



COFFEEVILLE

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Policies & Procedures

This document sets out CoffeeVille policies and procedures that are to be adhered to by owners, managers and employees (where relevant).

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Customer Service Policy

CoffeeVille can only succeed with the patronage of customers, and in particular repeat customers. As a result, taking care of our customers is our highest priority. At CoffeeVille the customer always comes first!

Customer Complaints

Nobody enjoys being the recipient of customer complaints, but complaints are to be expected as part of being in the hospitality business. Complaints can give us insights as to how to make our cafe better. Demanding customers force us to be our best and resolving complaints satisfactorily can even increase customer loyalty IF they are handled properly.

When faced with a customer complaint:

- Listen to the full complaint without interrupting or getting defensive.
- If the complaint is product related, remove the offending item immediately.
- Apologise for the problem and tell the customer you will take care of the problem, and get a manager.
- Always inform a manager of the incident.

Do everything you can to let the customer know you care and that this isn't the kind of experience you want them to have at CoffeeVille.

Telephone Courtesy

It is everyone's responsibility to answer the phone. Always try to answer the phone promptly, within three rings. Always answer in a friendly, polite manner: 'Good (morning, afternoon, evening), welcome to CoffeeVille, how may I help you?'

If you are certain of the answer to the customer's question, you should respond clearly and politely. If you are uncertain, ask the caller if you may put them on hold for a moment. If there is a staff member close who can provide you with the correct information, then return to the call and provide the customer with the necessary information. If there are no staff members close by that can help promptly, then ask the caller for their name and put the caller through to a manager, making sure that you brief the manager on the caller's name and the nature of their enquiry. Always thank the person for calling.

Updated/authorised

2016 – Emma Belcastran (owner CoffeeVille)

Dress Code

All employees of CoffeeVille are expected to represent the business, and dress accordingly. Clothing which is faded, tattered or contains holes is not acceptable. All staff members are required to wear black or khaki coloured trousers and CoffeeVille branded polo shirts. You will be provided with at least one polo shirt at no cost, to be returned upon completion of your contract. If you want to keep the shirt, you may purchase it for \$20.00. You may purchase extra polo shirts for your use at \$20.00 each.

Shirts and trousers should be ironed and neat in appearance, shirt tucked in and a belt worn with the trousers. Closed toed footwear with rubber soles is required.

Updated/authorised

2016 – Emma Belcastran (owner CoffeeVille)

Management/Employee Relations Policy

Our managers are committed and trained to provide you with the tools and positive working environment for you to do your job to the best of your ability. You will be treated with respect and dignity by all of our management personnel and we will try our best to recognise and reward your hard work and accomplishments.

We recognise there may be occasional misunderstandings. We want to clear up these types of situations in a fair and timely manner and in order to do this we need your help in bringing them to our attention. We want you to know that *management is never too busy to be informed of work-related problems, complaints or disputes of any employee.*

If you have such a problem, you should promptly talk to a manager. They will listen in an open, objective and courteous manner. We want to understand and help try resolving any issues. If the problem is not resolved to your satisfaction, you should take up the matter with the owners, Emma and Rufus Belcastran.

Every necessary action will be taken to resolve a problem or settle a dispute in a fair and equitable manner. We recognise our employees as one of our most valuable resource and we take all employee problems and complaints very seriously. No problem is too small and each issue will be given the utmost attention and consideration.

Meetings

Staff meetings will be held on a regular basis. Meetings are held for a variety of reasons and can include new menu offerings, upcoming promotions and events, training, policies, etc. Meetings will be scheduled to allow maximum attendance. Attendance is required where possible. Meetings are considered as a shift and paid accordingly. Only management-approved absences will be accepted. Most meetings offer employees the opportunity to provide valuable input for feedback and provide suggestions to enhance our working environment and the operation of the cafe.

Teamwork

We cannot achieve our goals and provide the highest levels of service to our customers without working together as a team. Pay attention to the workload of other employees so that you can identify where another staff member may be struggling to keep up with the workload. . If a co-worker is overloaded and you're not, help them in any way you can. Always help a customer where you can, even if your role is not a direct customer service role. If another employee hasn't quite caught on to something and you have, ask if you may suggest another way to do it. Genuine teamwork makes for a much more enjoyable and satisfying work experience and results in happier (and more generous) customers.

