



Trees Organic

COFFEE & ROASTING HOUSE

*Recruitment*

*&*

*Development*

*Manual*

## **TABLE OF CONTENTS**

### **Section 1: Recruitment**

Proactive Recruitment.....	3
Conducting Interviews.....	3
Trial Shift.....	5

### **Section 2: Initial Training**

Orientation.....	6
Training Plan.....	7

### **Section 3: Performance Management**

Performance Management Outline.....	8
Components of a Performance Management System.....	8
Ongoing Training.....	10
Managing Poor Performance / Termination of Employment.....	11

### **Section 4: Train the Trainer.....13**

### **Appendix.....14**

# RECRUITMENT

---

Attracting and selecting the right kind of staff for your café is an important step in maintaining a successful business.

## **Proactive Recruitment:**

Being proactive in your recruitment efforts will give you the luxury of not having to rush the hiring process when you need to fill a position. Essentially, you're conducting interviews even when you don't really need to hire anyone, enabling you to be more discerning. If the right person comes along that would be a very good fit for your café, you have the option of hiring them right away, or having a person that would be able to start right away when you need them, having been "pre-approved."

You should always be on the lookout for the perfect employee. Remember: you can interview as many people as you want, and that in no way obligates you to hire any of them.

## **The Interview:**

Conducting effective interviews is a skill that requires constant honing. If you are fairly new to the recruitment process, the more practice you get, the easier it will be for you to make the right selection based on the information gathered during the interview.

You will want to consider the following items for ensuring a productive interview:

- 1) Conduct the interview in a quiet place where there will be no distractions.
- 2) Treat the applicant as you would treat a customer. You are selling the job as much as they are selling themselves to you. Welcome them to your café, smile and create a comfortable environment.
- 3) Tell the applicant a little bit about the company and the position you are interviewing for.
- 4) Ask the right questions. Questions that will help you determine if this is the right employee for you.
  - a. Ask them to tell you about themselves
  - b. Ask about availability. Are they able to work the shifts you might require them for, such as early mornings or late nights?

- c. Ask specific questions relating to previous experience:
  - i. What were their specific duties/responsibilities
  - ii. What did they like most about that job
  - iii. What did they like least about that job
  - iv. Why did they leave that job
  - v. What would their former employer say about them if you contacted him/her
- 5) Let the applicant do most of the talking. The less they talk, the less you will get to know them. It is perfectly acceptable to have the occasional awkward silence.
- 6) Ask open-ended questions. These are questions that can't be answered with a simple yes or no. It encourages the applicant to divulge more about themselves.
- 7) Don't ask questions prohibited by law. You are not allowed to ask about age, race, religious affiliation, marital status or sexual orientation. It is perfectly acceptable, however, if the applicant divulges this information on their own. For example, if you ask them to tell you about themselves and they tell you they're married with 2 children, then that is alright. You cannot, however, decide not to hire them based on any of that information.
- 8) Watch their body language. Sometimes this will reveal more to you than what a person is telling you. Are they smiling? Are they sitting up straight? Are they making good eye contact?
- 9) Give the applicant a chance to ask you any questions they may have. Be prepared to answer such questions as starting wage, hours of work, how soon would they start if hired, etc. You should also ask the applicant if he/she has any other comments before wrapping up the interview.
- 10) Make sure you have the applicant's reference information, if not already provided.
- 11) Wrap up the interview. Thank them for coming in and let them know you will contact them after you have made your decision.

## **Trial Shift:**

Once you are satisfied with an applicant after the interview process, you might want to consider bringing the applicant in for a couple of hours to “try out” the job.

Explain to the applicant that before you make your final decision, you would like them to come in and work for a couple of hours, to see how they fit, as well as for them to see if they like it. Be sure to compensate them for the time, even if you decide not to hire them after the trial shift.

During the trial, have the applicant try out a variety of tasks. Make notes of how quickly they learn, their customer interaction skills, their aptitude and their attitude towards the job.

After a couple of hours, you should have a good idea of how good of a fit the applicant will be for your store. If you decide not to hire them, let them know right then and there. This way you don't leave them hanging.

