

March 7, 2008

To: Macy's Metro Center Management Team

Fm: Alvin Mason, Men's Clothing

Re: Suggestions for Improvement

Overview

The men's clothing department specifically men's suits has consistently been a profit contributor to the Macy's at Metro Center location. One reason was because of the dedicated service of veteran employees. The recent retirement of three employees with over 90 years of service has seen the previously efficient operation become somewhat less desirable to the standards of everyone involved. There are many problems such as logistics, inventory, and product decisions that are outside the scope of store management responsibilities, thus uncontrollable. It is my hope that management will address the following controllable issues:

- Schedule
- Employee input
- Defined Duties
- Management Effectiveness
- Morale

Schedule

The schedule for Macy's at Metro Center is created from corporate which has no appreciation of the uniqueness of the Washington DC location which is in a government town. The schedule often reflects that of a mall store. Additionally the men's clothing department has two areas of operation (1.) men's slacks and (2.) men's suits which are separated, requiring 2 people to be present at all times in order to provide outstanding customer service. Management needs to also fully comprehend the system of commission vs draw. In the current system commission sales people do not cost labor dollars even though we are put in the system for overall labor hours. Schedule adjustments for the betterment of store operations should be expected by corporate.

Employee Input

Whenever management plans a major change the employees should be informed and asked for input. First we are on the frontlines and can present foreseeable problems to management. For any plan to be executed effectively there must be feedback, analysis, and adjustments. Input from front-line employees could prevent problems such as no storage area which occurred when the fitting rooms were remodeled. The term human resource is self explanatory.

Defined Duties

Commissioned sales associates duties should be defined. Such duties as taking clothes to and from alterations should be shared amongst all team members. Opening up and putting stock away should also be shared. However, some team members have physical restraints, which is not a problem if they were charged with sensor responsibilities. That way all team members are contributing to stocking. Stocking is one aspect of our job in Men's Clothing that needs to be discussed.

Management Effectiveness

Macy's at Metro Center's senior management team needs to fully understand technology, specifically Data Base Management which is a relatively new concept for some managers. Proficiency with Data Bases and understanding how to query the system is absolutely crucial to effective management. Additionally management should maximize their leadership potential by adding more personal power to their position power.

Morale

Morale in Men's Clothing would improve immediately if the persons in the department were respected. One thing that could help would be the semi-isolation of the department. If you look at men's or women's shoes or Polo there is a natural filter from shopping to the cash register. Clothing specialist should be the only persons selling within the department's boundaries. No other commissioned sales people anywhere have the problems that commissioned sales people in Metro Center encounter in Men's Clothing!!!

Conclusion

In conclusion, all of us are stakeholders. Most of us are employee/stockholders. We all want to see Men's Clothing, as well as all departments of Macy's at Metro Center be successful. A little communication, a little respect, and a little understanding will greatly enhance the department ability to meet or exceed corporate expectations as well as our personal goals. I hope this memo will help facilitate the 3 E's, efficiency, effectiveness, and excellence within the Men's Clothing Department.