

THE TEAM HANDBOOK

House Rules

THIRD EDITION · EFFECTIVE 1 MARCH 2026

Everything you need to work a shift at Northwind — the rota, your pay and your share of the tips, the standards behind the bar, and what to do when a day goes sideways.

6	142	\$18.50	100%	3 wks
CAFÉS ACROSS PORTLAND	PEOPLE ON THE PAYROLL	STARTING RATE PER HOUR	OF TIPS BACK TO THE FLOOR	OF ROTA, FIXED IN ADVANCE

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APPLIES TO	SUPERSEDES	OWNER	SIGN AND RETURN
All six cafés and the roastery	Second edition June 2024	Dana Kohl People & Training	Page 12 within 7 days

READ SECTION FIVE BEFORE YOUR FIRST SHIFT BEHIND THE BAR

- NEW IN THIS EDITION
- Bar Two now at \$19.75 and reviewable at six months, not nine
- Rota fixed three weeks out at every site, up from two
- Sesame added to the allergen matrix on page 9
- A four-step route for raising a concern, with a clock on each step

Fifteen years of getting the first cup right

A note from Riley Thompson, who opened the Alberta Street shop with one machine, one grinder and a borrowed van.

We started Northwind in 2011 because the coffee in this city was either very good and slightly unfriendly, or friendly and not very good. I wanted a counter where both were true at once. That is still the whole idea, and it is harder than it sounds, because it depends on about forty small things happening correctly between 06:00 and the first rush.

This handbook is those forty things written down. Some of it is law — food handler cards, break times, the temperatures a fridge has to hold. Some of it is Oregon-specific and changes when the state changes it. But most of it is just what we have learned works across six shops and a roastery, and what we owe each other when the queue is out of the door.

Two promises to you. First, your tips are yours. Every dollar in the jar and every dollar on the card goes into the site pool and back out to the people who worked those hours, weekly, and no manager takes a cut unless they were on the bar. The tronc statement is on the back of your payslip; check it and tell us if it looks wrong.

Second, nobody at Northwind has to absorb abuse to keep a sale. If a customer is rude to you, you may end the interaction. If they are worse than rude, your shift lead ends it and we log it. That rule is older than the handbook and it has never once been overruled.

What we ask back is straightforward. Turn up when the rota says, in something you can work in. Say what is in the drink when someone asks, and find out if you do not know. Clean as you go. Tell someone early when something has gone wrong — a shift you cannot make, a till that is short, a milk you forgot to date. Early is a shrug. Late is a problem.

Read section 5 properly before your first bar shift; everything else you can pick up as you go. Dana Kohl runs training and owns this handbook, and Ava Cruz runs the cafés day to day. Between them there is very little they have not already been asked.

Welcome to the counter. Take a shift meal, sit down for it, and ask anyone anything.

Riley Thompson

Founder · Northwind Coffee Roasters

PORTLAND, OREGON

1 MARCH 2026

“Early is a shrug. Late is a problem. Almost every rule in this book is a longer way of saying that.”

RILEY THOMPSON · FOUNDER · ON WHY THE HANDBOOK IS ONLY TWELVE PAGES

WHAT THIS HANDBOOK IS

Northwind's statement of how we work and what we expect. It applies at all six cafés, in the roastery, at markets and at any event we trade from.

WHAT IT IS NOT

It is not your employment agreement and does not change it. Where the two differ, your agreement and Oregon law come first, every time.

What is in here

Eight sections. Numbers stay the same between editions, so “check §5.3” means the same thing on a printout from last year.

