MARSH LANTERN

COFFEE CO.

NEW HIRE BINDER

Heights · Midtown · Pearland

Name _____

Store _____

Start date _____

STORE COPY

This binder stays at the store. Please do not take it home.

Welcome to Marsh Lantern!

Dear new teammate,

I opened the first Marsh Lantern in the Heights in 2014 with one espresso machine, a borrowed pastry case and my sister's folding tables. Today there are three stores. Every person who works in them started right where you are now: holding this binder and wondering where everything is.

Here is what I promise you. We will train you before we put you on the bar by yourself. We will post the schedule on time. We pay every Friday, and your check will be right. If it is ever wrong, tell us and we will fix it.

Here is what I ask of you. Show up when you said you would. Be kind to the person on the other side of the counter, even at six in the morning, even when they are not kind first. Keep your station clean enough to eat off. And ask questions. Nobody was born knowing how to steam milk.

This binder holds the rules and the how-to for your first few months. A lot of different people wrote it over a lot of years, so some pages do not look like the others. Read all of it anyway. Then sign the last page and give it to your store manager by the end of your first week.

I'm glad you're here.

Gus
Owner, Marsh Lantern Coffee Co.

Our Three Stores

Learn all three. You may be asked to cover a shift at any of them.

HEIGHTS

Store #1. The original. Opened 2014.

418 Kettle Street · Store phone (713) 555-0110
Monday to Saturday: 6:00 am to 7:00 pm
Sunday: 7:00 am to 5:00 pm

Smallest bar, most regulars. Staff park on Kettle past the alley, not in front of the shop.

MIDTOWN

Store #2. Opened 2018.

2207 Demitasse Avenue, Suite B · Store phone (713) 555-0120
Monday to Saturday: 6:30 am to 8:00 pm
Sunday: 7:00 am to 5:00 pm

Our busiest store. Mobile orders are picked up at the side counter. Staff park in the garage on level 2. Bring your ticket inside and a shift lead will validate it.

PEARLAND

Store #3. Opened 2022.

9150 Old Roaster Parkway · Store phone (281) 555-0130
Monday to Saturday: 6:00 am to 6:00 pm
Sunday: 7:00 am to 5:00 pm

The one with the drive-thru. Headsets charge in the back office overnight. Staff park in the last row, by the dumpster fence.

Holidays. All three stores are closed on Thanksgiving Day and Christmas Day. Other holiday hours go up on the back-office board two weeks ahead.

The office. Upstairs from the Heights store. Use the back stairs. Open Monday to Friday, 9:00 am to 5:00 pm. Office phone (713) 555-0150.

Who's Who

First names only, because that is what we use.

OWNER — GUS. Started the company in 2014. Still works the bar at the Heights most Saturdays. You will see him at all three stores.

DISTRICT MANAGER — RENEE. Runs all three stores day to day and does the hiring. Go to her with anything your store manager cannot solve. Office line (713) 555-0150.

PAYROLL AND OFFICE — WANDA. Paychecks, direct deposit, address changes, lost pay stubs. Payroll line (713) 555-0160.

STORE MANAGERS. One per store. Your store manager is your boss. They write the schedule, approve time off and do your reviews.

> Heights — Tomás — cell (713) 555-0142
>
> Midtown — Priya — cell (713) 555-0171
>
> Pearland — Darnell — cell (281) 555-0183

SHIFT LEADS. They run the floor when the store manager is out. They carry the keys, count the tills and decide who is on bar and who is on register. Every store has three or four. On the schedule, shift leads have a star by their name.

BARISTAS. That is you. Register, bar, lobby, and the drive-thru at Pearland.

DRINK QUALITY LEAD — MEI. Sets the recipes and tastes the espresso at every store each week. If a drink tastes off, she wants to hear about it.

MAINTENANCE — OTIS. Fixes what breaks. Do not call him yourself. Tell your shift lead and they will put in a request.

Your First Week

What happens, day by day

BEFORE DAY 1

Bring: a photo ID, your bank details for direct deposit, and a pen.