Communication

It is important for every employee to have a good sense of 'what's going on' in the cafe. It is management's responsibility to keep everyone informed of ongoing changes and news affecting CoffeeVille and our people.

Such communication takes place primarily in staff meetings, via email and by posting notices and information to the bulletin board located on the side of the freezer.

Updated/authorised

2016 – Emma Belcastran (owner CoffeeVille)

Equal Employment Opportunity (EEO) Policy

CoffeeVille is guided by the principle of equal opportunity in all of its activities. CoffeeVille aims to create a positive, equitable and productive working environment. This includes providing staff with an environment that is safe, flexible, fair, culturally appropriate, friendly and professional. Equity principles are a core element of the planning, recruitment, interview, selection and appointment of new employees of CoffeeVille.

It is critical to the achievement of our business goals that we have a culture which respects, values and actively pursues the benefits of diversity.

CoffeeVille is committed to an equitable and inclusive work environment that is free from discrimination and harassment. The organisation has implemented policies and procedures to promote a discrimination and harassment free work environment for all staff to ensure that they are able to work effectively within the organisation and with its clients and stakeholders.

CoffeeVille will assist staff in meeting these objectives with clear policy, education, training and practice.

Equal Employment Opportunity and Diversity

CoffeeVille is responsible for ensuring that equal employment opportunities exist for all current and future employees. Staff will be selected or promoted according to merit irrespective of personal attributes.

Diversity is any collective mixture characterised by differences and similarities. In relation to staff, diversity can refer to function, experience, discipline, education, socio-economic background, marital status, personality profile, gender, age, language, ethnicity, culture, sexual orientation, religion, family responsibility, etc.

Managing diversity is about creating an environment in which everyone can achieve his or her full potential.

Employees are happier and more productive if they are appreciated and included, not assimilated or tolerated.

Strategic advantages can result from incorporating a wide variety of approaches and perspectives and the workplace. Improved innovation and creativity are documented benefits of diversity. Teams that are diverse and inclusive find more innovative, feasible and effective ways to overcome challenges. They bring a variety of perspectives to a situation and thus offer a wider range of solutions.

CoffeeVille is committed to identifying and eliminating the barriers that may be encountered by staff, including the elimination of discriminatory selection criteria and providing equal access to training and development, support and mentoring.

Equal employment opportunity and merit-based management and recruitment requires you to avoid discrimination. For more information on anti-discrimination, see the anti-discrimination, anti-harassment and anti-bullying policy.

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Anti-Discrimination, Anti-Harassment and Anti-Bullying Policy

CoffeeVille is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

- **Direct discrimination** occurs when someone is treated unfavourably because of a personal characteristic.
- **Indirect Discrimination** occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example a minimum height requirement of 175 cm for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.
- **Sexual harassment** includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated.
- **Workplace bullying** may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety, e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving difficult or unpleasant tasks to particular staff members.

CoffeeVille provides equal opportunity in employment. Discrimination based on a personal characteristic mentioned under state and federal equal opportunity legislation is strictly forbidden.

Under state legislation, characteristics that must not result in discrimination include:

- age
- breastfeeding
- carer status
- disability
- employment activity
- gender identity
- industrial activity
- lawful sexual activity
- marital status
- parental status
- personal association with someone having any of these characteristics
- physical features

- political activity/belief
- pregnancy
- race
- religious activity/belief
- sex
- sexual orientation.

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager, or, where the manager is implicated in the inappropriate behaviour, to an owner: Rufus or Emma Belcastran.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Reasonable adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively.

CoffeeVille will make reasonable adjustments for a person with a disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours (see 'flexible work arrangements')
- providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments CoffeeVille will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases CoffeeVille can discriminate on the basis of disability, if:

- the adjustments needed are not reasonable, or
- the person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Victorian Equal Opportunity and Human Rights Commission, the Australian Human Rights Commission, or take action under the *Fair Work Act 2009*.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When a manager receives a complaint or becomes aware of an incident that may contravene CoffeeVille EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of CoffeeVille EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the other managing staff.