1	Shifts, the rota and your hours	Rota timing, clocking in, breaks, swaps, overtime	5
2	Pay, tips and the service charge	Rates by bar level, the tronc, premiums, pay dates	6
3	Time off, sickness and swaps	Vacation, Oregon sick time, calling in, unpaid leave	7
4	On the floor: open, close and cash	Uniform, the open and close lists, tills, discounts	8
5	Food safety and allergens	Handler cards, temperatures, the allergen matrix, cleaning	9
6	Safety and difficult situations	Burns, lifting, lone working, abusive customers, robbery	10
7	Respect and raising a concern	Conduct, harassment, the four-step concern route	11
8	Joining, leaving and your signature	Probation, notice, final pay, the page you return	12

Before your first shift

BRING

Photo ID and work authorisation for the I-9, your bank details for direct deposit, and closed-toe non-slip shoes. Aprons and tees are issued on the day.

DO IN WEEK ONE

Get your Oregon food handler card — Northwind pays the \$10 and it must be done within 30 days. Read §5 before you are put on bar.

ASK FOR

Your locker code, the rota app login, and the name of the shift lead on each of your first three shifts. Write them down.

WHO TO ASK FIRST

Rota and swaps	Your shift lead, then Ava Cruz
Pay and tips	Dana Kohl, People & Training
Food safety	Elena Marsh, Food Safety Lead
Coffee and training	Sam Ortiz, Head Roaster
Anything unresolved	Riley Thompson, Founder

THE SIX SITES

Alberta	2214 NE Alberta St · opened 2011
Hawthorne	3617 SE Hawthorne Blvd · 2014
Pearl	925 NW Flanders St · 2017
Sellwood	8020 SE 13th Ave · 2019
Division	3129 SE Division St · 2022
Roastery Bar	1140 SE Water Ave · 2023

Five house rules

If you remember nothing else from this handbook, remember these. Every policy in sections 1 to 8 is one of them, written out at length.

01 The customer in front of you is the only one who exists.

Finish the interaction you are in before you start the next one. A queue moves faster when nobody is being served in halves, and the person waiting can see that you are not rushing the person ahead of them.

02 Say what is in it.

Dairy, nuts, sesame, caffeine, alcohol in the tiramisu. If you do not know, say you do not know and go and find out — the matrix on page 9 is behind every till. Never guess about an allergen, ever, under any amount of pressure.

03 Clean as you go, not at ten.

The close starts at open. A bar that is wiped between drinks takes twenty minutes to shut; a bar that is not takes an hour, and the hour lands on whoever is unlucky enough to be on that shift.

04 Nobody gets to make you feel unsafe.

Not a customer, not a colleague, not a supplier, not a delivery driver. You can end any interaction that crosses that line, and your shift lead will back you before they ask you a single question about it.

05 Ask early.

A shift you cannot make, a till that is short, a milk you forgot to date, a drink you cannot remember how to build. Say it in the first hour, not the last. Nobody here has ever been in trouble for the early version of a problem.

"We hire for rule four and train for the rest. You can teach a person to pull a shot. You cannot teach them to notice that someone is having a bad morning."

DANA KOHL · PEOPLE & TRAINING · NEW-STARTER SESSION, WEEK ONE

1

Shifts, the rota and your hours

When the rota lands, how far ahead it is fixed, what a shift owes you in breaks, and the rules for swapping one.

1.1 WHEN THE ROTA IS PUBLISHED

The rota goes out every Wednesday by 17:00 and covers the three weeks beginning the Monday after next. That gives you a minimum of thirteen days' notice of any shift, and usually much more.

Once published, a shift is fixed. Northwind will not cut a shift with less than 24 hours' notice; if we do, you are paid half the scheduled hours. If we add a shift inside 24 hours you are free to say no, and saying no is never recorded anywhere.

Tell us your availability by the Sunday before publication. A change to your standing availability needs two weeks' notice so that the rota can absorb it.

1.2 CLOCKING IN AND OUT

Clock in on the tablet within five minutes of your start time, aproned and ready to work, not on your way through the door. Clock out at the end, including after a close.

A missed punch is fixed by your shift lead the same day — never by you, and never the following week. Persistent missed punches are a training conversation, not a pay deduction.

