

Glenmore Recruitment and Retention Plan

1. TUPE Process:

The Trust will engage in the Transfer of Undertakings Protection of Employment (TUPE) process to ensure the smooth transition of existing cafe staff to the new ownership. This involves legally transferring employees' rights, duties, and terms and conditions of employment from the previous owner to the Trust.

It's essential to communicate transparently with existing staff about the process and ensure their rights and job security are protected.

AGCT will instruct solicitors to assist with this process and take guidance from legal team and FLS on when to begin the communicating with existing café staff

2. Staffing Requirements and Job Descriptions

- **Visitor Centre Manager (1):** Could be either FT or PT Post or combined Café Manager
 - Oversee the development and maintenance of visitor centre facilities, including assisting in the creation of a Glenmore Heritage Centre within the building.
 - Foster positive relationships with key stakeholders
 - Manage staff and volunteers to ensure efficient operation of the visitor centre.
 - Plan and execute events, workshops, meetings and educational activities to expand community use and connection.
 - Oversee financial and administrative tasks associated with the management of the visitor centre.
 - Ensure compliance with Trust policies and procedures and uphold sustainability practices.
- **Café Manager FT (1):**
 - Overall responsibility for cafe operations,
 - Prepare staff scheduling and provide staff with 2-week rota using software such as Connecteam
 - Manage the entire facility, ensuring cleanliness, maintenance, and adherence to health and safety regulations.
 - Coordinate with volunteers and provide guidance and support.
 - Develop and maintain relationships with strategic stakeholders.
 - Required Skills: Previous hospitality management experience, strong leadership and communication skills.
- **Assistant Manager/Supervisor FT: (1)**
 - Support the Cafe Manager in day-to-day operations, including staff management, inventory control, and customer service.
 - Assist in managing the facility and coordinating with volunteers.
 - Required Skills: Previous experience in a supervisory role, excellent organisational and communication skills.

- **Café Staff: FT/PT (4-6)**
 - Responsible for preparing and serving food and beverages, including soups, salads, jacket potatoes, sandwiches, and homebakes etc
 - Provide excellent customer service and maintain a clean workspace.
 - Assist with inventory management and restocking supplies.
 - Required Skills: Food preparation skills, previous experience in a cafe or restaurant environment
- **Seasonal Flux of Staff**

During high season operations, additional staff may be required to accommodate increased visitor numbers and extended opening hours. Based on the seasonal influx of visitors, an additional 2-4 cafe staff members may be necessary to ensure efficient operations and optimal customer service.

3. Recruitment Strategy:

- Advertise job openings through local job boards, community organisations, and social media platforms.
- Emphasise the opportunity to work in a community-owned venture focused on sustainable development and fair wages.
- Actively engage with local community members and stakeholders to promote job opportunities.
- Offer competitive salaries and benefits (café discounts/rink pass) to attract candidates.

4. Selection Process:

- Screen applications to identify candidates with relevant experience in food service and hospitality.
- Conduct interviews to assess candidates' fit for the role and their alignment with the Trust's values.
- Consider candidates' ability to work effectively with diverse stakeholders and their commitment to sustainability.
- *Seek support of Trust's network partners such as Macdonald Aviemore Resort to assist in selection, interview and recruitment.*

5. Training and Development:

- Provide comprehensive onboarding for new staff members, including training on cafe operations, customer service standards, and health and safety protocols.
- Offer ongoing training and development opportunities to enhance staff skills and keep them updated on industry best practices.
- Encourage cross-training among staff members to ensure flexibility in staffing arrangements.

6. Employee Engagement and Retention:

- Foster a positive work environment where staff feel valued and supported.
- Provide opportunities for staff to contribute ideas and feedback on improving cafe operations.
- Recognize and reward staff contributions through performance-based incentives and opportunities for career advancement. *How could we do this?*
- Support staff well-being through initiatives such as flexible scheduling and access to

7. Continuous Improvement:

- Regularly review and evaluate recruitment and retention strategies to identify areas for improvement.
- Monitor customer feedback and satisfaction levels to inform adjustments to cafe operations.
- Stay informed about emerging trends and best practices in food service and hospitality management to continuously improve the visitor experience.

By implementing this plan, the Aviemore and Glenmore Community Trust can effectively recruit and retain staff with the necessary skills to operate the Glenmore Visitor Centre and Cafe, while also promoting sustainable community development, fair employment practices, and a positive working environment.

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