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.

3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions; however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure the action meets the needs of the complainant and CoffeeVille.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

Possible outcomes

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved).

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Remuneration and Performance Appraisal Policy

Policy and Purpose

This policy establishes the framework and guidelines to be used by the organisation in determining remuneration arrangements for its employees and to assist staff in understanding the organisation's position on staff remuneration.

The purpose of the policy is to:

- attract and retain employees of the required quality
- ensure the staff are appropriately compensated for the services they provide to the organisation
- ensure that remuneration levels are competitive with the external market
- encourage and motivate staff to achieve the organisation's strategic business objectives
- promote and reinforce the organisation's key values and appropriate employee behaviours
- ensure a level of equity, consistency and transparency in employee remuneration.

Definitions

Remuneration will comprise base salary, an 'at risk' performance pay component, employer guarantee superannuation, and motor vehicle allowance where this is included in an employee's employment package. The total of these components make up the employee's remuneration package.

Underlying Common Rule Award

Staff covered by the relevant underlying award, Restaurant Industry Award 2010, will be paid no less than the rate of pay set out in that award for the relevant position.

Policy Coverage

The staff remuneration policy covers all employees at all levels of the organisation.

Determining Base Salary Levels

Base salary levels will be determined by job evaluation. Job evaluation is the evaluation of the position from the information in the relevant position description, in terms of the level of required skills, competencies and knowledge, and criteria such as the level and impact of decision-making and authority to act.

Job evaluation will be carried out by the relevant store manager or partner.

The underlying principles of job evaluation include:

- salary levels will be paid no less than the rate of pay set out in the relevant underlying award, Restaurant Industry Award 2010

- salary levels are to be benchmarked on an annual basis (as part of the annual budgeting process) against the external market using salary surveys to establish competitiveness with similar positions in the external market
- if the job changes as determined by a job evaluation, the base level remuneration should be altered to reflect the change in the employee's role and responsibilities
- decisions on broad salary increases (those that apply to all employees), such as CPI or cost of living based increases will be made on an annual basis in consultation with partners
- staff will have the opportunity to raise remuneration issues at six monthly performance review meetings with their manager.

Staff Performance Plans

Staff will be provided with individual performance plans/workplans for the subsequent financial year. For new employees, a performance plan will be provided at the end of the probation period (first three months of employment). In further years, workplans are agreed upon after the July/August performance review has been conducted.

The performance plans/workplans set out the role that the position is expected to play in the organisation achieving its strategic plans and objectives; the actions or activities required to achieve those objectives; and the criteria or standards used to assess the achievement of the objectives. In addition to business plans outcomes, the performance/workplans will include specific project and personal development goals.

For sales staff, the performance plans will detail the sales targets for the period.

Performance Appraisals

Performance appraisals will be conducted on a six monthly basis, in late July/early August, and in late January/early February.

The July/August reviews will comprise an assessment of the achievement of the targets and outcomes set out in the previous year's performance plan/workplans, an assessment by the employee's manager/supervisor of the employee's performance outcomes, and discussion with the employee about the employer's outcome and performance expectations for the subsequent financial year.

The outcomes of this review will be the finalisation of the performance outcomes for the previous financial year period ending June, and discussion and sign off of the performance plan for the subsequent financial year commencing July.

The January/February review is to assess progress towards the achievement of the employee's performance plan targets.

The appraisals are also to provide a formal avenue for employees and their managers/supervisors to discuss issues relating to or affecting the employee's job performance and to discuss and clarify the manager's/supervisor's expectations of the employee and vice versa. It is also an opportunity to discuss remuneration and employee training and development needs and opportunities.

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Performance Management Policy

Scope

The scope of this policy covers the performance management process by employees and contractors of CoffeeVille.

Purpose and Aims

The development and progress of individual employees are fundamental to CoffeeVille's future performance. In addition to providing the opportunities for professional development, CoffeeVille aims to help individuals by monitoring and supporting them in their personal growth and development.