Age: We hire at 16. If you are under 18, also bring a parent or guardian's phone number.

Wear: a plain black or dark top, jeans or pants with no rips, and closed-toe non-slip shoes. Knee-length shorts are fine. We will hand you your aprons and cap.

DAY 1	**Paperwork and tour** Fill out your new-hire forms. Get your time clock PIN. You will be set up in the scheduling app and the payroll app before you leave. Tour the store: back room, walk-in, where the mops live. Shadow on the register for the rest of the shift. You will not take orders alone today.
DAY 2	**Register** Learn the menu and the buttons. Take orders with someone standing next to you. Greet, repeat the order back, call the drink.
DAY 3	**Bar, part one** Drip coffee, iced coffee and tea. Learn the cup sizes and how we mark cups.
DAY 4	**Bar, part two** Espresso and milk. Pull shots, steam milk, build a latte. You will make a lot of bad ones. Everybody does.
DAY 5	**Open or close** Work one opening shift or one closing shift with the checklist in your hand. Turn in your signed acknowledgement page (the last page of this binder).

GOOD TO KNOW IN WEEK ONE

- **Breaks.** Shifts over 6 hours get one 20-minute unpaid break. Your shift lead will tell you when.
- **Your 30-day check-in.** About a month in, you sit down with your store manager. Bring questions.
- **Ask.** Nobody expects you to remember all of this in a week.

Dress Code

Two reasons for all of this. Customers should be able to tell who works here. And you should go home without a burn or a twisted ankle.

Tops. A plain black or dark shirt. No words, and no logo bigger than a business card.

Bottoms. Jeans or pants. No rips and no holes. No shorts, any time of year. Leggings are not pants.

Shoes. Closed-toe and non-slip. This one is not up for discussion. The floor behind the bar is always a little wet.

Apron and cap. We give you two aprons and one cap. Wear a clean apron every shift. Behind the bar, wear the cap or tie your hair back.

Hair, nails, jewelry. Long hair tied back. Nails short and clean. One plain ring is fine. No bracelets or watches while you are on bar.

Name tag. On your apron, every shift.

Scents. Go easy on perfume and cologne. People come in for the smell of coffee.

Quick check

YES	NO
Plain dark T-shirt or polo	Shirts with words on them
Dark jeans, no rips	Ripped or torn jeans
Non-slip sneakers or work shoes	Sandals, slides or open backs
Clean apron, name tag on	Dangling bracelets on bar

Out of dress code? Your shift lead will ask you to fix it before you clock in.

Time Clock and Breaks

Rev. 01/2021

1. **Clocking in and out.** Clock in on the register with your 4-digit PIN. Clock in no earlier than 5 minutes before your scheduled start. Clock out when your shift lead releases you. Never clock in or out for another person.

2. **Missed punches.** If you forget to clock in or out, tell your shift lead the same day. They write it on the Punch Fix sheet in the back office, and your store manager corrects it. If the time clock is down, write your times on the same sheet.

3. **Running late.** Call the store phone so your shift lead knows.

4. **Meal break.** If you work more than 6 hours, you take one 30-minute unpaid meal break. Clock out for it and clock back in. Your shift lead picks the time, around the rush.

5. **Shift drink and food.** One free drink per shift. Food is 30% off on days you work. A shift lead rings it up. Never ring up your own.

6. **The schedule.** Next week's schedule is posted every Thursday on the back-office board and in the scheduling app. Check it every week. It changes.

7. **Swapping shifts.** A swap is fine when the other person agrees and your store manager approves it in the app before the shift. A text between the two of you is not an approval.

8. **Check your hours.** Look at your hours in the payroll app before each payday. If something looks off, tell your store manager.

Pay Schedule

Rev. 01/2021

1. **Payday.** We pay every other Friday. That is 26 paydays a year. Each pay period is two weeks long and runs Sunday through Saturday. Payday is the Friday after the pay period ends.



2. **Your first check.** Your first check may cover only part of a pay period. Depending on the day you start, it can take up to three weeks to see it. That is normal.

