



***Bakery-Café Cashier  
Policies & Procedures***

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# Chapter 1

## Introduction to Cashiering & Cash Policies



**Figure 1: Panera Bread Cashiers**

## **Introduction to Cashiering**

Handling cash is a serious responsibility for retail associates. For associate's protection, Panera has established a certain procedure for handling cash and the cash register. It is very important that cashiers follow Panera's cash management guidelines carefully. If a cashier does not, it may result in a loss of company funds or injury to the cashier, other associates or the customers. *Do not take this responsibility lightly: personal safety may depend on it!* If there are ever any questions or comments about handling cash, talk to a manager immediately. This procedures manual will help make sure that there is no lost.

## **Cash Policies**

### **Distribution of Policy**

All Panera associates must comply with the requirements of the Company's cash management policy. All associates at time of hire or promotion to the position of Shift Supervisor, Assistant Manager, General Manager, Multi-Unit Manager or Area Director, shall be given a copy of the Cash Management Policy and shall sign a statement acknowledging that they have received it, understand it and agree to adhere to its terms.

### **Responsibility to Report**

The safety and security of associates and customers is vital to Panera's continued success. The company will not tolerate conduct that does not support a safe, profitable business environment. Inappropriate conduct includes violence, threats, discrimination, harassment, possession of prohibited substances, theft, fraud, or any act or omission of policies resulting in injury or loss of company assets. Any employee that is a witness to, has knowledge of, or has been involved in: (1) a crime, (2) a company loss, (3) threats, (4) or other inappropriate behavior or misconduct must immediately report the incident to his or her immediate supervisor or the Human Resource Department.

If an associate would prefer to stay anonymous, they may call The Network at 888-840-4151, 24 hours a day, 7 days a week. Additionally, an associate can send anonymous e-mail to [asset.protection@panerabread.com](mailto:asset.protection@panerabread.com).

### **Company Investigation**

The Company reserves the right to investigate all incidents resulting in loss, injury, risk of loss, or violation of company policy. Associate cooperation with Company officials is a part of employment. Individuals who fail to fully cooperate and/or give false or misleading information during an investigation will be subject to disciplinary action up to and including termination, as well as possible criminal prosecution.

### **Disciplinary Action**

Associates who violate the cash management procedures in this manual will be subject to immediate disciplinary action, up to and including termination.



## Chapter 2

# Cash Drawers, Cash Registers, Sales Transactions, Drop Boxes, Over-rings and Refunds



**Figure 2: A Panera Bread Cashier Assists A Customer**

## Cash Drawers

- The standard beginning balance for cash till should not exceed \$250.
- A Cashier audit envelope is given to a cashier when a cash drawer issued and assigned. The Cashier's name and the date are wrote in at the top part of the envelope.
- Each Cashier with a manager present must verify beginning till amount before ringing. The amount is wrote at the top of the audit envelope and initialed by the Cashier. If there are variances from the starting till amount, the actual amount is wrote on the envelope and initialed by the verifying manager.
- Never assume responsibility for a cash drawer that another associate has used.
- Cashiers should not count money in sigh line of customers or on any food contact surface. Till verification should only take place in the manger's office when possible.
- Cash drawers should stay closed at all times except when a Cashier is taking care of a transaction on the cash register.
- When a performance of a skim is done, both the manager and the cashier must verify count and sign chits and the sections of audit envelope.
- It is never acceptable to leave a register signed on when unattended. If leaving the area or going on break, sign out of the assigned register. This prohibits others from accessing the funds in the drawer.

## Cash, Cash Registers, and Sales Transactions

Panera uses an automated sales tracking system that provides information on voids, over rings, discounts, average sales and other measures. The company keeps record on what "normal" activity is in each to these areas. If the system flags activity that falls out of the norm, (such as an unusual amount of voids or discounts) the company will investigate why these irregularities are occurring. The sales

tracking system also enables Panera to show areas where cashiers may need more training, whether equipment or information needs improvement, or whether there are more serious issues such as mishandling of cash or theft.