The aims of this policy are to ensure:

- employee development opportunities are recognised and implemented efficiently and effectively
- consistent employee development practices and principles are applied across the organisation
- employees are developed systematically on the basis of defined needs and that development undertaken is cost-effective and meets agreed standards.

Relevant legislation

This policy is guided by the procedures set by industrial law, awards and employment agreements that apply to CoffeeVille. Among others they include:

- Privacy Act 1988 (Cwlth)
- Equal Opportunity Act 2010 (Vic)
- Fair Work Act 2009 (Cwlth).

Roles and Responsibilities

Managers will:

- carry out biannual formal performance review discussions
- monitor individual performance throughout the year, recording key events, observations of importance which relate to the performance, both positive and negative
- refer to the performance management guidelines when carrying out tasks related to performance management.
- use the performance management documentation to record formal and informal performance reviews
- provide employees with the opportunity to participate and contribute to their professional and personal development

- provide employees with access to training and development, as reflected in the individual's development plan
- provide employees with coaching and development throughout the review period
- provide employees with an opportunity to communicate their career development goals
- ensure employees complete their responsibilities in accordance with the performance management policy and process.

Employees will:

- participate in the formal review discussions openly and honestly
- complete their personal assessment and provide it to the manager as requested
- contribute their thoughts on both positive and negative performance as assessed by their manager
- participate in identified training and development plans as agreed with their manager
- provide information and documentation as requested by their manager relating to their performance and activities throughout the assessment period.

To conduct performance review

The employee's performance will be monitored and evaluated regularly throughout the year. The performance review encompasses three elements:

- an annual formal review discussion
- a six month follow-up discussion
- continuous monitoring of the employee's performance.

1. Annual discussion

The annual discussion is a key step in the performance review process. Essentially, this step involves compiling all the information collected and assessed throughout the year relating to the employee's performance. However, there should be no surprises in this discussion; it is merely a summary and review of the informal and formal reviews conducted throughout the year.

The key elements of the annual discussion are to:

- reflect on performance during the year
- clarify key responsibilities of the role and review the job description
- discuss successes as well as areas for improvement
- set agreed targets and performance standards for the next six months
- agree on key areas of development for effective performance in the role.

2. Documentation

The performance review documentation provides an important guide to record standards set, targets and development plans. It is important to use the correct forms to maintain the integrity of the information, and to help the manager and employee ensure the review is completed correctly.