3. **Direct deposit.** Pay goes by direct deposit. Your bank details go on your new-hire forms on Day 1. Until direct deposit is set up, a paper check will be waiting at your store on payday.

4. **Pay stubs.** Your stubs are in the payroll app. Wanda can print one if you need paper.

5. **Tips.** Your pay is your hourly wage plus tips. Card tips and cash tips are both paid on your paycheck.

6. **Overtime.** Overtime has to be approved by your store manager before you work it.

7. **Raises.** Your pay is first reviewed after 6 months. After that it is reviewed once a year.

8. **If your check looks wrong.** Tell your store manager or call Wanda on the payroll line. We fix mistakes on the next check.

Time Off and Sick Days

Rev. 01/2021

1. **Paid time off (PTO).** You earn 1 hour of PTO for every 30 hours you work. It starts adding up on your first day. PTO covers vacation, personal days and sick days. We do not keep a separate bank of sick days.

2. **Asking for time off.** Put your request in the scheduling app at least 2 weeks ahead. Your store manager answers in the app. It is not approved until the app says approved.

STEP 1	›	STEP 2	›	STEP 3
Open the scheduling app		Tap Time Off, pick your days		Wait for “Approved”

3. **Busy season.** November 15 through January 1 is our busiest time. Time off in those weeks is limited.

4. **Unpaid time off.** If you are out of PTO, you can still ask for unpaid days the same way.

5. **Sick days.** Do not work sick. If you wake up sick, call your store manager at least 2 hours before your shift starts. A text is not enough. Call. You do not have to find your own cover when you are sick.

6. **Coming back.** Tell your store manager the day before you plan to return, so the schedule is right.

7. **Sick during a shift.** Tell your shift lead. Do not just leave.

MEMO

TO: All staff, all stores
FROM: Renee, District Manager
DATE: March 4, 2023
RE: **CALLING OUT. PLEASE READ.**

We had too many no-shows last month. That is not fair to the people who did show up. Starting today, this is how calling out works at every store.

1. CALL your store manager at least 4 hours before your shift starts. Openers, that means the night before.
2. CALL means a phone call. Not a text. Not a message in the app. Not telling a coworker.
3. If your manager does not pick up, leave a voicemail. Then call the store phone and tell the shift lead.
4. Finding cover is the manager's job, not yours.
5. No call and no show: a written warning the first time. The second time, we sit down and talk about whether this job is working.

STORE MANAGER CELL NUMBERS

Heights	Tomás	(713) 555-0124
Midtown	Priya	(713) 555-0171
Pearland	Darnell	(281) 555-0183

Thank you for looking out for each other.

Renee

Cash Handling and Till Counts

1. **The float.** Every till starts the day with a $150 float. It is made up like this:

What	How many	Amount
Tens	4 × $10	$40
Fives	10 × $5	$50
Ones	40 × $1	$40
Quarters	1 roll	$10
Dimes	1 roll	$5
Nickels	2 rolls	$4
Pennies	2 rolls	$1
Total float		**$150**

2. **One person, one till.** Only the person assigned to a till uses it during a shift. If you take over a till in the middle of a shift, the shift lead counts it first.

3. **Taking cash.** Say the total out loud. Lay the customer's bill on top of the drawer, not in it, until you have counted the change back into their hand. Check every $50 and $100 bill with the counterfeit pen.

4. **Cash drops.** When your drawer has more than $300 in bills, tell your shift lead. They pull the extra, count it with you and drop it in the safe. You both initial the drop slip.

5. **No-sales and voids.** Do not open the drawer without a sale. If you ring something wrong, call your shift lead to void it. Do not try to even it out on the next order.

Cash Handling and Till Counts *(continued)*

6. **Counting a till.** Count with your shift lead, never alone. Use the Till Count Sheet (sample below). Count the big bills first. Write each line down before you add.

