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| **Title:** Café Manager | **Reports to:** Owners | **Level:** 5 |
| **Job description:** To develop and implement a food and beverage strategy that will maximise profit and customer satisfaction through innovative product differentiation and service standards. | | |

| Accountabilities | | |
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| Key result areas | Key tasks | Key performance indicators |
| Customer services/sales  Kitchen  Café  Bar  Function sales  Themed Events | * Embrace service standards * Acknowledge every customer first, using their name (when you know it) and with a smile * Speak clearly and listen intently to facts and feelings while communicating * Personally own, act on and solve problems and complaints * Recognise every opportunity with a customer is an opportunity for growth * Anticipate customer’s needs, handle inquiries and solve problems * Create and maintain a positive image for the Book café group * Maintain a high level of product and service knowledge in order to explain and sell services and recommend John Reading’s products to customers * Handle special requests * Regularly seek feedback from customers * Research customer needs * Analyse and adapt to food and beverage trends. | * Customer survey * Return customers * Customer feedback * Up-selling and cross-selling * Covers per meal period * Reviews on social media, reputable newspapers/trade magazines * Food quality/service standards. |
| Communication | * Liaise with staff to provide timely feedback * Actively interact with internal and external customers to anticipate needs and determine service delivery levels * Ensure effective shift handovers * Actively participate in organised meetings and contribute to the management team * Manage an effective team * Interact with all staff in a professional and positive manner to foster good rapport, promote team spirit and ensure effective two way communication * Communicate problems, resolved or unresolved, to your manager * Advise others of operational changes. | * Associate morale * Customer survey * Meeting attendance * Awareness of broader BCG issues * Café team informed and aware of broader John Readings Bookstore issues. |
| Self-management | * Adhere to Code of Conduct * Demonstrate a professional attitude and behaviour at all times * Maintain a professional approach and personal image * Be aware of BCG policies and procedures * Ensure a high level of cleanliness is maintained in and around Café area * Develop/update skills internally or externally to reflect changed technology or changed work requirements * Work in line with business needs. | * Appraisals * Customer survey * Evidence of self-initiated learning * Actively establish industry relationships and utilise networks to improve knowledge which adds value. |
| Safety and security | * Ensure all procedures are conducted safely and within WHS guidelines * Be aware of duty of care and adhere to WHS legislation, policies and procedures * Be familiar with property safety, first aid, fire and emergency procedures * Initiate action to correct a hazardous situation and notify supervisors of potential dangers * Log security incidents and accidents in accordance with the BCG’s requirements * Adequately manage the café’s responsibility in relation to the Liquor Act * Ensure statutory responsibilities are being met, e.g. food safety, responsible service of alcohol * Establish and monitor cleaning procedures. | * Incident reports * Coordinate emergency response in line with resort guidelines * Handle intoxicated customers * Food safety audits * Number/severity of accidents * Cleanliness of food and beverage areas. |
| Staff management, training and development | * Develop performance standards for operations * Implement changes when required * Monitor productivity of the café team * Prevent and resolve grievances * Counsel staff and prevent work related problems * Discipline staff and resolve disputes * Recruit, train and facilitate multi-skilling of staff * Maintain up-to-date staff records * Assist with the delivery of orientation programs and other training programs * Instruct and certify staff * Update and develop standard operating procedures in conjunction with manager * Responsible for training and certifying standard operating procedures * Conduct performance appraisals in a timely manner for all immediate subordinates * Post rosters within award guidelines * Coordinate recognition programs. | * Existence of training profiles for all café employees * Café turnover * Current standard operating procedures in place * Development plans in place for all direct reports * Document and implement training plan |
| Business planning | * Develop an innovative café strategy that is to be presented to the General Manager Operations * Prepare reports for budget submission as directed and monitor approved budget * Conduct competitor analysis * Responsible for manpower planning * Manage wage, food and beverage costs * Forecasting * Stock control * Expense/cost control through effective utilisation of consumables * Analyse food and beverage statistics through point of sale system. | * Hard copy café strategy * Café profit * Contribute towards revenue generation and cost containment * Minimising ‘write offs’ * Covers/average customer spend * Function revenue. |
| Leadership and motivation | * Ensure new policies are communicated throughout BCG * Foster a collaborative environment which promotes two-way communication * Lead by example * Conduct team meetings which facilitate operational improvements * Respond to customers requests quickly and efficiently * Attend key strategy meetings. | * Turnover * Reasons for turnover * High morale * Minimal conflict * Input into key strategy meetings * Open channels of communication |
| Responsible financial management | * Develop and monitor the implementation of purchasing procedures * Assess tenders for goods and services * Negotiate price and terms of purchase * Prepare budgets for purchases * Establish economic order quantities * Develop stock control procedures. | * Control of expenses in line with budget and business needs * Effective purchasing and stock control * Effective utilisation of labour. |
| Promote outlets | * Design menu to reflect current customer trends * Design promotions for food and beverage products * Design special event concepts * Anticipate market changes and review operations when necessary * Coordinate market research and analyse the results * Conduct competitor analysis * Create positive publicity opportunities * Manage customer database and utilise effectively. | * Customer satisfaction survey results * Measurement of patronage as a result of promotion * Competitor analysis * Profit * Rating within competitor mix * Social media, press/ television exposure. |
| Negotiation | * Negotiate best price with suppliers of food and beverage and equipment * Assist with function negotiation * Follow up with event organisers. | * Price competitiveness * Contribution of food and beverage to winning tenders * Win/win negotiation * Return customers |