1.3 BREAKS

Oregon rules, applied the same way at every site: a paid ten-minute rest break for each four hours worked, and an unpaid thirty-minute meal break on any shift over six hours, taken between the third and fifth hour.

Breaks are taken off the floor and sitting down. A break interrupted by the bar is taken again — the shift lead's job is to make the second one happen.

1.4 SWAPPING A SHIFT

Post the shift in the rota app, find someone at the same bar level or above who can cover, and get a shift lead's approval at least twelve hours before it starts. Approval is not a formality — it exists so that a site does not end up with three Bar Ones on a Saturday.

Until it is approved and shows in the app, the shift is still yours. A swap agreed in a group chat is not a swap.

1.5 OVERTIME AND PREMIUMS

Anything over 40 hours in a payroll week is paid at one and a half times your base rate. Overtime is voluntary and offered to the site first, then across the city.

Sunday shifts and the six paid holidays carry a \$2.00 an hour premium on every hour worked, on top of any overtime.

1.6 TYPICAL SHIFT PATTERNS

SHIFT	HOURS	SITES
Open	05:45–13:15	All six
Mid	09:00–16:30	All six
Close	12:45–19:30	All six
Late close	14:00–21:30	Division · Roastery
Roastery	06:00–14:30	Water Ave
Market	07:00–14:00	Sat · PSU

“Thirteen days is the floor, not the target. Most people know their shifts four weeks out, and that is deliberate — you cannot plan a life around a Tuesday text.”

AVA CRUZ · CAFÉ OPERATIONS MANAGER · ON THE THREE-WEEK ROTA

2

Pay, tips and the service charge

What each bar level pays, how the tip pool is split, when the money lands, and how to read the tronc line on your payslip.

2.1 BASE RATES FROM 1 MARCH 2026

ROLE	PER HOUR	REVIEW
Barista, Bar One	\$18.50	90 days
Barista, Bar Two	\$19.75	6 months
Barista, Bar Three	\$21.25	Annual
Shift lead	\$24.00	Annual
Assistant manager	\$26.50	Annual
Kitchen	\$20.50	Annual
Production roaster	\$23.00	Annual

- Bar Two follows a practical assessment with Sam Ortiz: dial-in, milk, four builds from memory and one difficult order. Book it once you feel ready; nobody schedules it for you.
- Bar Three adds latte art, brew-bar service and training a new starter through their first week.

2.2 WHEN YOU ARE PAID

Pay period	Monday to Sunday, two weeks
Payday	Alternate Fridays by 09:00
Tips paid	Same Friday, separate line
Timesheet closes	Monday 10:00
Correction	Within 2 working days, by transfer

2.3 HOW THE TIP POOL WORKS

Every cash tip and every card tip taken at a site goes into that site's pool for the week. Nothing is held back for breakage, wastage or card fees, and nothing crosses between sites.

The pool is divided by hours actually worked that week, at a single rate for everyone on the floor. A shift lead earns a share only for hours they spent on bar or on the floor; salaried managers and the office earn nothing from it, ever.

WHO SHARES	BASIS
Baristas, all levels	All hours worked
Kitchen	All hours worked
Shift leads	Floor hours only
Managers and office	No share
Roastery production	Own pool, Roastery Bar

- Your payslip shows pool total, site hours, rate per hour and your share. If the arithmetic looks wrong, tell Dana Kohl — five of the last twelve queries found a real error and all five were corrected that week.
- Northwind does not add a service charge to any bill. What a customer leaves is voluntary and it is all yours.

2.4 WHAT ELSE IS PAID

- Shoe allowance of \$60 a year, paid on receipt after 90 days.
- Travel between sites on the same day, paid at \$0.67 a mile or the fare.
- One free drink per shift, a shift meal on shifts over six hours, and 30% off at any Northwind site when you are not working.
- A pound of any current single origin, free, every month you work eight shifts or more.

“Nobody has to earn their tips back through a shortfall, a breakage or a walk-out. The pool is what the customers left and it goes out whole.”