TILL COUNT SHEET (sample)		
Bills and coins	**How many**	**Amount**
$100 bills		$
$50 bills		$
$20 bills		$
$10 bills		$
$5 bills		$
$1 bills		$
Quarters		$
Dimes		$
Nickels		$
Pennies		$
TOTAL IN DRAWER		$
LESS STARTING FLOAT		$
DEPOSIT		$
Counted by: _____ Shift lead: _____ Date: _____ Store: _____		

7. **Over and short.** If a till is over or short by more than $5, the shift lead writes it on the count sheet and tells the store manager that day. Everybody is off by a little sometimes. A pattern is what we look at.

8. **Refunds.** Only a shift lead or manager can do a refund. Baristas do not refund. Call your shift lead over. Every refund gets a note on the receipt that says why.

9. **Tips.** Count the tip jar at close. Write the total on the tip sheet, seal the cash in the tip envelope and put the envelope in the safe. Never make change out of the tip jar.

10. **The safe.** Shift leads and managers have the combination. Baristas do not, and should not be asked to hold it.

OPENING CHECKLIST

ALL STORES
Laminated copy is by the back door

Openers: your shift starts 45 minutes before the doors open. Two people open. Never open alone.

BEFORE THE DOORS OPEN

- ☐ **1.** Lights on, alarm off. Clock in.
- ☐ **2.** Wash your hands. Apron on. Walk the whole store. Anything broken, wet or strange? Tell your shift lead.
- ☐ **3.** Turn on the grinders, brewers and ovens. Check that the espresso machine is up to pressure.
- ☐ **4.** Count the till with your shift lead. It should be $200. Initial the count sheet.
- ☐ **5.** Brew drip coffee: house, dark and decaf. Start the timers.
- ☐ **6.** Dial in the espresso. Pull shots until they taste right and hit the time on the Drink Standards page.
- ☐ **7.** Fill the pastry case. Oldest in front, date labels facing out.
- ☐ **8.** Stock up: cups, lids, sleeves, milks, syrups. Fill the ice bin.
- ☐ **9.** Set out sanitizer buckets and clean towels at the bar and the register.
- ☐ **10.** Condiment bar: creamers on ice, sugars, stir sticks, napkins.
- ☐ **11.** Lobby and patio: tables wiped, chairs down, trash cans lined.
- ☐ **12.** Restroom: paper, soap, clean.

AT OPEN

- ☐ **13.** Unlock the doors on time. Open sign on, music on.
- ☐ **14.** Pearland only: headsets on, drive-thru lane lights on.

Opened by _____ Shift lead _____ Date _____

CLOSING CHECKLIST

Heights / Midtown / Pearland

Doors lock at (Monday to Saturday): Heights 7:00 pm · Midtown 9:00 pm · Pearland 6:00 pm
Sunday: all stores 5:00 pm

Two people close. Never close alone. Plan on about 45 minutes after the doors lock.

THE LAST HOUR

- [ ] Restock cups and lids for the morning crew.
- [ ] Break down one brewer. Keep one going until close.
- [ ] Pull the pastries that expire today. Write them on the waste sheet.
- [ ] Sweep the patio. Bring in the sidewalk sign.

AFTER THE DOORS LOCK

- [ ] Lock the doors. Turn off the open sign and the music.
- [ ] Espresso machine: backflush with cleaner, soak the portafilters and baskets, wipe the steam wands, empty the knock box.
- [ ] Grinders: brush out the chutes, wipe the hoppers.
- [ ] Brewers and airpots: empty, rinse, leave upside down to dry.
- [ ] Milk fridge: check dates, wipe the shelves. Pitchers go through the dishwasher.
- [ ] Dishes done. Dish sink drained and wiped.
- [ ] Floors: sweep, then mop. Pull the bar mats and scrub them.
- [ ] Trash and recycling out. New liners in.
- [ ] Restroom cleaned and stocked.

MONEY (with your shift lead)

- [ ] Count each till back to the starting float. Fill in the Till Count Sheet. The deposit goes in the safe.
- [ ] Count the tip jar. (See Cash Handling.)

LAST THING

- [ ] Lights off. Alarm on. Back door locked. Pull on it to check.