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| **Title:** Café Chef | **Reports to:** Café Manager | **Level:** 4 |
| **Job description:** Develop and maintain cuisine concepts and standards for food preparation and presentation. Manage the kitchen team to ensure a work environment which promotes customer service and is an integral part of a profitable café. | | |

| Accountabilities | | |
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| Key result areas | Key tasks | Key performance indicators |
| Customer services/sales  Kitchen  All other food production areas | * Embrace service standards * Acknowledge every customer first, using their name (when you know it) and with a smile * Speak clearly and listen intently to facts and feelings whilst communicating * Personally own, act and solve problems and complaints * Recognise every opportunity with a customer is an opportunity for growth * Anticipate customer’s needs, handle guest inquiries and solve problems * Create a positive café image * Maintain a high level of product and service knowledge in order to explain and sell café to customers * Handle special requests * Regularly seek feedback from customers * Research customer needs * Analyse and adapt to food and beverage trends. | * Customer service surveys * Return customers * Customer feedback * Cost of sales percentage * Labour cost percentage * Food quality * Reviews in reputable social media, newspapers and trades. |
| Communication | * Liaise with staff to provide timely feedback * Actively interact with internal and external customers to anticipate needs and determine service delivery levels * Ensure effective shift handovers * Actively participate in organised meetings * Manage an effective team * Interact with staff in a professional and positive manner to foster good rapport, promote team spirit and ensure effective two way communication * Communicate problems, resolved or unresolved, to your manager * Advise others of operational changes. | * Staff morale * Customer service surveys * Meeting attendance * Awareness of broader café /bookstore issues * Team informed and aware of broader issues. |
| Self-management | * Adhere to Code of Conduct * Demonstrate a professional attitude and behaviour at all times * Maintain a professional approach and personal image * Be aware of BCG policies and procedures * Ensure a high level of cleanliness is maintained in your area * Develop/update skills internally or externally to reflect changed technology or changed work requirements * Work in line with business needs. | * Appraisals * Customer service surveys * Evidence of self-initiated learning * Actively establish industry relationships and utilise networks to improve knowledge which adds value. |
| Safety and security | * Ensure all procedures are conducted safely and within WHS guidelines * Be aware of duty of care and adhere to WHS legislation, policies and procedures * Be familiar with property safety, first aid, fire and emergency procedures * Initiate action to correct a hazardous situation and notify supervisors of potential dangers * Log security incidents and accidents in accordance with BCG requirements * Ensure statutory responsibilities are being met, e.g.: food safety, responsible service of alcohol * Establish and monitor cleaning procedures. | * Incident reports * Ability to coordinate emergency response in line with BCG guidelines * Food safety audits * Number/severity of accidents * Cleanliness of food and beverage areas. |
| Staff management, training and development | * Develop performance standards for operations * Implement changes when required * Monitor productivity of the kitchen * Prevent and resolve grievances * Counsel staff and prevent work related problems * Discipline staff and resolve disputes * Recruit, train and facilitate multi-skilling of staff * Maintain up-to-date staff records * Assist with the delivery of orientation programs and other training programs * Instruct and certify staff * Update and develop standard operating procedures in conjunction with General Manager Operations * Responsible for training and certifying standard operating procedures * Conduct performance appraisals in a timely manner for all immediate subordinates * Post rosters within award guidelines * Coordinate recognition programs * Establish and maintain standard recipes (including photographic presentation) of all menu items * Supervise and maintain quality control for outgoing meals and incoming produce according to specification. | * Existence of training profiles for all kitchen staff * Team turnover * Current standard operating procedures in place * Development plans in place for all direct reports * Document and implement departmental training plan |
| Business planning | * Develop a food and beverage plan that is to be presented to the Manager * Prepare reports for budget submission as directed by the Manager and monitor approved budget * Conduct competitor analysis * Responsible for manpower planning * Manage wage, food and beverage costs * Forecasting * Stock control * Expense/cost control through effective utilisation of consumables * Analyse food and beverage statistics through point of sale system. | * Hard copy kitchen strategy * Departmental profit * Actively contributes towards revenue generation and cost containment * Minimising ‘write offs * Covers/average customer spend * Function revenue. |
| Leadership and motivation | * Ensure new policies are communicated throughout the team * Foster a collaborative environment which promotes two-way communication * Lead by example * Conduct meetings within the team which facilitate operational improvements * Respond to customer requests quickly and efficiently * Attend key strategy meetings. | * Turnover * Reasons for turnover * High morale * Minimal conflict * Input into key strategy meetings. |
| Responsible financial management | * Develop kitchen budget * Ensure daily monitoring and control of all food purchasing, purchasing specifications and food stock control * Approve all requisitions based on cost control system * Source best products for best price * Actively pursue cost saving measures * Minimise wastage * Recycle whenever possible * Control and monitor budget, overseeing the general cost control aspects * Undertake regular forecasts of business levels, manpower and expenses * Initiate and implement menu engineering and portion control strategies which will promote the profitable operation of food outlets * Negotiate the best price with suppliers | * Actively contributes towards cost containment * Budget achievement * Food cost percentage * Price competitiveness. |