§2.3 · THE TIP POOL · UNCHANGED SINCE 2011

3

Time off, sickness and swaps

Paid vacation, Oregon sick time, the six paid holidays, and exactly who to call when you wake up unable to work an open.

TYPE	WHAT YOU GET	NOTICE	HOW IT WORKS
Paid vacation	10 days a year	3 weeks	After 12 months. Rises to 15 days at three years and 18 at five. Pro-rated to average weekly hours.
Oregon sick time	1 hour per 30 worked	Same day	Up to 80 hours a year, usable from day 90. Carries over; paid at your base rate.
Paid holidays	6 days	—	New Year's Day, Memorial Day, 4 July, Labor Day, Thanksgiving, Christmas Day. Working one is paid at base plus \$2.00 an hour.
Unpaid leave	Up to 4 weeks	4 weeks	Once a year, agreed with Ava Cruz. Your job and your standing availability are held open.
Bereavement	3 days paid	Tell your lead	Extended to 5 days for a partner, child or parent, and further by agreement. No evidence is asked for.
Parental leave	Oregon PLO	30 days	Northwind tops the state benefit up to 100% of your average pay for the first 6 weeks.
Jury duty	Paid, unlimited	Summons copy	Paid at your scheduled hours for the days you were rostered.
Voting	2 hours paid	2 days	Oregon votes by mail, so this is for the drop-box run if your shift makes it tight.

3.1 CALLING IN SICK

Call — do not text, do not post in the group — the shift lead on duty at your site. Three hours before a mid or a close, two hours before an open. The number is in the rota app and on your locker card.

No doctor's note is asked for under four consecutive shifts. Nobody is asked to find their own cover; that is the shift lead's job and it is why they are called that.

If you are sick with vomiting or diarrhoea you may not work for 48 hours after the last symptom. That is food-safety law, not a judgement call, and it applies even if you feel fine.

3.2 BOOKING VACATION

Request in the rota app at least three weeks ahead. Requests are answered within five days, in the order they arrive, with a cap of two people per site per week.

3.3 BLACKOUT WEEKS

Three weeks a year are closed to vacation across all six sites: the week of Thanksgiving, the two weeks either side of Christmas, and the first week of the Portland Coffee Festival in September. Those dates are published every January.

Everything else, including summer, is first come first served. The rota does not favour length of service and never has.

3.4 IF YOU RUN OUT OF HOURS

Sick time accrues from hour one but cannot be used before day 90. If you fall ill inside that window, the shift is unpaid and the accrual is untouched — talk to Dana Kohl if that causes real hardship, because there is a hardship fund and it exists for exactly this.

Unused sick time is not paid out on leaving, but it is restored in full if you return within six months.

4

On the floor: open, close and cash

What to wear, what has to be true before the door opens, what has to be true before it locks, and how money is handled in between.

4.1 THE OPEN — 05:45 TO 07:00

- ☐ **Fridge and display temperatures** logged on the sheet. Under 40°F or it does not open.
- ☐ **Machine on, boiler at pressure**, group heads flushed, steam wands purged.
- ☐ **Dial in the espresso** against the day's card. Two shots minimum, taste both.
- ☐ **Milk dated and rotated**, oldest to the front, nothing past date on the bar.
- ☐ **Pastry counted in** against the delivery note; discrepancies photographed.
- ☐ **Allergen matrix** on the till and the day's specials written on it.
- ☐ **Float counted** to \$200 and signed by the opener.
- ☐ **Floor, tables, restroom** checked and the wet-floor sign put away.

4.2 THE CLOSE — FROM 30 MINUTES BEFORE

- ☐ **Backflush every group** with detergent, soak baskets and portafilters.
- ☐ **Grinders purged and wiped**; hoppers emptied on Sundays.
- ☐ **Milk fridge cleared**, open cartons discarded, temperature logged.
- ☐ **Waste recorded** on the sheet — pastry, milk, drinks remade.
- ☐ **Till cashed up**, float reset, drop bagged and signed by two people.
- ☐ **Doors, windows, alarm** and never leaving alone after 19:00.
- ☐ **Ice machine and drains** flushed on Sundays; water filter dated.
- ☐ **Tomorrow's order** placed by 20:00 — milk, pastry, beans, cups.
- ☐ **Handover note** written for the opener: anything broken, short or odd.