Closed by _____ Shift lead _____ Date _____

Drink Standards: The Basics

From Mei, drink quality lead

A customer should get the same drink at all three stores. These numbers are how we do that.

	Hot small 12 oz	Hot medium 16 oz	Hot large 20 oz	Iced medium 16 oz	Iced large 24 oz
Espresso shots	2	2	3	2	3
Syrup pumps	2	3	4	3	5

ESPRESSO. 18 grams of coffee in, about 36 grams of espresso out, in 25 to 30 seconds. Too fast or too slow? Change the grind one notch and pull again. Then taste it. The clock gets you close. Your mouth decides.

MILK. Steam to 140–150°F for a latte. Use the thermometer until your hand learns it. Extra hot is 160°F. Never re-steam milk.

DRIP COFFEE. Brewed coffee holds for 1 hour. When the timer goes off, dump it and brew fresh, even if the airpot is full.

ICED DRINKS. Fill the cup with ice to the top first. Then build the drink.

CALLING THE DRINK. Size, hot or iced, the drink, then the name: “Medium iced vanilla latte for Sam!”

MARKING THE CUP. Fill in the boxes on the side of the cup from top to bottom: Decaf, Shots, Syrup, Milk, Custom, Drink.

Decaf	Shots	Syrup	Milk	Custom	Drink

IF IT IS WRONG, REMAKE IT. Do not hand over a drink you would not pay for.

CLEANING SCHEDULE

Who cleans what, and how often. Initial the sheet on the back-office door when you finish a job.

EVERY 2 HOURS (set the timer)	• Dump old drip coffee and brew fresh • Swap the sanitizer buckets and towels • Wipe the condiment bar and check the creamers • Restroom check • Lobby lap: tables, floor, trash
EVERY SHIFT CHANGE	• Wipe down the bar and the register • Purge and wipe the steam wands, rinse the pitchers • Sweep behind the bar • Restock cups, lids and milk
EVERY NIGHT	Closers do the Closing Checklist.
EVERY WEEK (one job a day)	**Mon:** pastry case, inside and out **Tue:** descale the brewers **Wed:** walk-in shelves and floor **Thu:** grinders, deep clean **Fri:** floor drains **Sat:** windows and front door **Sun:** syrup racks, soak the pumps
EVERY MONTH (store manager assigns)	• Ice machine (Otis does this one) • Behind and under the equipment • Vents and ceiling fans • Menu boards and light fixtures

A clean store is everybody's job. If you see it, wipe it!

When a Customer Isn't Happy

Most complaints are a wrong drink, a long wait or a cold pastry. All three are easy to fix if you fix them fast.

THE B.E.A.N. STEPS

B	**Breathe.** It is not about you.
E	**Ears.** Let them finish. Do not explain yet.
A	**Apologize,** and say what you will do. "I'm sorry about that. Let me remake it."
N	**Next.** Fix it now. Then tell your shift lead what happened.

WHAT YOU CAN DO ON YOUR OWN

Any barista can remake a drink or refund it on the spot. You do not need to ask first. Tell your shift lead afterward so they can make a note.

GET YOUR SHIFT LEAD WHEN

- The customer asks for a manager.
- The customer is yelling, swearing or filming.
- The complaint is about another employee.
- Someone says they got sick or hurt. For that one, also fill in an Incident Form. See the Safety page.

NEVER

- Argue about whether the drink was made right.
- Say "that's our policy" and stop there.
- Promise something for next time. Fix it this time.

M E M O

TO: Everybody
FROM: Gus
DATE: August 15, 2022
RE: **Phones and social media**

Two things. Both short.

PHONES

Last week a customer told me she stood at the register for a full minute while someone finished a text. That cannot happen here.

- Your phone stays in the back room, in your bag or your cubby. Not in your apron. Not under the register.
- Check it on your break.
- If your family needs you in an emergency, they can call the store phone. We will always come get you.
- No earbuds on the floor.

