsible for the paid out and accompanied by the Store Manager signature.
- Any paid out over \$25 must have the customer's signature and a written explanation of why the money was paid.
- For Customer Satisfaction paid outs use *Tran code CS*.
- The completed ICS form must be mailed with the daily report, as well as, any receipts the customer may have-furnished.
- If there is an entry for *Tran code CS* with no explanation or missing signatures, Sales Accounting will charge cash over/short for the amount listed.

IMMEDIATE! Customer Satisfaction form

REIMBURSEMENT IS NOT AUTOMATIC; GOOD JUDGMENT IS TO BE USED IN ALL INCIDENTS.

Remember that the overall goal of this program is to make the customer feel good about how a problem was resolved when shopping at one of our Stores, and that it was designed to give the associate the ability to successfully handle a problem *before* it becomes a major issue.

Incidents that cannot be resolved under these guidelines or incidents pertaining to the damage of customers' property, product contamination or customer injuries must be reported immediately via the Customer Satisfaction telephone number (1-800-643-1948).

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CUSTOMER COMPLAINTS

It is the responsibility of our associates to *serve* our customers, and to *treat them with respect and courtesy* at all times, even when they have a complaint. The way an associate handles a customer complaint has a great bearing on whether that customer will remain a customer or will choose to do business elsewhere.

There are certain guidelines that are to be followed when handling a customer complaint:

1. **Pay Attention and Listen Carefully:** Give your full attention to customers, and do *not* interrupt while

POLICY 515: SHOPLIFTING

- **DETERRENTS TO SHOPLIFTING**
- **HANDLING THE INCIDENT**

DETERRENTS TO SHOPLIFTING

The following are guidelines which will assist in the deterrence and minimization of shoplifting:

- Make eye contact and welcome customers as they enter the Store
- Should you suspect a customer is attempting to steal, watch them *openly, but courteously*, as being watched often *discourages* most shoplifters
- Place *expensive* items behind the counter or in a closed display case, with appropriate approval
- Keep *aisles clear* of merchandise waiting to be stocked
- Maintain *full displays*. This makes it easier to recognize missing items
- When possible, *avoid turning your back on a customer*
- Be especially alert for shoplifting during *opening, closing, and "rush"/"heavy traffic"* periods
- Be especially observant of people wearing *loose, baggy and/or bulky clothing*. Such clothing provides an excellent place to conceal stolen items, as well as block the view of the stealing itself
- Pay special attention to customers who enter as a *group*, as shoplifters often work in teams
- **DO NOT ALLOW LOITERING!**

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HANDLING THE INCIDENT

When reasonably certain that a customer is indeed shoplifting, follow these guidelines:

- **NOT confront or chase the suspected shoplifter**
- **Before calling law enforcement, approval to do so must be obtained from District Management**
- **Fill out a Robber Description Form. Ask any other witnesses also to fill out the Robber Description Form**
- **Notify Store Manager and District Management of incident**
- **District Management is to call in a Security Incident Report (See OM 514: Security Incident Reporting)**
- **When Store is equipped with a CCTV system, secure the tape until needed**
- **Send a copy of the police report (write Store number on this report) to Division Manager, Safety & Security (See OM 514: Security Incident Reporting).**

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Even assuming he was in the store on that day, Mr. Phillips was provided assistance by SSA's support his claim. All he does offer is an approximate time of 8:50 p.m. for his alleged visit. SSA's comments reveal however, that during the 50 minute span of 8:31 p.m. to 9:21 p.m. on August 15, Matthew Thomas and Mr. Doni were both running cash registers - neither with significant gaps allow them both to be outside of the store during this alleged confrontation with Mr. Phillips. bit L - excerpts from the Electronic Journal for store no. 4188 for August 15, 2007)

Therefore, SSA respectfully requests that the Charge of Discrimination be dismissed with a determination of no probable cause. Thank you for your time and all considerations afforded. Please feel free to contact me should you have any questions.



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September 17, 2008
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How you black guys from Chicago are." However, due to the lengthy lapse in time between the alleged visit and Mr. Phillips' filing his Charge, no one at SSA has any specific recollection of this alleged incident, nor can we confirm whether or not he was even in the store on the particular date in question. (Exhibit G - Statement of Zeharyas Doni, Customer Service Representative on duty at the time of the alleged incident, addressed to Lisa Lay, Attorney, dated September 3, 2008 and Exhibit H

Further, if in fact Mr. Phillips had experienced what he alleges, SSA would have expected to have received a complaint at that time, however, SSA has searched its Customer Service complaints database and found no record of a complaint regarding allegations such as these, nor did it find any complaints logged against the two employees on duty at the time. (Exhibit J - Customer Service