4.3 WHAT TO WEAR

- Northwind apron and tee — three of each issued free, replaced on request, no charge ever.
- Black or dark denim trousers, and closed-toe non-slip shoes. \$60 a year towards the shoes.
- Hair tied back, nails short and unvarnished, no strong fragrance anywhere near the brew bar.
- Wrists bare on bar: no watches, bracelets or rings other than a plain band. This is food safety, not style.
- Tattoos and piercings are entirely your business. A single small stud is the only limit, and only on the bar.

4.4 MONEY

Count the float in at open and out at close, both times with a second person watching. Anything over \$200 in the drawer goes to the safe in a signed drop.

A variance over \$5 is reported to the shift lead the same day and written on the cash sheet. Nobody is ever asked to make up a shortfall from their own money or from tips — that is illegal in Oregon and it is also just wrong.

Refunds over \$20 and any void after a transaction closes need a shift lead's code.

4.5 PHONES AND THE FLOOR

Phones live in lockers during a shift. Take a call on your break, in the back, and take an urgent one whenever you need to — just tell whoever is on bar with you first.

4.6 YOUR DISCOUNT AND THE FRIENDS RULE

Thirty per cent off for you at any site off shift, on everything except beans by the kilo. It is yours alone, and you never ring your own transaction while you are working. Family and friends pay full price.

"A bar wiped between drinks takes twenty minutes to shut. A bar that is not takes an hour — and the hour lands on whoever drew the close."

HOUSE RULE THREE · AND THE REASON §4.2 IS WRITTEN AS A LIST

5

Food safety and allergens

The one section to read before your first bar shift. Elena Marsh owns it and audits every site twice a year, unannounced.

5.1 THE ALLERGEN MATRIX — WHAT IS IN WHAT

MENU ITEM	MILK	EGG	WHEAT	SOY	PEANUT	TREE NUT	SESAME	FISH	SULPHITE
Espresso, americano	☐	☐	☐	☐	☐	☐	☐	☐	☐
Latte, flat white, cortado	☒	☐	☐	☐	☐	☐	☐	☐	☐
Oat latte	☐	☐	☒	☐	☐	☐	☐	☐	☐
Almond latte	☐	☐	☐	☐	☐	☒	☐	☐	☐
Soy latte	☐	☐	☐	☒	☐	☐	☐	☐	☐
Butter croissant	☒	☒	☒	☐	☐	☐	☐	☐	☐
Almond financier	☒	☒	☒	☐	☐	☒	☐	☐	☐
Seeded sourdough toast	☐	☐	☒	☐	☐	☐	☒	☐	☐
Egg and greens plate	☒	☒	☐	☐	☐	☐	☒	☐	☐
Smoked trout toast	☒	☐	☒	☐	☐	☐	☒	☒	☐
Peanut butter cookie	☒	☒	☒	☐	☒	☐	☐	☐	☐
Cold brew, house soda	☐	☐	☐	☐	☐	☐	☐	☐	☒

5.2 HOW TO ANSWER AN ALLERGEN QUESTION

1. Read the matrix. Do not answer from memory, even for a drink you have made a thousand times.
2. Say what we cannot rule out. Every site handles nuts, sesame and wheat in one small space, so nothing here is guaranteed free of trace.
3. For a stated allergy, use a clean pitcher, a fresh cloth and a rinsed wand, and hand the drink over separately.
4. If you are unsure at any point, get the shift lead. Refusing to guess is always the right answer.