3. Timing

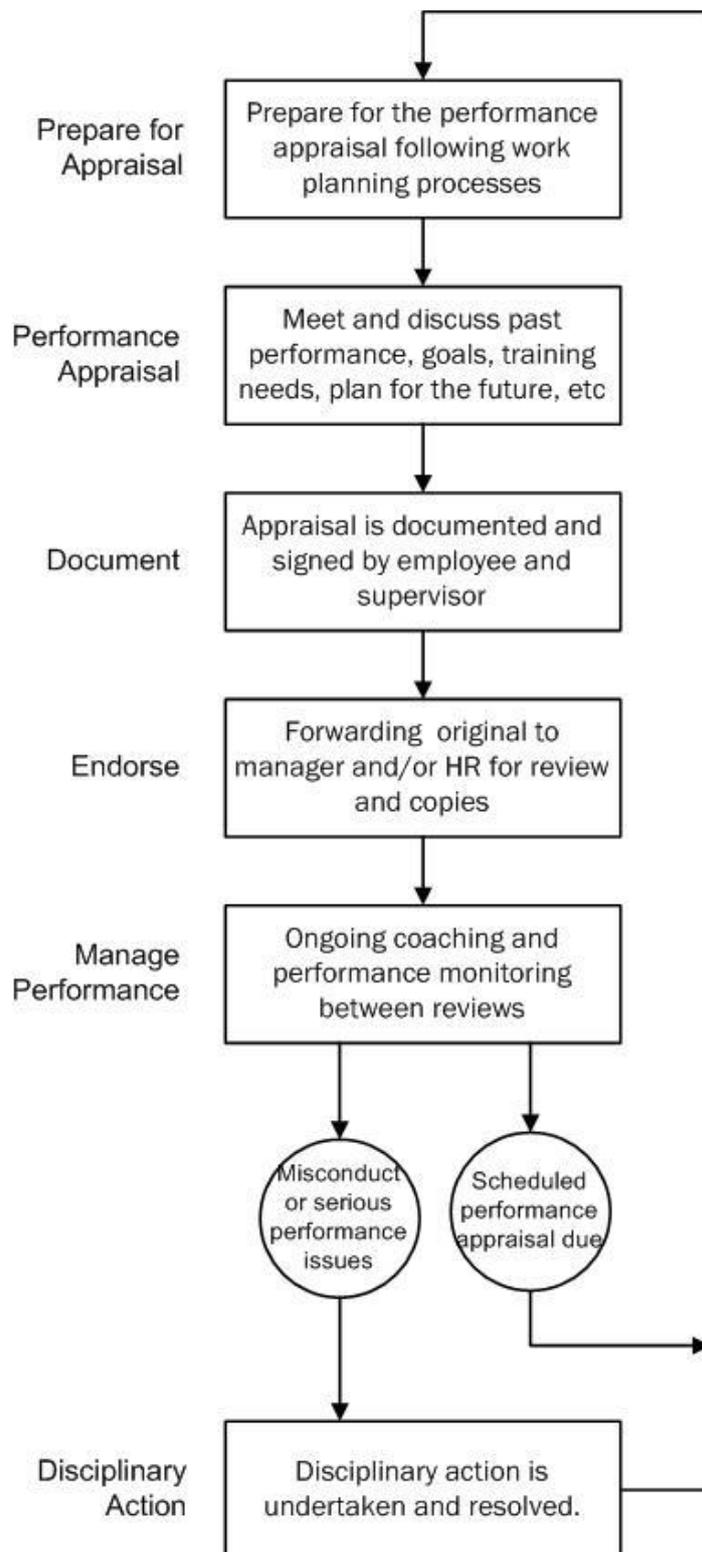
Employee performance is to be formally reviewed every 12 months with a follow-up review in six months. A new plan should be completed at each annual appraisal discussion.

4. Six month follow-up discussion

The follow-up review provides an opportunity for managers and employees to re-visit targets, standards and development plans to:

- establish that progress is on track
- identify changes impacting on the achievement of targets and standards set
- discuss development plan progress or establish development plan
- modify standards and targets, if required.

Flow Chart of the performance review process



Performance management plan template

Name and position:				
Manager:		Review period:		
Reference from operational plan	Key result area	Indicator of success/ performance	By when	Status report
Achievements:		Areas of Opportunity:		
Manager's comments:				
Signature:		Date:		
Staff member's comments:				
Signature:		Date:		

Performance Management Policy

A performance improvement policy needs to promote a fair process using a robust procedure. Managers and employees should know their role and be able to respond quickly.

Where warranted, CoffeeVille will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, CoffeeVille may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or re-training.

CoffeeVille requires a minimum standard of conduct and performance which will be made clear to employees at induction and in performance reviews. If an employee does not meet this standard, CoffeeVille will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, CoffeeVille may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. CoffeeVille will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. CoffeeVille will only refuse such requests on reasonable business grounds.

Procedure

1. CoffeeVille will advise the employee of any shortfall in their performance. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure. The employee should be given an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. CoffeeVille will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will allow the employee to respond before making a decision and consider the employee's responses. The manager should determine whether the issue requires a written warning or a performance management meeting. The employee may have a support person present at such meetings.
5. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy

- give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file.
6. The warning (written or discussed in a meeting) must clearly define:
- the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve the standard
 - how the business will help the employee achieve the improvement required
 - consequences of failing to improve.
7. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
8. They will continue to support the employee and note the support they give, for example, training or counselling.
9. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms CoffeeVille will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Gross or Serious Misconduct Policy

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. CoffeeVille will send the employee a letter of termination noting brief details.

