

## **Captain's Manual (Dispensing & Grill):**

Congratulations on being selected to become one of our creameries Captains! Because of your work ethic thus far and the energy you have brought to our team we are hopeful you will set a new standard for your peers. The Captain position requires you to step up and really become a leader for our team members. We are asking that you behave as an Assistant Manager, and truly set yourself apart from the rest of the employees. This means going "Above and Beyond" to enhance the "Leatherby's standards." You are already great at your position, and as a result your managers have recommended you for this promotion. That said, your promotion will obviously require more responsibility. We will now ask that you stay your entire shift to help monitor things such as employee breaks, employee performance, food costs, and much more. In addition to this you will be asked to help better the employees around you. Whether it is training, coaching, or enforcing our store policies, a Captain is supposed to be the "model" employee for the Leatherby's establishment.

With your new promotion and increased responsibilities, you will now share in the tips from your servers each night. Now that you are sharing in their tips, our servers will also be looking to you to ensure that things behind the counter are in order, so that they can perform their jobs most efficiently. Further, with an increase in your pay, we expect you take your new responsibilities head on. Be aware that your promotion can cause resentment with some of the other members of our team. Therefore, you will need to demonstrate to them why we selected you and find ways of bringing "more to the table" so to speak. Take the initiative to learn other areas / positions of the store that you may not be as proficient in as well as the ins and outs of the restaurant. Your goal shouldn't be to become the best dispenser or griller, but to become the best all-around employee at Leatherby's. Your continued work ethic, determination, and most importantly the attitude you bring to each of your shifts will help those around you to see why you were chosen for this promotion.

Finally, if you haven't realized already, the Leatherby Family tries very hard to promote from within their own company. Most of the Managers in each of our stores have worked from the ground up. Your new position is designed to train you how to manage employees in hopes that you will help to run our stores in the future! This is a significant responsibility that we hope you will take seriously, as your performance will affect the entire Creamery. We appreciate all your hard efforts and look forward to seeing what you will do.

## **The Duties of a Captain**

The following information covers our general expectation of you in your new role. Together we hope to excel towards raising the overall standard of excellence of Leatherby's Family Creamery.

### **Attitude:**

***Our hope*** - Our Managers constantly receive compliments on your warm greetings, smiles, the urgency in your step, and the joy that you continually exude. These are some of the most important things that our customers see each and every day from you which help to define who Leatherby's is as a business. You will often here us refer to this as the "Disneyland Effect". What do we mean by this? Well, if you've ever been to Disneyland then you can attest to the fact that it is virtually impossible to have a bad time! Furthermore, it is doubtful that you will find a staff member that isn't putting every bit of energy and joy into their job. That said, Disneyland is truly what we try to capture in the heart of every individual who walks into Leatherby's. We are counting on you to help us in continuing our tradition by not only doing what your fellow peers do now, but going above what they do to continue increasing our level of service and striving to be even better than those who came before you.

***The attitude of your staff*** - Whether you realize it or not your attitude affects the attitude of the crew as well as the customer. If you are having a rough day we will expect you to "leave it at the door." As a Captain your presence, body language and interactions with coworkers and customers should be uplifting and joyful. Bad days should no longer be in your vocabulary. The success of those around you has been placed in your lap and it will start with your attitude. Think of you favorite managers; why are they your favorite? What qualities or traits do they possess that make you want to work on their shifts? That is the type of captain you should strive to be. If there are complaining/negative attitudes at the beginning of the shift, how should you expect the rest of the night to go? The staff feeds off your energy/mood.

***Your attitude toward our customer*** - When our guests walk through the door, it is imperative for our staff to show their excitement! These people are our guests; they have given us the privilege and opportunity to work and are keeping us in business. Therefore, it is essential for you to exude joy to the customer and set the bar for those around you!!