SOCIAL MEDIA

- Post about the shop on your own time. We love that.
- Do not post: customers who did not say yes, the back room, the office, the schedule, the safe, receipts, or a coworker who did not say yes.
- Do not answer reviews or complaints online, even to defend us. Send them to your store manager. Renee answers reviews.
- Do not speak for the company. “I work there and I love it” is fine. “Marsh Lantern’s position is...” is not yours to say.

Thanks, y’all.

Gus

SAFETY AND INCIDENT REPORTING

Nothing we sell is worth getting hurt over. Slow down.

EVERY DAY

- **Wet floor:** put the yellow sign out first, then mop. Wipe up spills when they happen.
- **Hot things:** steam wands, brewers and ovens burn. Point the wand away from you when you purge it. Say “hot behind” when you carry something hot behind someone.
- **Blades:** cut away from your body. Close the box cutter when you are done.
- **Lifting:** milk crates and coffee boxes are heavy. Use the cart. Ask for help.
- **Cleaners:** keep them in their labeled bottles, away from food. Never mix two cleaners.
- **Shoes:** closed-toe and non-slip, every shift.
- **Phone:** Keep your phone in your apron pocket so you can call for help fast.

IF SOMEONE IS HURT (you, a coworker or a customer)

1. If it is serious, call 911.
2. Tell the shift lead or manager on duty right away.
3. The first-aid kit is on the wall in the back office, by the door.
4. Fill in an Incident Form before you leave that day. The forms are in the red folder in the back office. Write what happened, when, where and who saw it. Facts only.

IF SOMEONE DEMANDS MONEY

Give it to them. Do not argue and do not chase. When they are gone, lock the door, call 911, then call your store manager.

FIRE

Get everyone out. Call 911 from outside. Meet at the far end of the parking area and count heads.

WHEN THE STORE IS CLOSED

If something happens after hours (the alarm company calls you, you see a break-in, a pipe bursts), call the after-hours emergency number. Do not go into the store alone.

CLOSE CALLS

Tell your shift lead about near misses too: a slip with no fall, a frayed cord, a loose handle. That is how things get fixed before someone is hurt.

Your First 90 Days: 30/60/90-Day Reviews

Rev. 2019

In your first three months you get three sit-downs with your store manager. Each one takes about 15 minutes. They go both ways. Tell us what is working and what is not.

	DAY 30 *"Do you have what you need?"*	**DAY 60** *"Are you getting faster?"*	**DAY 90** *"Is this a fit?"*
We look at	Showing up on time. Register basics. Menu knowledge. Cleaning.	Espresso and milk drinks. Speed in a rush. Teamwork. Till accuracy.	Everything from Day 30 and Day 60, plus three months of reliability.
You should be able to	Run the register alone. Make drip coffee, iced coffee and tea. Work a close with the checklist.	Work the bar in a rush with help. Do your part of an open or a close without being told. Handle a simple complaint.	Work any station on any shift.
At this meeting	You tell us what training you still need.	You and your manager pick one thing to get better at.	Your pay is reviewed at this meeting. Your PTO starts here: you get 40 hours for the year, all at once.

How it is scored. 1 = not yet. 2 = getting there. 3 = solid. Nobody gets all 3s at Day 30.

Paperwork. Your manager fills in the Review Form. You both sign it. You get a copy.

REVIEW FORM (sample)			
What we look at	**1 Not yet**	**2 Getting there**	**3 Solid**
On time	☐	☐	☐
Register	☐	☐	☐
Drinks	☐	☐	☐
Cleaning	☐	☐	☐
Teamwork	☐	☐	☐
Manager: _____ Employee: _____ Date: _____			

MARSH LANTERN COFFEE CO.

Acknowledgement

I have read the Marsh Lantern Coffee Co. New Hire Binder, all of it.

I had the chance to ask questions.

I understand that these are the rules and the ways of working for my job. I understand that they can change, and that when they do, my store manager will tell me.

_____ _____

Print your name Date

_____ _____

Your signature

My store: ☐ Heights ☐ Midtown ☐ Pearland

_____ _____

Store manager signature Date

Give this page to your store manager by the end of your first week. You will get a copy.

OFFICE USE

☐ Copy given to employee ☐ Filed Initials: _____