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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/salesKitchenCafé BarFunction salesThemed 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/salesKitchenAll 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.
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