### **To be a "Working" Captain:**

All our managers are "working" managers, meaning that we ask that they lead by example as opposed to just shouting orders at the staff. Even when you are captain, you should continue working as a dispenser/griller just as hard (or harder) as you did before being promoted. Your duties are primarily to be a "supervisor, coordinator

and facilitator,” to make sure that everything runs smoothly. This means you have to constantly watch and observe your area and crew. Everyone, in every position, is to be held accountable for the job they do. The role of captain is the bridge between the manager on duty and the team that you are leading. While managers will surely lead and direct all areas as needed, they will be relying on you to communicate needs or concerns to them directly. Additionally the manager will often count on you to communicate a message to the team you are leading that shift.

Should any difficulties with fellow employees arise on your shift, it is best to let the manager on duty know so we can try and work through the problems first, before any disciplinary warnings are given.

### **Communication:**

***Communicating with your team*** – We are not just looking for someone who is fast at dispensing/grill to be a captain. The role of captain requires you to be a VOCAL LEADER. This includes delegating responsibilities, training and guiding new staff that need assistance and verbally providing direction so that the flow of the shift runs smoothly. Also, we expect that a captain is continually encouraging their fellow employees. A strong captain finds positive qualities in all of their staff. They boost the morale of individuals and of the team in general. As captain you can play games with your crews and find fun and exciting ways to get them motivated. Talk with your manager and together you can come up with a reward for the winner. You have the position and power to set the mood for the team that you are working with, making your shifts more enjoyable!

As a captain you should be thinking of any employees who are struggling. Before coming to your managers to discuss problems that arise behind the counter, it is extremely important to find a solution before doing so! Before coming to management, ask yourself, “Why aren’t they succeeding? What can our captains do to help them improve?” Instead of giving up on them, or having your managers put out the fire, take the time to find out how they learn, encourage them, and give helpful tips that will ultimately make them a better employee. Your managers are always here to help, but we are looking for you to step up in this area and find ways of getting those around you to succeed.

***Communicating with the servers*** – As the Captain of Dispensing/Grill you need to be in communication with the servers if there are situations that they need to be aware of. Perhaps we are out of a certain kind of cheese, or maybe the special flavors changed mid-shift. You need to make the servers aware so that they can communicate with their tables. If there are questions with tags you need to be sure that the server is being asked before making a mistake. If you notice that a server is writing in a way that is super sloppy or unclear it would be your role to ask them to use cleaner handwriting.

There are times when our captains will need to support the floor and the servers in a variety of roles. If you see food/ice cream that is sitting on the counter and needs to be ran, as captain, we need you to take initiative and run the food out to the table. This means that you need to understand how to read a ticket and where tables are located on the floor. Additionally, you should know how to greet and seat guests when they enter the creamery. As captain, you really do have a role that mirrors that of the manager.

***Communicating with the manager*** - Communicating concerns, problems or relational issues with the manager is a vital role of the captain. The management team cannot help if they don't know what is happening, so always remember to COMMUNICATE. This can include issues from the whipped cream not looking or tasting right, to a leaking faucet, to employees breaking our policies, to a crewmember being sick and needing to go home. Management depends on the captain to be the "eyes and ears" of their assigned area and take initiative in bringing any and all issues to their attention.

And finally, please make sure that if we ever need to apologize to customer, the manager is notified immediately. **SORRY = MANAGER!**

### **Teamwork**

As a Captain, it is essential that you are a team player. What does this mean? As the leader of the pack you are now responsible for number of different areas behind the counter. If you want to help the staff around you to excel, you must find ways of being the boss while working alongside the rest of the crew and keeping their best interests in mind. Some nights may be rough working alongside certain individuals. Unfortunately, that's life, but try your best to always take the high road! For instance, if you were hoping to work takeout for the night, and someone else asks you if they can do it, look to do what is best for you and the rest of the crew.

***Working with a fellow Captain*** - On any given night, you may be scheduled with a fellow Captain. Although there will assuredly be times when you do not agree with the way your fellow Captain (or manager) manages the crew, you must always be positive in front of the crew. A good management team must be a cohesive unit! If ever a time arises when you do not agree with a decision being made or the way the shift is being run, it is important to call attention to these things behind closed doors. There is no easier way to have a crew fall apart when the management team is not in sync.

Additionally, you are expected to keep things confidential that are being discussed within your new role. There are times when you will be discussing members of your crew and their progress. Any disciplinary conversations that you are having with your fellow staff needs to take place behind closed doors, and then reported back to management.