- Cashiers should only ring on their assigned drawer, and never allow anyone else to ring on that drawer.
- Cashiers are not allowed to ring up their own personal sales.
- All signed credit card slips and chits, coupons with chits, meal chits etc., are placed into the audit envelope as received.
- If a customer is paying for their order with a \$50 or \$100 bill, the manager on duty is notified and is to check the bill to make sure it is true currency before acceptance, and verifies the change given to the customer.
- Tips are not permitted on non-catering orders. Customers wishing to leave a tip are directed to the Operation Dough-Nation box. Tip cups or jars are never permitted in the café.

## Drop Boxes

Drop boxes are lockable metal boxes in proximity of each Panera POS, usually below and to the right of the POS. Their purpose is to reduce the need for “skimming” or pulling cash from the drawers to limit the amount to cash in each drawer. The amount to readily available cash in drawers directly correlates with an increased risk of armed robbery. Using the drop boxes also allow associates to keep better control of their own cash during the course of their shift.

- During their shift, the associate assigned to a specific POS will use only the drop box for that POS. No other associate may use that drop box as long as the register is not his or hers.
- All bills of \$20 and up go into the drop boxes as received. Any excess of \$10s or other smaller denominations should also be dropped.



- At the end of a shift, the manager will unlock the drop box and the associate will remove his or her own cash and immediately go ahead with the cash audit.
- Drop boxes are not used to hold change, any other funds or non-cash items.

### **Over-rings, Returns and Refunds**

- A manager or shift supervisor must do all over-rings with their own swipe card.
- When ever possible, the performance of over-rings should take place in front of the customer.
- The manager performing the over-ring and the cashier of the till must sign over-ring receipts.
- On the slip, the explanation for the over-ring and any other corresponding documentation is provided.
- Signed over-ring slips are kept in the cashier's audit envelope.