# INITIAL TRAINING

---

## **Orientation:**

The orientation is your first opportunity to ensure your newly hired employee has all the information necessary to help ensure their success, as well as for you to ensure you have gathered all necessary information for the purpose of payroll etc.

The orientation is also when you will begin to set your expectations for new employees. This includes policies and procedures, company standards, house rules, and training requirements and expectations. By outlining all of this right from the outset, there will not be any surprises down the road.

The orientation is also a chance for you, as owner or manager, to get to know your employee a little better and form a rapport with them. This is especially important if you are not the one who will be conducting their initial training.

During the orientation, you will want to show the employee around the store and hand them their uniform. This way, they will be fully prepared for their first training shift.

The orientation should take about 1-2 hours. An orientation checklist in the Appendix will give you all of the information to be covered.

## **Training Plan:**

Effective training is absolutely critical in ensuring the best performance and productivity from your employees. Most problems surrounding poor performance, low productivity, high staff turnover and inconsistent products and service can be directly linked to how you train your employees. All of the above issues are costly to your business.

By using the three day Training Plan, it will help you train your people consistently. It will also help you cover the important aspects of the job, rather than wasting time on other less important tasks.

Once completed the 3 day training, a new employee will not be perfect just yet, however. They will have learned the basic functions required to perform their job, but you will still need to allow time to work on speed, accuracy and productivity. In other words, they will be able to do the job after 3 days, just not as good as your best employee.

Aside from using a training plan to develop your employees, it is also vital that they receive valuable feedback on how they are doing. This will ensure they understand where they are doing well, and what areas they need to improve. The more feedback they receive, the better.

# PERFORMANCE MANAGEMENT

---

Performance Management is a system that helps you develop your employees, address poor performance, and manage employee terminations.

Managing your employees' performance will keep them motivated, improve productivity, and reduce your stress.

Most managers are unsure how to manage poor performance, or they are just intimidated by the prospect of confronting an employee who is not performing to their expectations. Performance management is not just about the negative issues however. It is also about recognizing good performance, and encouraging more of this type of behavior.

There are a few different components of a performance management system:

- Informal Discussions
- Formal Oral Feedback
- Station Checklists
- Written Performance Reviews

## **Informal Discussions:**

Casual conversations with your employees on a daily basis will let them know how things are going. Set goals for the day or for the week, celebrate an accomplishment, or give some pointers on how to perform a specific task a little better.

## **Formal Oral Feedback:**

This is the first step in correcting a specific issue with an employee's performance or behavior. Sometimes they just aren't aware of the issue, and it will be solved after bringing it to their attention, but sometimes there is an ongoing issue that will require more than one conversation.



**Station Checklists:**

Station checklists are used to give specific feedback in a timely fashion that allows an employee to correct an issue before it becomes a big problem. These checklists are particularly effective during the initial training phase of a new employee, but certainly a good tool for giving feedback to an employee of any length of service. The idea is to use the station checklists every day during the initial training, and gradually reducing the frequency as the employee gains experience and improves on performance.

**Written Performance Reviews:**

A written performance review will be a way for you to benchmark your employees' performance and document improvements or deterioration in performance or behaviours. Written performance reviews should be conducted on a semi-annual basis, with the first one occurring 6 months after the employee's starting date.

The performance review is also a tool for you to determine what pay increase, if any, they have earned. Pay increases should always be linked to performance. If employees understand that the better job they do, the higher an increase they will receive, it will motivate them to work harder. Employees are very sensitive to pay increases, and if given arbitrarily, it will create unrest among the entire staff.

**Celebrating Successes:**

Performance management is not just about addressing the issues. It's also a way to celebrate the things that people do well. It is very important, in fact, to encourage employees to do more of the things you want them to do, while doing less of what you don't want them to do. When praised for doing something right, it feels good for them. They will learn that good performance equates to feeling good.

Whenever celebrating an employee's performance, be sure to do it publicly. It will make them feel even more special. Other employees will also want to emulate the good behavior in order to receive praise as well.

## **Ongoing Training:**

Regular feedback and development will help you with employee retention, as well as keep your people motivated and accountable. Over time, employees can form bad habits, and the way to ensure these habits don't get out of hand is to provide regular feedback to your employees. This can be in the form of Station Checklists and Performance Reviews.