## **Training Employees**

As a captain, you will be responsible for training our new staff members in either dispensing or grill. The best trainers work really hard to make sure that new employees feel welcome and comfortable at their new job. We have large crews and it is easy for new employees to feel lost amongst the crowd. The more welcome that new employees feel, increases their comfort in asking questions and speeds up the process of them learning their job. Please make effort to introduce new employees to your fellow crewmembers and help them feel at home here.

Training material is available for each position on the employee page of our website: [leatherbys.net](http://leatherbys.net). Your trainee should have printed out and read through their training packet before the 1<sup>st</sup> day of their training. Within the packet you will find the checklist that you are to walk the trainee through each day. It is important that we get through all of the material on the shift that you have been assigned to training the new employee. The General Managers schedule training shifts with the expectation that by the last training shift the employee will be ready to work on their own. Also they schedule their staff purposely on training days to maximize the training experience and control labor costs.

At the end of the training shift, please sign off the items on the checklist that the employee has mastered/understands and make notes if there is somewhere that they are struggling. Please communicate your HONEST feedback to the management following your training shifts. If you sense a learning or personality issue, please tell your manager so that they can record your observation and pass the message along to the management team. It is always best for everyone if we address these concerns at the beginning of a new employees training. It is our goal that every person hired will thrive and become a great employee... thank you for your hard work and effort with this.

## **Appearance of crewmembers:**

As staff arrives for the start of their shift, we want to make sure that they are 100% presentable and ready to begin work. It is your responsibility to make sure that the people you are leading are dressed and groomed appropriately. Hair should follow the guidelines found in our Employee Handbook: Women's hair needs to be pulled up and out of the face in a braid or bun and their hands and nails must be clean and polish free. Males must be clean-shaven and their hair clean cut and out of their face. Shirts need to be clean and tucked in, and all uniforms must be clean (no chocolate or caramel from the night before), pressed neatly, not a wrinkled mess. Also crewmembers should be wearing their nametag, visors and non-slip shoes. Please reread the Employee Handbook to make sure that you are familiar with all of the uniform and grooming policies.

If you find that a crewmember is out of uniform or needs to groom themselves, it is your responsibility to point out what they need to do to be ready for the shift. This

may mean that they need to purchase another apron, shirt, visor or nametag. It may also mean that they need to receive a written warning. If the problem is not an easy fix, you need to notify the manager that is on duty so that they can handle the situation.

We ask that you realize that at the beginning of a shift the manager is spinning in 20 directions. They are handling the schedule, registers, answering questions, walking through the creamery checking temperatures and verifying that everything is in order throughout the store. Some days there can be 30 people on a shift, so the managers truly rely on you as the captain to make sure that the staff in your area are ready to work when they clock in.

### **Assigning jobs:**

The Dispensing Captain is responsible to assign everyone on the shift one or more specific duties, that includes: Towels, refilling sauces as they get low, restocking ice cream, the grill area, take-out, side 1 and side 2 (on evenings that it applies too), keeping floors & counters clean, emptying garbage, register, etc. This should be done at the beginning of the shift; so that everyone knows what their position will be for the shift when they arrive. Adjustments can be made to these jobs during the shift as needed. Likewise, Grill Captains are to communicate the roles that each person will have throughout that shift behind the grill. This includes communicating closing duties.

### **Opening and Closing Duties:**

As a captain you are expected to work the entirety of your shift from opening to closing. It is imperative that you arrive on time and begin your shift with the mindset of a captain. You are in charge of an entire crew and they will look to you for your leadership. It is your responsibility to make sure everything is in order and night runs smoothly. All food should be stocked, utensils & tools should be in place, and positions should be assigned right away so that everything runs most efficiently throughout the shift. During the summer when we are slammed a smooth transition from day to night shift is your responsibility and being properly prepared is the key to success.

As the shift comes to a close it is your job to be sure that your area is ready, clean and fully stocked for the next shift. If you are the night captain it is your responsibility to make sure all elements of your area are cleaned and closed properly as if you were coming in at 9am. The manager has many things that they must handle at the end of a shift and this is where your role as captain is incredibly vital to the overall creamery. You need to thoroughly check all areas of your area and be able to testify to your manager that everything is stocked, clean, turned off and ready to be closed. You should be the last person to clock-off of the shift after reporting to the manager that everything is clean and closed properly.