## Chapter 3

# Checks and Traveler's Checks

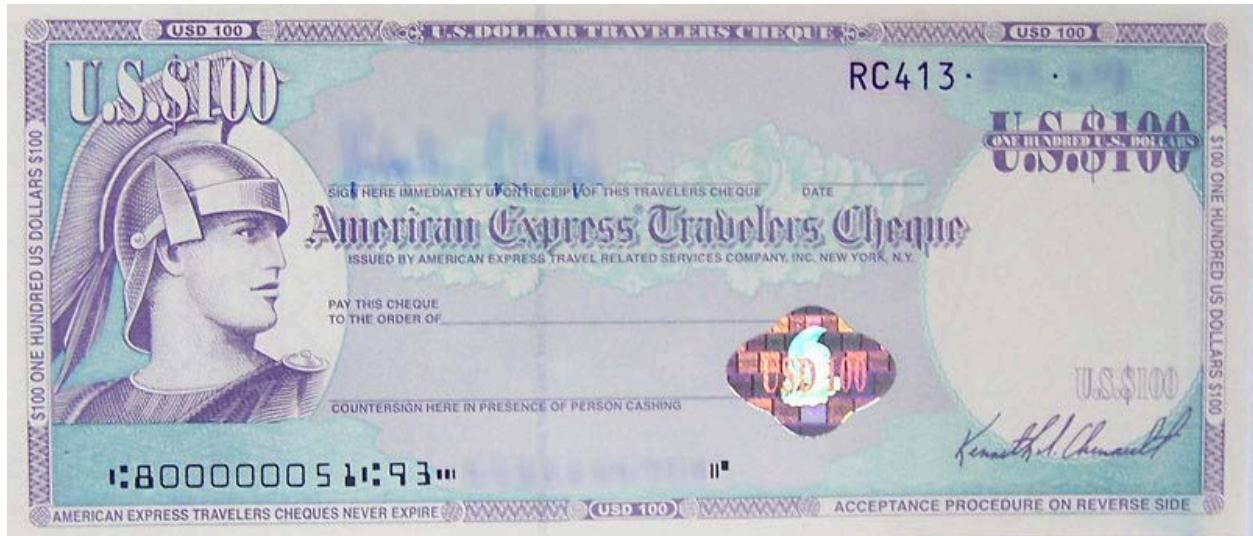


Figure 3: An example of a Traveler's Check

## Checks

- Personal checks are never accepted.
- Only business and organizational checks are accepted and only for the amount of the purchase.
- The following information is required on checks to guarantee payment:
  - Business/Organization name printed on the check
  - Address printed on the check
  - Phone number
- A manager must approve all checks.
- Do not accept checks that are not pre-printed (starter checks).
- Checks that state “Not-Negotiable” are not accepted.
- Cashing associate paychecks is not allowed.

## Traveler's Checks

- Only United States traveler's checks are accepted.
- Traveler's checks in excess of \$100 cannot be accepted.
- Always check face of traveler's check to make sure that it is in U.S. dollars. *All foreign traveler's checks accepted will affect a bakery-cafes over/short.* Cashiers cannot accept Canadian dollars, French francs, etc., as they have a different value in U.S. dollars.
- Cashiers must ask customers to sign traveler's check in their presence before accepting the check for payment. Cashiers cannot accept the check if there is no signature on the check or if they did not witness the customer countersign the check.
- Cashiers must ask to see the customer's driver's license/photo ID and compare the signatures on the check to the driver's license.

**If the cashier is in doubt, they must tell the manager on duty before to accepting.**

## Chapter 4

# Credit Card Sales and Cardholder Data Security Policy



Figure 4: Examples of Different Credit Cards

## Credit Card Sales

- If a credit card is not signed, ask to see an ID and compare names. Ask the customer to sign the card and compare the signature to the one on the ID.
- If for a valid business reason cardholder data is written down or recorded (e.g. Catering Orders, phone-in orders), the cardholder data is physically secured in the safe or in a locked file cabinet in the office when not actively in use. When cardholder data is no longer needed for business purposes, crosscut shredding is used to destroy the data.
- In the event that manual credit card slips are used, information is clearly imprinted and filled out. Date, amount of sale, credit card number, expiration date, and customer signature is present on the slip. Information is entered into the POS as soon as the system is back online. Incorrect information will result in loss of funds.
- Manual slips are shredded with a crosscut shredder once sales have been re-entered into the POS.
- All credit card corrections are performed immediately and in front of the customer.
- If a lost credit card is found, check the back of the credit card for possible instructions. If none are present, cut the card into pieces and dispose. It is **never** acceptable to possess a customer's credit card when a cashier is not present before a customer.

## **Cardholder Data Security Policy**

Customer credit card information must always be strictly controlled and safeguarded. All associates who have access to customer credit cards, credit card numbers, card expiration dates and other similar data (collectively, "cardholder data") are responsible for understanding and complying with all policies and procedures relating to credit cards.