The other component to consider is that as an employee masters certain tasks, they will be hungry for more. If not provided with the opportunity to learn new things, they will get bored, which will lead to de-motivation, and ultimately losing an otherwise great employee.

By providing ongoing training and development, when it comes time to promoting employees into trainers and supervisors, they will have much of the required knowledge already in place. This in turn will make for a much more effortless transition to the new position on the employee's behalf.

Another benefit to further developing your employees is that many tasks and responsibilities can be shared among a greater number of people, thus reducing pressure on the manager and supervisors.

## **Managing Poor Performance / Termination of Employment:**

Managing poor performance is an extremely important aspect of any manager's scope of responsibility. It is up to you to ensure that employees are performing to the standards we set out for them. There are always going to be times when someone doesn't perform or behave the way we expect, in which case the issue needs to be addressed before it becomes a bigger concern.

Terminating employees is one of the most mismanaged procedures by managers in all types of businesses. It's never easy to terminate someone, regardless of the reason. There are also laws that, if not adhered to, can cost a business time and money in wrongful termination lawsuits. The only exception where there is no need to follow a series of steps to terminate employment for poor performance, is during the 90 day probation period. During the first 90 days of employment, you can let an employee go without notice for any reason.

The following steps need to be taken to ensure the process is dealt with in a professional and legal manner:

1. Oral Warning
2. Written Warning
3. Second Written Warning
4. Termination of Employment

All of these conversations must be considered private. Regardless of the issue with an employee, you never want to publicly embarrass them by speaking to them about their performance issues in front of others, or talking about it with other employees after the fact.

### **Oral Warning:**

The first time you confront an employee about their performance or behavior, you should basically assume that "they just weren't aware." This is your opportunity to explain and re-iterate the standard. After this point, he or she cannot use the excuse "I didn't know that what I did was wrong." Once you have finished this conversation, document it and place it in the employee's file. There is no need for them to sign anything at this point; it is just for your own records that the conversation took place. You do not have to tell them that the conversation is being documented.

**Written Warning:**

If, after the oral performance warning, an employee continues the same poor performance or behavior, the next step is to provide a written warning to the employee. This is when you want to really stress to the employee that you are serious about the performance or behavioral issue. The written warning will specify the issue, and state expectations for correcting the issue. The employee must sign this warning, and place it in their file. At this point, you do not want to threaten the employee with termination.

**Second Written Warning:**

If, after the first written warning, the employee continues the same poor performance or behavior, another written warning is issued to the employee. This is going to be their last chance to correct the problem. The employee must be made aware that there will be no more warnings, and they will be terminated if the issue is not immediately corrected. The employee must sign this warning, and place it in their file.

**Termination of Employment:**

If, after the second written warning, the employee continues the same poor performance or behavior, you can immediately terminate their employment. There will be no requirement to pay the employee severance, as this is considered a termination with just cause. You should provide a letter to the employee explaining the reason why they have been terminated.

# TRAIN THE TRAINER

---

A good training system requires good trainers. Without qualified trainers to train your people, the whole training system will be virtually useless. Some managers prefer to train all the employees themselves, but there are going to be times when you can't do it all by yourself.

A big mistake is to have employees who have not been certified to train teaching new employees. It's not that the employee who might be doing the training is a poor employee, but they need to learn techniques, as well as understand the responsibility that goes along with training others. A trainer doesn't have to be part of the management team, they just need to be someone who can take on the responsibility and who will set a good example at all times.

When training a new trainer, have them view the Trainer's Guide slideshow as a starting point. This will give them the understanding of the role they will be playing. Following that, review the training plan, and show them how to use all of the training tools, including job aids and checklists.

If you need a copy of the Trainer's Guide, contact Chris Hannah at Trees Head Office.

# APPENDIX

---

## **Recruitment**

Trees Organic Application Form  
Interview Questionnaire  
Reference Checklist

## **Orientation**

Orientation Checklist  
Employee Data Sheet  
Conditions of Employment  
Non-Negotiables

## **Training & Development**

Three Day Training Schedule  
Station Observation Checklists

## **Performance Management**

Performance Review Form  
Employee Warning Form  
Sample Termination Letter

\* Electronic copies of these forms can be requested from Chris Hannah at Trees Head Office