*Managers need to be able to trust that the captain on duty has taken ownership and full responsibility of their area.*

### **Breaks & Clock Offs:**

Captains are responsible for assigning breaks, but should first communicate with the manager about whether or not it is a good time to send someone. It is very important that both of you know who is on and who is not at all times. Some nights we are extremely busy and breaks occur later in the shift than normal. In these circumstances it is incredibly important that you communicate with the manager so that we are sure that every employee receives their legal breaks.

If you have an employee on your shift that needs to leave at a particular time due to being under 18, or has school the next day or maybe they are nearing overtime it is your job to communicate to the manager the situation and to ensure that the employee clocks off at the correct time. Sometimes we have staff that wants to “help” by staying on later... but if they legally must be off the clock or if they are staying overtime they must clock off. Your manager will direct you when it is time to cut staff and send folks home as they (the management) have the job of controlling the labor costs for each shift. Your role as Captain is to assist with this crucial element of our business. If your manager tells you that you need to cut your crew, it is expected that you work with them to cut the crew as needed.

### **Food costs: Portions and Weights:**

Portion control is a basic necessity in any restaurant. All menu items are priced out to include the factors of the product, employee wages, fixed costs and necessary profit to keep our doors open. Every time portion control is ignored a piece of our potential profit is lost.

### ***Dispensing:***

EVERYONE must weigh the ice cream scoops and sundaes! There are a few different reasons for this. First, we would never want to cheat our guests by giving them less, and we wouldn't want to serve more as it affects their expectation and/or perception for their next visit. Secondly, if we are serving more than the allotted amount we would be out thousands of dollars at the end of the year. If an employee is consistently struggling to make the sundae properly, take the time to teach your employees how to do it properly, and give them tips on how to “fluff.” If a sundae weighs too much, you'll need to have the employee fix the sundae so that it is accurate. If the problem continues, you may need to take yourself off of making the sundaes alongside them and keep a better eye on the staff and the scale. Our guests come to Leatherby's for the generous portions and flowing sauce... When sundaes are made correctly they in turn weigh the correct amount, have the correct amount of sauce, and look identical to our serving size.



Furthermore, we will need you to be on top of your crew to make sure they are not wasting product. Are the dispensers scraping their ladles or is sauce being poured over the counter top? Are the 1 gallon jars left with 2 inches of sauce at the bottom when sent to the washroom? Is whipped cream being re-whipped? If they are doing any of these things, it is your responsibility to show them how to do it properly. We need to be on top of our staff to be sure that they are not intentionally or unintentionally wasting product. Any and all mistakes or situations where the dispenser is repeatedly wasting product should be noted so that other captains and managers can be aware and on top of these issues.

### ***Grill:***

There are many areas you can help to control our costs however, there are some areas that have a greater impact on our food costs. First, our grill Captains need to be sure that meats weigh the proper amount and that our food is being prepped properly. If you sense that the meats products have more or less than normal you need to weigh them to verify the situation. If the meat weight is off, please tell the manger so that we can properly address this with the preppers.

Secondly, we need to make sure the proper amount of fried items are being dropped. We serve tons of fries and chicken strips each day. Our line cooks should only be cooking the amount of food necessary for the tags, not throwing in a bunch of extra food for surplus because it's busy and they want to save time later on.

Finally, one of the most common ways that product is lost and/or wasted at grill is due to items not being rotated properly. We count on you to be the eyes and ears of grill when it comes to rotating and putting out food products. Train your fellow line cooks to properly do this so that it doesn't become an issue. If something is slimy, smelly, discolored or just plain strange let the manager know immediately as we might be able to get a credit or return the product. The manager will look into if the item was not prepped or rotated correctly or if maybe the item was delivered to the store rotten.