# Chapter 5

## Cashier Audits

CASHIER NAME:		CASHIER AUDIT ENVELOPE		POLICIES AND INSTRUCTIONS	
DAY: <u>      </u> S M T W T F S		PICK UP (SKIM) (if any)		<p>Each cashier must verify beginning till amount prior to ringing. Amount is to be entered at the top of the audit envelope and initialed by the cashier. If there is a variance from starting till amount, the actual amount should be entered on the envelope and initialed by a verifying manager.</p> <p>All signed credit card slips and chits, coupons with chits, meal chits, Over-rings, etc., are to be placed into Audit envelope as received.</p> <p>A written progressive documentation will be issued to the cashier for end-of-shift variances of \$3.00 or more..</p> <p>Only cashier assigned to cash drawer can ring on that drawer (this includes managers).</p> <p>Put \$20 bills and up in drop boxes as received.</p> <p>Attach Original overring slips with written explanations and mgr. signatures to the original sales receipts and place in this envelope.</p> <p>During cashier audit, when there is a missing coupon or Associate Certificate, it is to be handled the same as a cash shortage.</p> <p>All redeemed coupons are kept in cashier audit envelope for auditing purposes.</p>	
DATE: <u>   </u> / <u>   </u> / <u>   </u>		Pick Up amt \$ <u>      </u>	Time: <u>      </u>		
START TILL \$: <u>      </u>	INITIALS: <u>      </u>	MGR Initials: <u>      </u>	Cashier Initials: <u>      </u>		
<b>SECTION 1: ENDING CASH</b> <b>CASHIER COMPLETES</b>		<b>SECTION 2: ENDING DRAWER AUDIT</b> <b>MANAGER COMPLETES</b>			
Hundreds _____ +Fifties _____ +Twenties _____ +Tens _____ +Fives _____ +Ones _____ +Quarters _____ +Dimes _____ +Nickels _____ +Pennies _____ +Rolled Coin _____ +Other \$\$ _____ =Total Cash _____ -Start Till \$ _____ =Total Deposit _____ -Cash Called For* _____ -Paid Outs _____ =CASH +/- _____ * FROM CASHIER AUDIT REPORT		Disc-Coup # _____ Employee Meal # _____ Manager Meal # _____ Associate Cert # _____ On Account # _____ \$ _____			
		<b>SECTION 3: CASHIER EXCEPTIONS</b> From Cashier Audit			
		Empl. Voids # _____ \$ _____ Cancel Totals _____ Inside Voids _____ Refunds/Overrings _____ No Sales _____			
		End of Shift Signatures			
		CASHIER SIGNATURE: _____			
		MANAGER SIGNATURE: _____			

Figure 5: A Cashier Audit Envelope



## Cashier Audits

- Once a cash drawer is out of the register, it should never be left unattended and should always be immediately reconciled, with both the manager and the cashier present.
- Cash drawers are counted down in the manger's office when possible. Cashiers should not count down drawers in the view of customers or on any food contact surface.
- Cashier audits must always be completed before associates clock out and leave the premises.
- Cashier audit envelopes must always be legibly completed in full and signed by both the associate and the manager.
- Each cash drawer must balance. (This includes cash, credit card sales, Panera Card sales, coupons and discounts.) If there is a balance variance of \$3.00 or more, it is the manger's responsibility to make sure that disciplinary action has happened before to the cashier leaving the premises.
  - Document inaccuracies greater than \$3.00:
    - 1<sup>st</sup> offence within a 90-day period: associate should receive a verbal warning, documented in writing, and more training/coaching to improve performance.
    - 2<sup>nd</sup> offence within a 90-day period: associate should receive a written warning as well as more training/coaching.
    - 3<sup>rd</sup> offence within a 90-day period: associate is immediately removed from all cash handling responsibilities. General Manager is to decide which course of action to take, up to and including termination.
  - The Multi-Unit Manager is notified of any cash over/short of \$25.00 or greater. Any such variance is grounds for disciplinary action, up to and including termination.
- Under-ringing, voiding sales, or replacing with monies from any other source to cover a cash variance cannot be done and is falsifying business records.

## Chapter 6

### Gift Cards, Gift Checks and Customer Adjustment Coupons



Figure 6: An example of A Panera Bread Gift Card

## **Gift Cards**

- All gift card corrections are preformed immediately at time of occurrence in presence of the customer and must always be approved by a manager.
- Gift cards should always be returned to the customer, no matter the remaining balance on the card.
- Gift cards are not activated for under \$3 or over \$200.
- It is never acceptable to buy a gift card for another gift card.
- It is never acceptable to buy a gift card with an Associate Purchase Certificate.

## **Gift Checks**

- Gift checks are usually found in mall locations.
- Gift checks are cash. DO NOT write “VOID” on a gift check!
- Old Panera Bread Gift Checks are no longer accepted as a form of tender, but are accepted and treated as a discount and rung as Any \$ discount. These are not deposited.

