



Scott  
Collen/Finance/Corporate/Blockbuster  
05/15/2005 10:28 PM

To: Barry Francis/NortheastArea/FieldOp/Blockbuster@BBEIG  
Brian Hand/Finance/Corporate/Blockbuster, Jennifer  
cc: Fitzgerald/HR/Corporate/Blockbuster, Amado  
Hernandez/HR/Corporate/Blockbuster  
bcc:  
Subject: Re: MD investigation update - draft CA's

Barry

I understand all of your comments but I am not sure that I agree with the decision to keep Thomas in place. I felt that enough information was uncovered last week that would warrant his termination. Let's plan to discuss on Monday.

I will still be on site Tuesday morning.

Thx,  
Scott

Barry Francis

**From:** Barry Francis  
**Sent:** 05/15/2005 10:18 PM  
**To:** Scott Collen  
**Cc:** Brian Hand; Jennifer Fitzgerald; Amado Hernandez  
**Subject:** Re: MD investigation update - draft CA's

Good evening Scott:

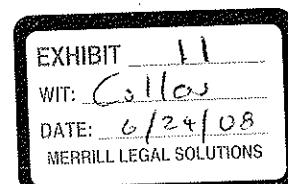
I met w/ GL Thomas Johnson aka Taj around 1:00 PM, Sunday May 15. He was in the midst of working in his assigned area so, at his request, I waited approximately 1/2 hour for him to get to a comfort level with his workload. While waiting in my car for him I noticed through the front door glass an infant walking around the floor and then being carried around the work area by a male worker. Once I re-entered the building the child was out of my sight. I did not ask Taj why the child was in the work environment. Unfortunately, this is just one more issue that seems to plague the Gaithersburg DC.

Taj's interview:

Taj did not own up to yelling at any staff, sexually harassing any staff with comments or inappropriate conversations. He felt quality staff was an issue. He likes his boss and other GLs. He would like to work on being more patient. He admits to being moody, but also suggested *we all are* at times. He feels they are not a leadership team. He has not been trained on the other areas of the DC process IE sorting, but knows his specific job well. He suggested he did not get trained by Linc. He learned on his own. He uses profanity, but it has never been directed to a staff member. He feels he runs the floor. Linc is always in the office. He admitted to the removal of chairs from the staff to increase their productivity. Linc was allegedly aware of it. when we dialed into why that wasn't such a good idea, he seemed to get it! He denies the Michelle Desperitt allegation, but knows GL Kofi was in a relationship her. He referred her for the job and introduced her to Kofi. They were in a relationship while attending *his* Superbowl party. This was also confirmed by Linc. He advised when he spoke w/ Kofi, one-on-one, Kofi supposedly fessed up to it.

Summary:

The root cause of the dysfunction of the DC is due to poor leadership. It translates into attendance issues, favoritism, inadequate training, job insecurity issues, in-fighting amongst staff members, inconsistent leadership, leadership role clarity issues, etc. Taj was a poor hire as was Kofi. They do not have the required people leadership piece or business competencies needed to function in their current roles. Linc is clearly short sighted in his thinking, judgement, critical thinking, communication skills to name a few.



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That being said, I would like to recommend we alter our plan to visit the site on Tuesday for the separation of Taj. He is symptomatic of a larger problem, that will not go away with his departure or replacement. I am not minimizing the GLs issues, but their failure is due in large part to Linc's inability to lead. Also, I do not believe the staff are in harms way of retaliation from the leaders.

There is no leadership bench. At this juncture, I suggest micro-management and aggressive remedial training for the GLs and Linc regarding the people initiative. Short term, specific goals re staffing, training, retention, etc should be put in place. We should to quickly begin to source, screen, interview candidates to take over. I am willing to assist you in this effort, if you choose to go in that direction.

Recommended "next steps" for Tuesday. I do not have to be there for the discussions, but will avail myself to work with them.

1. Linc should be administered a final w/ a 30-day AP.
2. Taj should be administered a final.
3. Kofi should be administered a final.
4. Progressive Staffing should be informed that we will speak w/ the leaders regarding retaliation and ask them to monitor it with the staff.

Your thoughts...please reach out to me via mobile phone, as I will be in meetings for the week.

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"Turn your face to the sun and the shadows fall behind you."