



Trees Organic

COFFEE & ROASTING HOUSE

SUPERVISOR

TRAINING PROGRAM

Running a café can be challenging. The responsibilities of anyone in a leadership position can be broken down into three objectives:

- 1. Ensure the needs of the customers are met**
- 2. Ensure the needs of the staff are met**
- 3. Ensure the needs of the shareholders are met**



Your job is a balancing act, essentially juggling the three objectives. Focus too much on one objective, and the other two objectives can suffer.

It looks simple at first, but let's take a closer look at what's involved in meeting each of these objectives, and keeping them balanced:

MEETING THE NEEDS OF THE CUSTOMER

Let's face it - without happy customers coming back for repeat visits, we'd be out of business. The business revolves around our customers. So what do our customers expect from us?

- Fast & friendly service
- Great tasting & safe coffee & food
- Value for their dollars
- Clean, comfortable facilities



People have a lot of choices when it comes to finding a place to go for a latte or have lunch. Your job is to help ensure when someone is deciding where to go, they will think of Trees!

Let's take a closer look at each of these items...



Fast Service:

Let's face it: nobody likes standing in line for anything. Especially if they're hungry! We need to ensure we have the right compliment of staff, product availability, and sense of urgency to serve each and every customer as quickly as possible.

As a Supervisor, you want to make sure you take care of the following:

- **Schedule breaks at appropriate times. Sending someone on a break when it's busy, or expected to get busy will certainly slow down the speed of service.**
- **At the beginning of every shift, check to make sure you have enough product available for the level of business expected. Check to make sure there's enough stocked items, clean dishes, and anything else that you need ready before it gets busy.**
- **Keep your staff motivated and hustling. Set the example, and set your expectations of your people.**

Friendly Service:

Serving our customers quickly is one thing, but doing it with a smile is a whole new level.

With a lot of competition out there, the one thing that can distinguish us from our competitors is super friendly service. So what makes for friendly service?

- **SMILE!** Keeping a smile on your face will visually engage your customer.
- **Be polite.** Remember your manners. A sincere “thank you” goes a long way.
- **Be professional.** When you’re working behind the counter, you’re representing the entire Trees brand. Poor behaviour will be seen as a sign of disrespect towards customers. Once again, it’s also your job to set the example to the rest of your team.
- **Be helpful.** Help the customer with menu suggestions, giving out a sample, and answering questions.
- **Display that “Happy to be serving you” attitude.** Don’t let the customer feel that they are an inconvenience.



Great Tasting Coffee & Food:

In order to remain successful, we need to ensure our customers truly enjoy our products. Several factors can influence how our coffees and food taste:

- Use high quality ingredients.
- Follow recipes.
- Don't serve expired products.
- Don't serve something that you are not proud of.

As a Supervisor, your job is to ensure everyone on your shift is following the proper procedures.



Safe Food:

We have a responsibility to our customers to ensure we serve food that is safe to consume. This is something that should never be taken lightly. Making someone sick due to contaminated food items would be devastating to the entire chain. All it takes is one single incident and we would lose customer confidence. The result would cost the company hundreds of thousands of dollars from possible lawsuits and loss of business. Many other restaurants that have this happen to them never fully recover, if they manage not to go out of business completely.

Some food safe basics include:

- Always wash your hands before handling food & frequently throughout your shift.
- Keep food contact surfaces clean & sanitized.
- Do not serve expired products.
- Complete temperature logs on a daily basis.
- Use clean & sanitized cloths when wiping counters & tables.
- Be aware of cross-contamination and how to avoid it.
- Keep food items at the correct temperatures. When heating or cooling items, the less time it spends in “The Danger Zone” reduces risk.

Food safety is becoming more and more prevalent in consumers' minds these days. People are more aware of how contamination occurs, and will watch closely how we are handling their food while we prepare it for them. If they get nervous, they might not say anything to you; they just won't come back again.



Value For Their Dollars:

It's one thing to have great tasting coffee and cheesecake. Another factor on a customer's mind is "Am I getting good value for my money?"

Although you are not responsible for setting menu prices or implementing promotional discounts, there are some things you can do to ensure customers feel they receive good value:

- Don't serve expired or poor quality products. No one will feel they've gotten their money's worth if they pay for sub-par quality.
- Follow recipes and correct portion sizes.
- Be careful when ringing in an order that you charge them the correct amount.



Clean, Comfortable Surroundings:

Wherever people go, they like to feel comfortable in their surroundings. In a food service establishment, comfort means a clean table to sit at, clean floors to walk on, and clean washrooms to use.

The overall cleanliness of the café also gives a person an indication of how sanitary we are. Dirty café = unsafe food. This isn't necessarily true, but this is certainly what goes through a customer's mind.

You can keep the place clean by ensuring the following:

- Ensure the dining area is bussed frequently
- Check washroom cleanliness frequently
- Follow cleaning schedules & checklists.
- Ensure all staff are doing their part to keep the café clean.
- Divide the cleaning tasks evenly & fairly between staff



So now we have a good idea of what our customers expect from us.