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Grievance Policy

CoffeeVille supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

Where a grievance may contravene CoffeeVille's equal employment and opportunity (EEO) policy or where the grievance constitutes bullying, discrimination or harassment, the grievance should be resolved in line with the procedures outlined in the EEO policy and procedures document.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, CoffeeVille will escalate a grievance to the next higher level of authority for more discussion and resolution, and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond in writing before the process continues.
4. A manager should have a discussion with both parties in an effort to resolve the grievance at the workplace level.
5. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

Should the issue recur, a review may be undertaken at any stage thereafter by the most senior manager or owner. Further reviews may be held if required.

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Health and Safety Policy

CoffeeVille recognises its responsibility to provide a healthy and safe working environment for employees, contractors, clients and visitors. CoffeeVille is committed to the continued wellbeing of its employees and to ensuring that all employees are safe from injury and health risks whilst undertaking work-related duties, including home-based work.

Objectives

In order to ensure a healthy and safe working environment, CoffeeVille will:

- undertake risk assessments and implement procedures to adequately manage any risks in the working environment
- provide written procedures and instructions for safe working practices
- ensure compliance with all relevant legislation
- maintain safe systems of work including the work premises and environment
- provide appropriate support, instruction, training and supervision to employees to ensure safe working practices.

Relevant Legislation

- Occupational Health and Safety Act 2004
- Dangerous Goods Act 1985

Both of these Acts are administered by WorkSafe Victoria which is part of the Victorian WorkCover Authority.

Responsibility and Authority

The partners and business owners are ultimately responsible for ensuring that safe systems of work are established, implemented and maintained.

The partners and business owners are responsible for:

- the effective implementation and regular review of health and safety procedures
- consultation with employees regarding health and safety issues and changes to legislation and/or working practices which may affect the health, safety or welfare of employee
- providing and maintaining a safe system of working practices
- providing support, training, and supervision to employees to ensure safe and healthy workplace practices are carried out, including relevant first aid training where appropriate
- the provision of adequate resources for employees to meet the health and safety commitment, including an up to date first aid kit.

Individual employees are responsible for:

- following all health and safety policies and procedures
- ensuring they report all potential and actual risks to partners or managers/supervisors
- taking care to protect their own health and safety and that of their colleagues at work
- ensuring their own or others health and safety is not adversely affected by the consumption of drugs or alcohol
- encouraging others to follow healthy and safe working practices in the workplace.

Policy Implementation and Review

This policy has been established and implemented through the human resource functions of the organisation and will be reviewed regularly in consultation with CoffeeVille management/partners and employees to ensure compliance with legislation, industry standards and organisational changes.

Updated/authorised

2016 – Rufus Belcastran (owner CoffeeVille)

Smoking Policy

CoffeeVille provides a healthy and safe workplace for employees. The workplace is smoke free and smoking breaks are not included in contracts of employment.

Smoking inside the restaurant, by law, is prohibited. Smoking outside the restaurant is prohibited by law if combined roof/ceiling and wall area exceeds 75% of total area. Areas outside of CoffeeVille are unsuitable for smoking for all customers and staff.

Updated/authorised

2016 – Emma Belcastran (owner CoffeeVille)

Risk Management Policy

Introduction

CoffeeVille recognises that risk management is an essential component of good management practice. CoffeeVille is committed to ensuring the implementation of risk management processes that focus on the proactive management of risks across the organisation.

This risk management policy forms part of CoffeeVille's internal controls and corporate governance arrangements. The risk management policy is designed to:

- identify, evaluate, control and manage risks
- ensure potential threats and opportunities are identified and managed
- inform management and staff members about their roles, responsibilities and reporting procedures with regards to risk management
- ensure risk management is an integral part of planning at all levels of the organisation.

Policy

CoffeeVille is committed to achieving its vision, business objectives and quality objectives by the proactive management of risk at all levels of the organisation.

CoffeeVille will identify, evaluate, control and manage risk throughout the organisation in accordance with the 'CoffeeVille Risk Management Framework'. See risk management strategy for framework details.

Responsibility and Authority

Management and employees of CoffeeVille have responsibility for implementing aspects of this policy.