### **Health Code Enforcement:**

At Leatherby's we do our absolute best to be the cleanest restaurant in the industry! We have been told by many of our health advisors that we do an exceptional job of adhering to all food safety regulations, as well as going above the standards that are in place. The following are some of the ways you can help us to make sure we continue enforcing the highest of health standards. As a captain, it is expected that you help our management stay on top of the following state mandated health code items:

- Clean uniforms
- Fake Nails / Nail Polish should always be removed prior to the shift
- Fresh bleach bucket



- Bleached towels on their appropriate shelf  
(No towels on counters or shelves)
- No towels in pockets
- All sanitizer bottles labeled correctly
- All sanitizer bottles on the appropriate shelf
- Hands to be washed with soap after handling money
- Hands to be washed after picking up trash / dirty dishes
- Hands to be washed after touching face or hair
- Hands to be washed after using the restroom
- Apron should always be removed when using the restroom
- No cross contamination between food items
- Refrigerators should always be at 32 – 41°F  
(If higher or lower please let manager know immediately)
- All freezers should be 8°F or lower
- The Bacteria “Danger Zone” (41°F – 135°F)
- Cooking:
  - Fresh Beef, Pork, Ham = min. internal temp. 145°F
  - **Ground** Beef, Pork, Turkey, Chicken = min. internal temp. 160/165°F
  - Poultry = min. internal temp 165°F
  - Chili / Soup / Pineapple = 165°F
- Holding Temperatures: (Check every 2 hours)
  - Soup & Chili: minimum 135°F
  - Refrigerated (Cold items): 32°F - 41°F  
(If items fall outside of the min/max, correct within 2 hours and hold at proper temp.)
- Chili cooling procedure:
  - Cook to 165°F
  - Cook Temp → 71°F within 2 hours
  - Cook Temp → 71°F - 41°F within the next 4 hours  
(6-hour total cooling time)
- After making each ticket, cutting boards should be sanitized & wiped
- Knives to be sent to the dishwasher **minimally** every 4 hours
- Knives should be sanitized in between sandwiches and/or tickets
  - (To prevent cross contamination)
 (Must sanitize in between cutting poultry, crab, fish, ground/raw meat, etc.)
- Spatulas should be sent to dishwasher frequently
- Spatulas need to be designated for bread/ meat/ raw meat
- Gloves to be worn at all times
- Gloves to be removed correctly after handling raw meat
- Hands to be washed after handling raw meat
- Drinks should be on the appropriate shelf with lid
- Paper towels to be stocked at all times
- Soap to be stocked at all times
- Shake machine to be cleaned / sanitized each evening

- Shake machine to be cleaned / sanitized after making shakes with nuts
- Hair to be pulled back in tight braid or bun with visor/hair net on

### **Learning other areas of the store**

Your role as a captain does not end at mastering the position you are currently in. We want you to expand your knowledge and learn other areas of the creamery. When promotions are available to the staff we always look to the captain position first to either promote you again, or take your advice as to who is most deserving of a promotion. The employees who know the most are always the easiest to train when it comes to move up. Additionally, when times are slow and you are a dispensing captain who also knows the grill, you will more than likely receive more hours because you can do the job of two people.

### **Brief Shift Report:**

At the end of the shift, the Captain should discuss the positives and negatives with the manager on duty, any additional training needed with employees, problems with staff food issues, scheduling, mistakes, and any positive comments about individual's performance. Any advice you may have relating to scheduling our shifts is also extremely useful as well. If employees are coming in too early or leaving too late (even by just 15 minutes) we can save thousands of dollars and in time create the opportunity to give raises, hire more employees, promote from within our store and so on. Please understand that your position has been created/designed directly help the creamery manage costs and raise the caliber of the employees we currently have.

### **Manager Meetings:**

Captains will be invited periodically to attend our creamery manager meetings to report on any important issues and offer any suggestions that may help us be the best possible place to work.

Lastly, we want to thank you for accepting this challenge! We look forward to seeing your progress and hope that you will that this challenge to raise the bar with yourself and the crew! Good luck.

### **Captain Acknowledgement & Consent Form**

By signing this document, I acknowledge that I have thoroughly read and understand the policies discussed within the Captain's Manual. I agree to abide by rules, standards, and procedures set for me by Leatherby's Family Creamery.

Employee Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_