Think about the last time you had a memorable experience in a restaurant or perhaps a retail store. What did the person who served you do to make you feel this way? Did you recommend the place to your friends & family? Of course you did, because that's what we do when we're happy with the service we get in any situation. We want our customers doing the same for us!

Now think about the last time you had really poor service. Did you think to yourself "I would never treat a customer the way I was just treated. I won't be going back there again!" This is not what we want our customers thinking as they walk out the door...

Without customers, we have no business. Without business, we have no jobs.

ENSURE THE NEEDS OF THE STAFF ARE MET

The most important resource any business has is its employees. They are the heartbeat of the operation. Without a group of hardworking and honest employees, our business wouldn't be very successful.

One of the tougher parts of your job is to ensure that our staff feel cared for and motivated to work. Easier said than done! Bearing in mind that each employee has a different personality and slightly different needs, makes it more difficult to keep everyone happy.

Here's what most employees need from their superiors:

- ✓ Fair wages**
- ✓ Fair & flexible scheduling**
- ✓ To feel appreciated**
- ✓ To be challenged & motivated**
- ✓ To be trusted**
- ✓ Receive proper training & development**
- ✓ Regular feedback on their performance**

Fair Wages:

Offering a wage that is comparable or above the industry standard is a way for us to attract better caliber employees.

Offering regular wage increases is a way to retain our good employees. It's also a great motivator when the wage increase is tied to a performance review, essentially rewarding someone for a job well done. Arbitrary increases can cause unrest with those who perform well when they see that someone else who underperforms receives the same increase.

As a Supervisor, you won't be directly responsible for determining wage rates, but will certainly be able to provide input to the manager on how an employee performs on your shifts, thus giving a more detailed performance review for the employee.

Fair and Flexible Scheduling:

Preparing a work schedule can be tricky. You need to balance not only what is needed to meet the needs of the customers, but also to ensure it is fair for employees. A fair schedule in the eyes of an employee are things such as number of hours, days off (together or separated), the types of shifts scheduled, balance of abilities between employees scheduled together, and adequate people scheduled to handle the workload.

A Supervisor doesn't necessarily prepare weekly schedules, but being aware of and understanding the many factors involved in this process will help you do your job better. There will be times when you will be the go-between when staff have questions or concerns about their schedule.

Appreciation:

Making employees feel appreciated is vital to ensuring they remain productive and reducing turnover.

There are several ways to express your appreciation:

- **Verbally telling someone they have done a good job**
- **Thanking a person for something they have done**
- **Rewarding a person with a gift or monetary reward (bonus)**
- **Working along side them and helping out**



Expressing appreciation isn't always easy to do, but if you follow these simple steps, you will find it much more effective:

1. Describe the specific behaviour
2. Describe the impact

Specific behaviour



*“thank you for staying an extra half hour.
We were able to handle that unexpected rush much better
and serve the customers quickly.”*



Impact

Challenge and Motivate Them:

Most people enjoy being challenged regularly. It keeps them from getting bored.

Challenging a person doesn't mean dumping extra work or responsibility on someone's shoulders.

When you challenge someone, the benefits are two-fold: you get better productivity, and the employee feels a sense of accomplishment. This is just one way to keep them motivated.

When properly motivated, an employee will enjoy working for you. If they enjoy working for you, they will be more helpful and productive. If they are more helpful and productive, it will mean less stress for you!

Trust:

Showing employees that you trust them is important because it makes them feel like they can go about doing their job without being “micromanaged.”

When someone is properly trained and has had clear expectations set for them, showing them that you trust them to accomplish the job will help ensure that they do.

Empowerment is another form of letting someone know that you trust them. Much like delegation, however the employee has the ability to think for themselves and come up with their own solutions. Empowerment also aids in forming accountability.

Proper Training and Development:

Just like the foundation of a skyscraper must be strong to support the enormous weight of the building, proper training is the foundation that prevents an employee from failing in their job.

Without adequate training, it becomes difficult to set expectations, maintain productivity, or maintain great customer service and food.

A well trained employee will be more confident, more productive, and help lower turnover. And if you have all of these conditions, once again, your job becomes easier.

Ongoing development is something that will help ensure staff are challenged and motivated. As an employee masters certain tasks and abilities, giving them more to learn will broaden their overall contribution to the business.

Regular Feedback on Performance:

Everyone needs to know how they're doing from time to time. This is how we improve ourselves.

By giving and employee feedback, they will get better at their job, which in turn will make them more productive.

Giving feedback can be done both formally and informally. Formal feedback comes in the form of a written performance review that outlines his or her strengths and areas needing improvement. Informal feedback is usually verbally communicated, and occurs much more frequently than a performance review, usually on a daily basis.