Role of store managers/partners

Key roles of the senior management team are to:

- determine what types of risk are acceptable and which are not
- set the standards and expectations of staff with respect to conduct
- approve major decisions affecting CoffeeVille's risk profile or exposure
- monitor the management of significant risks to reduce the likelihood of potential organisational risks and threats or failure
- perform annual review of CoffeeVille's approach to risk management and approval of changes or improvements to key elements of its processes and procedures
- implement policies on risk management and internal control where this is deemed appropriate

- identify and evaluate areas of significant risks potentially faced by CoffeeVille for consideration by the managers and partners
- identify areas where risk management is not adequately addressed and advise the partners accordingly
- review and update the risk management strategy
- undertake an annual review of the effectiveness of systems of internal control and provide an annual report for partners, including a summary review and respective recommendations.

Role of cafe employees

Key roles of the employees are to:

- familiarise themselves with the content of the risk management policy and clarify any aspects necessary with a senior team member
- consider any risks they feel could impact on them meeting their objectives and either manage the risk if it is in their control to do so, or inform management/partners of their concerns
- advise store management/ partners about any fraud or unethical behaviour.

CoffeeVille Risk Management Framework

This framework encompasses a number of elements that together facilitate an effective and efficient operation, enabling CoffeeVille to respond to a variety of operational, financial, commercial and strategic risks. These elements include:

Policies and procedures

A series of policies underpin the internal control process. These policies are endorsed by the partners and are implemented and communicated by the store management to all staff. These policies include:

Human resources policies:

- staff travel policy
- harassment Policy
- health and safety Policy
- return to work policy
- work/life balance policy
- equity/discrimination/diversity policy
- parental leave policy
- organisational culture policy

Financial policies:

- bad debt policy

- cash reserving policy
- revenue/expenditure recognition policy.

Monthly reporting

Decisions to rectify problems are made at regular meetings of the partners. Comprehensive reporting at staff meetings is designed to monitor key risks and their controls.

Business planning and budgeting

The business planning and budgeting process is used to set objectives, agree on action plans, and allocate resources. Progress towards meeting business plan objectives is monitored regularly by store managers and partners.

Procedure: Development of a Risk Management Profile

The following outlines the process for developing a risk management profile.

1. Establish the context

Define and identify the environment, characteristics and stakeholders, their goals and objectives, and the scope of the specific risk management process.

Develop criteria against which risks are evaluated and identify the structure for risk management.

2. Identify and describe risks

Risks are best identified through a collaborative approach involving a cross section of CoffeeVille stakeholders.

All conceivable risks must be considered. Ensure any certainties are identified as problems and addressed in the risk management profile.

3. Conduct current risk analysis

An analysis of the risks is conducted to determine their causes, and estimate their probability and consequences. This analysis provides the basis for working on the 'right' risks.

4. Conduct risk evaluation

Risks are considered and prioritised according to their potential impact, and each risk is assessed to determine its level of acceptability.

5. Develop and implement proposed risk treatments

- Risk treatments are developed to cost-effectively reduce, contain and control risk.
- Formal risk management reporting mechanisms are defined and documented.
- Categorise the risk likelihood.

6. Monitor, report, update and manage risks

As risks change constantly, the risk profile is continuously monitored, reviewed and updated by management. New risks may be identified as more information becomes available and existing risks may be eliminated through the effectiveness of the risk treatments/actions. Record risks identified through regular audit on the risk audit log. Record risk management activities on the risk management register.

CoffeeVille's Risk Areas

The following are four broad areas where potential for risk to CoffeeVille has been identified. Under each area, examples of possible risks are detailed.

Operational/organisational

- legal and regulatory compliance
- technology
- insurance
- resources: human, physical
- logistics
- marketing
- product quality
- communications
- infrastructure, plant and equipment
- customer interaction
- market needs.

Financial

- accountability
- fraud or theft
- capital investment
- interest rates
- loss of income, funding/finance.

Governance

- conflict of interest.

Project management

- procedures and tools for project management
- stakeholders – strength of relationships/conflict of interest
- human resources
- financial resources.

Updated/authorised

2016 – Emma Belcastran (owner CoffeeVille)