5.3 YOUR FOOD HANDLER CARD

Oregon requires a food handler card within 30 days of your first shift. Northwind pays the \$10 fee and gives you an hour on shift to sit the test. It runs for three years; Dana Kohl chases the renewal sixty days out.

5.4 TEMPERATURES AND TIMES

WHAT	TARGET	CHECKED
Under-bar fridge	34–40°F	Open, mid, close
Display case	36–41°F	Open and close
Freezer	0°F or below	Daily
Milk out of fridge	20 min max	Every use
Steamed milk	140°F max	Every drink
Brew water	195–205°F	Weekly
Hot food hold	135°F min	Hourly

- A reading out of range is written on the log with what you did about it. An empty log is a worse finding at audit than a bad reading honestly recorded.

6

Safety and difficult situations

Burns, lifting and spills are the everyday risks. Abuse and robbery are the rare ones. Both have a written answer and neither is improvised.

6.1 THE EVERYDAY RISKS

- Steam wands are purged pointing into the drip tray, never across the bar. Burns go under cold running water for twenty minutes and into the accident book.
- Spills are signed and mopped immediately, by whoever sees them, regardless of whose spill it was.
- Milk crates and bean sacks are lifted from the knees or moved on the trolley. Nothing over 50 lb is lifted alone.
- Cleaning chemicals stay in their original bottles, away from food, and the data sheets live in the folder by the mop sink.
- Every site has a stocked first-aid kit, an accident book and at least one trained first aider on every shift.
- Ladders are for the stockroom, never the floor, and never alone. Anything above head height on the bar waits for the morning.
- Report a fault — a loose shelf, a dead socket, a wobbling grinder — the same shift. Elena Marsh has a \$400 standing budget to fix it without asking anyone.

6.2 LONE WORKING

Nobody opens or closes alone. From 19:00 there are always two people on site, and the last two leave together and walk to the same corner. If a rota gap would break that, the site closes early and nobody's pay is docked for it.

6.3 IF THERE IS A ROBBERY

Give them what they ask for. The till holds less than \$200 for exactly this reason. Do not follow anyone, do not photograph anyone, do not put yourself between a person and the door. Once they have gone, lock up, call 911, then call Ava Cruz, and everyone on that shift goes home paid.

6.4 AN ABUSIVE CUSTOMER, STEP BY STEP

1

Ask, once, plainly

"I'm going to need you to speak to me differently." Say it level, do not apologise, and do not explain.

2

Hand it to the shift lead

You are allowed to stop serving mid-order. Step back from the bar and let the lead take the counter.

YOU DO NOT NEED PERMISSION

3

The lead ends it

Refund if it is quicker, ask them to leave, and hold the door. Northwind refuses service where it needs to and stands behind the person who called it.

4

Log it and check in

Incident logged the same shift with time, site and what was said. Ava Cruz calls you within 24 hours — not to review your conduct, but to ask how you are.

EVERY INCIDENT, NO EXCEPTIONS

- Racist, sexist, homophobic or transphobic abuse skips straight to step three. There is no version of that we sit through for the price of a flat white.
- A customer barred at one site is barred at all six. The list is on the back-office board with photographs where we have them.

"The till is insured and the coffee is replaceable. Everything else behind that counter is not. Hand it over and come home."

§6.3 · UNCHANGED SINCE THE FIRST EDITION IN 2016

7

Respect and raising a concern

What we expect of each other, what happens when someone falls short of it, and the four steps that exist so a problem never has to sit with you alone.

7.1 RESPECT AT WORK

Harassment, bullying and discrimination on any ground are gross misconduct at Northwind and always have been. That covers conduct on shift, in the back room, in the group chats and at anything we throw. It covers what a customer does to you and what a colleague does to a customer.

7.2 SUBSTANCES AND SHIFT FITNESS

Alcohol and cannabis are legal in Oregon and neither is legal here on a shift or in the four hours before one. If you are prescribed something that affects you on the floor, tell Dana Kohl in confidence and the rota will be worked around it.