Written Performance Review:

The frequency of written performance reviews can vary, but the more often it's done, the faster an employee improves their performance.

A written performance review should be not just a method for outlining opportunities for improvement, but also celebrating what the employee does well. The overall performance outlined in a review is what's used to determine what wage increase, if any, the employee will receive.

Giving Oral Feedback:

It is much easier to criticize than to praise. The important thing to remember, though, is that people respond better to positive encouragement. This doesn't mean that we don't address the issues, it just means that we need to have a balance between the two. It isn't an exact balance, however. Generally, using the 4 to 1 ratio keeps it balanced. This means that every negative must be accompanied by 4 positives in order for the person receiving the feedback not to feel like you're only focusing on the issues. The reason for this ratio is that human beings tend to focus on and remember the negatives. It's just our nature...



Principles of Giving Feedback:

- ✓ **Be specific**
- ✓ **Be respectful**
- ✓ **Be factual & non-personal (not emotional)**
- ✓ **Be future oriented**
- ✓ **Be timely**

Steps to Giving Feedback:

- 1. Start the conversation**
- 2. Specify the behaviour and impact**
- 3. Listen to understand**
- 4. Agree and close**

MEETING THE NEEDS OF THE SHAREHOLDERS

Along with ensuring we take care of our customers and staff, it's important to understand our financial responsibility.

A business exists for the purpose of making a profit. If the business doesn't make a profit, it will cease to exist.

The business owners entrust their employees to maintain profitability.

Many expenses are directly within your control, the most important being:

- Food & packaging cost
- Labour cost
- Repair and maintenance costs



Food & Packaging Cost:

The cost of food and packaging represent about one third of the entire expenses we incur. This makes it an extremely important cost to keep under control. Just one percent of this translates into thousands of dollars over the course of a year !

So what can you do to help ensure these costs are kept under control?

- ✓ **Follow recipes and proper portions**
- ✓ **Reduce waste**
- ✓ **Check supplier deliveries for accuracy & quality**
- ✓ **Ensure all orders get rung into the till correctly**
- ✓ **Make sure no theft occurs**

Labour Cost:

The cost of labour used to run the business represents about another 30 percent of total expenses. So just like food cost, it's vitally important to keep this expense under control.

Effective labour cost control happens with:

- **Effective scheduling**
- **Lowering staff turnover**
- **Avoiding using overtime hours**
- **Increasing employee productivity**
- **Adjusting the schedule as sales volumes change**

The last three items are particularly within your control on a regular basis. Reacting to slower sales by sending staff home early is one of the most important financial decisions you can make.

Repair and Maintenance Cost:

Although not as large an expense as food or labour, repair and maintenance costs are still something to be aware of and keep under control. We have many expensive pieces of equipment and fixtures in the store, and it can be quite expensive to maintain them.

You're probably thinking "How can I save repair costs when I don't have the ability to fix a refrigerator?"

Well, the best way you can help reduce these costs is by ensuring regular cleaning and maintenance is being done. Many times a piece of equipment breaks down simply because it wasn't being cleaned properly. This is why we need to habitually follow cleaning checklists.

THE JUGGLING ACT BEGINS....

Now that you have a better understanding of the basic objectives, how do we keep our customers, staff and shareholders happy all the time? It's all about making smart decisions. Each time you are faced with a decision, ask yourself these three questions:

- 1. How will it affect service to the customer?**
- 2. How will it affect the staff?**
- 3. How will it affect the bottom line (profit)?**

If the decision you're about to make is going to negatively impact any of these three groups, then it might not be the right course of action. Sometimes, there is just no way to keep all three groups happy with one decision. In this case, you really need to decide which one takes priority.

What would you do?

It's 8:00pm on a Tuesday night. Business has been slow, and all of the cleaning and breaks have been completed. The only thing left to do is mop the floors after closing time and wash the last few dishes. Aside from yourself, there are 2 other employees working. Should you send someone home early? Let's figure it out.

- a) How will it affect service to the customer? Not at all, since there have only been random customers coming over the past hour, and probably even less in the next hour.**
- b) How will it affect the staff? Depends on whether the person wants to go or not. Let's say for arguments sake that they don't want to leave early (it means a smaller paycheque next week). So this means that it will affect them negatively.**
- c) How will it affect profitability? Sending someone home early will save money. That is a positive effect.**

So we've determined that service will not be negatively impacted, we will save money, but we could disappoint an employee.

We want to keep everyone happy, but the positive obviously outweighs the negative in this situation.

In this case, we would have to sacrifice giving the employee what they want in order to make a responsible decision. It won't be all that bad, though, because if you explain to the employee why you have to send them home early, they will be more likely to cooperate.

Summary

By having read this manual, you should now have the understanding of the overall responsibilities involved with running a shift at Trees. Along with the understanding of what's involved, practical training and lots of practice will help turn you into a great Supervisor.

Developing your skills takes some time, but you will find a great sense of accomplishment at each stage of development.