## **Customer Adjustment Coupons**

- Customer adjustment coupons are only for unsatisfied customers.
- Customer adjustment coupons are rang into the POS as a Management Voucher. These are not gift certificates.
- Upon redemption, the cashier is to write “VOID” on the coupon and place the coupon into the cashier audit envelope along with the chit from the register.
- Customers redeeming this voucher receive no change. If purchase does not equal or exceed the amount of the coupon, discount will be the amount of items before tax.

## Chapter 7

# MyPanera™ Cards and Discounts

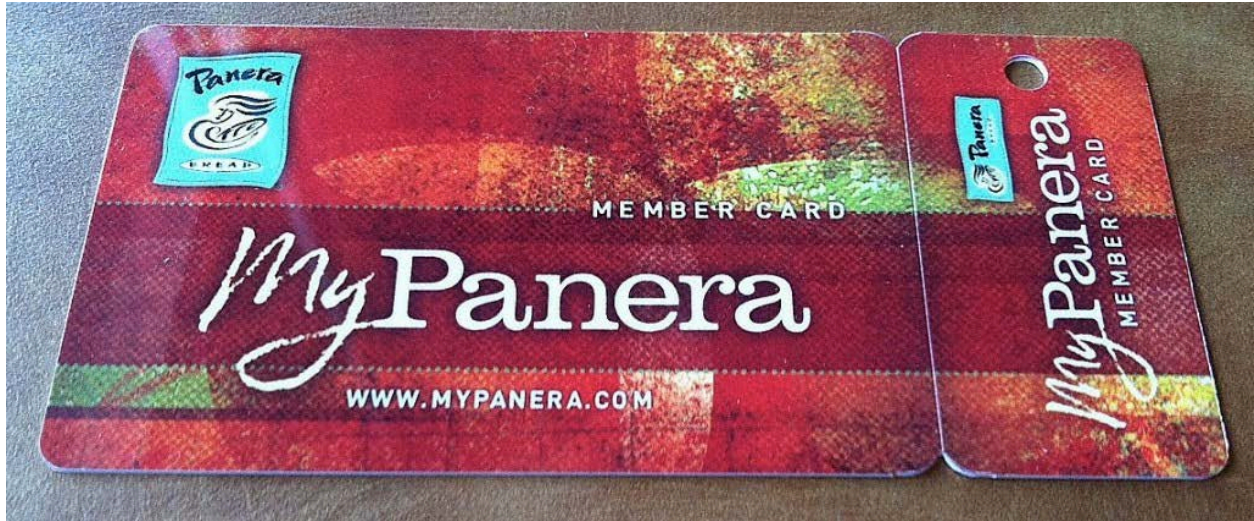


Figure 7: A MyPanera™ Card

## **MyPanera™ Cards**

All employees are eligible to join MyPanera™. It is our goal that all employees are able to experience Panera from the eyes of our customers. Regular terms and conditions apply and are found at [www.mypanera.com](http://www.mypanera.com).

- MyPanera™ discounts are not valid with any other discounts, including manager approved meal discounts.
- Use of the card for anything other than the associate's personal purchases is not allowed (such as, an associate may not swipe their personal MyPanera™ Card for a customer who does not have a card of their own).
- MyPanera™ rewards cannot be sold or traded for personal gain and may only be used for the associate's personal consumption.
- Violating the terms and conditions of the program will result in disciplinary action up to and including termination.

## **Discounts**

### **Manager Meals**

- Managers receive free meals for their personal consumption during their shifts, up to a full retail value of \$10/day. Bulk bakery items are not included in this policy.
- The manager receiving the meal should sign meal slips and the slip is kept in the cashier's audit envelope.
- Managers are not permitted to prepare their own meals.

### **Hourly Associates Meals**

- Hourly Associates receive 65% meal discount up to a full retail value of \$10 for food purchased for their own consumption in the bakery-café. In both cases, a retail manager must prepare and ring-out the meal.
- Hourly Associates are not permitted to prepare their own meals.