7.3 RELATIONSHIPS AND HIRING

Relationships between colleagues are your business, not ours. Tell your manager only if one of you rotas, trains or assesses the other, so that we can move one of those things.

7.4 SOCIAL MEDIA

Post about your work all you like. Do not post the inside of a till drawer, a customer's face, an incident, a supplier price or an unreleased blend. If something goes wrong publicly, send it to Ava Cruz rather than replying to it.

7.5 WHERE IT CAN END UP

Verbal, then written, then final written warning, then dismissal — with a meeting, a note and a right of appeal at every stage. Gross misconduct can go straight to the last one, and the list of what counts is short: violence, theft, a deliberate food-safety breach, and harassment.

7.6 RAISING A CONCERN

1

Say it on the shift

To the person, or to whoever is leading. Most things end here and that is the best outcome available.

NO RECORD KEPT

2

Take it to Ava Cruz

Café Operations. In person, by phone or in writing, whichever you prefer. She will confirm back what she heard so you know it landed.

ANSWERED WITHIN 3 DAYS

3

Formally, to Dana Kohl

People & Training. Put it in writing. You will be interviewed, so will anyone involved, and you may bring a colleague to every meeting.

CONCLUDED IN 10 WORKING DAYS

4

Appeal to Riley

The founder, on any ground, within ten working days of the outcome. That decision is final inside Northwind and does not touch any right you have under Oregon law.

MEETING WITHIN 5 DAYS

- If your concern is about Ava or Dana, start at whichever of the four steps skips them. Nobody ever has to raise something with the person it is about.
- Retaliation for raising a concern — a cut shift, a cold shoulder, a worse rota — is itself gross misconduct and is treated as seriously as the original complaint.

“Nobody at Northwind has ever lost a shift for raising something. Twice we have lost someone for what was raised.”

DANA KOHL · PEOPLE & TRAINING · ON THE FOUR-STEP ROUTE

8

Joining, leaving and your signature

The first ninety days, the notice each side gives, what happens to your final pay and your tips — and the page you sign and hand back.

8.1 PROBATION AND NOTICE

STAGE	YOU GIVE	WE GIVE
First 90 days	3 shifts	3 shifts
Under one year	1 week	1 week
One year or more	2 weeks	2 weeks
Shift lead and above	4 weeks	4 weeks

- The 90-day review is a proper sit-down with your site manager, booked in advance, covering bar level, hours and anything that has not worked.
- Final pay, unused vacation and your last tronc share are paid on the next scheduled payday, or on your last day if you are dismissed.
- Return aprons and your locker key; keep the tees. Northwind gives a factual reference to anyone who asks and a warmer one if you want it.

8.2 YOUR FIRST WEEK

- ☐ I-9 and work authorisation completed with Dana Kohl
- ☐ Direct deposit and tax withholding set up
- ☐ Oregon food handler card booked — 30-day deadline
- ☐ Aprons, tees and locker issued; shoes bought
- ☐ Rota app installed and availability submitted
- ☐ Section 5 read before your first bar shift
- ☐ This page signed and handed to your site manager

Acknowledgement

Sign and hand this page to your site manager within seven days of your first shift. Signing confirms the five statements below; it does not change your employment agreement.

- 1 I have received and read House Rules, third edition, effective 1 March 2026.
- 2 I have read section 5 in full and understand that I must never guess about an allergen.
- 3 I understand how the tip pool is calculated and where my tronc share appears on my payslip.
- 4 I know the four steps in §7.6 and that using them carries no consequence for me.
- 5 I will ask Dana Kohl about anything in this handbook I do not understand rather than assume.

SIGNATURE

PRINT NAME

SITE AND START DATE

SITE MANAGER

PEOPLE & TRAINING

Dana Kohl

dana@northwindroasters.com

CAFÉ OPERATIONS

Ava Cruz

ava@northwindroasters.com

FOOD SAFETY

Elena Marsh

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COFFEE AND TRAINING

Sam Ortiz

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