



GBS SHIFT MANAGER COACHING PLAN FOR SHIFT MANAGER TRAINEES

General Managers YOU are now THE COACH of each future LEADER in your store

SHIFT MANAGER'S NAME:		NATIONAL STORE #	
GENERAL MANAGE COACH:		SUPERVISOR:	
DEPARTMENT MANAGER ASSISTANT COACH:		DEPARTMENT MANAGER ASSISTANT COACH:	
GENERAL MANAGER COMPLETES PREREQUISITES ONE WEEK PRIOR TO SHIFT TO THE NEXT LEVEL CLASSES: <input type="checkbox"/> Readiness for Advancement <input type="checkbox"/> Interview with Supervisor <input type="checkbox"/> Coded 739 in eRest <input type="checkbox"/> Has EID <input type="checkbox"/> Email is Verified correct in E Restaurant <input type="checkbox"/> MIT is Crew Trainer Verified and has completed Crew Training Program <input type="checkbox"/> Completed Campus: Intro Journey to Shift Leadership Module on FRED (5 minutes) <input type="checkbox"/> Approved for STTNL by Supervisor <input type="checkbox"/> Shift Leader Role Profile reviewed with GM/Supervisor			
<u>Setting Expectations: GM completes following tasks with MIT</u>		<u>Verified/Reviewed & Action Needed (if any)</u>	
Teach MIT how to log in to FRED & review required coursework and this training plan with them			
STTNL Prework (30 min) Ensure MIT can pull and read: Daily Activity Report (Put app on their phone), DT/FC/MFY/Sales Reports, Give Discounts, Promo, Emp Meal Policy and process on POS.			
STTNL Prework (60 min) BOS: Log In, Time Punch Edits, Transfers, DSPT Coaching: How to pull & overview, Entering waste, Post Shift			
STTNL Prework (30 min) How to read and adjust E Production, How to read Zoom Timer, How to read Leader Board, Add to Group text w/guidelines on how, when and what to communicate in group			
STTNL Prework: (30 min) GM give MIT STTNIL Class schedule dates, Uniform and proper shoes required for STTNL, No missing class, Attend and participate, be ready, do homework, be kind to fellow classmates. Be on time. Hat required for in store classes. Set up dates MIT with meet 1:1 with GM bi weekly during STTNL			
MIT reviews "Shift Leader Role Profile" with GM and/or with Supervisor. GBS Leadership Behavior expectations. Requirements and availability are discussed			

GBS SHIFT LEADER ROLE PROFILE

OVERVIEW

A GBS Shift Leader is responsible for providing leadership to crew and other managers during a shift to ensure great QSC to our guests.

Shift Leaders plan for each shift, monitor performance during the shift, take action to ensure the team is meeting McDonald's standards, monitor Safety, Security, and Profitability, and communicate with the next Shift Leader to help prepare him/her to run a great shift, too.

Shift Leaders are also responsible for meeting targets during their shifts and for helping their assigned departments meet their goals.

RESPONSIBILITIES

FOOD SAFETY

- Complete and verify Daily Food Safety Checklist
- Monitor Food Safety procedures during the shift.

INTERNAL COMMUNICATION

- Read messages from managers communication group messages, manager meetings, store goals.
- Communicate with manager on shift and identify sales trends/problems; Coordinate with Area Leaders throughout shift
- Communicate shift targets and station expectations to all; Coach into position
- Monitor and communicate progress toward targets throughout the shift.
- Communicate results and opportunities to the crew and to next manager; Coach out of position Thank team

PEOPLE PRACTICES

- Check crew appearance
- Coordinate breaks for team
- Enforce all applicable labor and employment laws and McDonald's policies. Minor safety and guidelines are priority

INVENTORY MANAGEMENT

- Maintain stock levels for 24/2
- Receive products by checking order accuracy, quality and condition.
- Track raw and completed waste each shift before leaving

SAFETY & SECURITY

- Ensure cash controls are in place for each shift (safe contents, skims, deposits,+/-)
- Check security equipment for proper operation
- Maintain safety and security during the shift
- Use staggered method of open/close
- Enforce all applicable laws and policies

TRAINING (CREW)

- Ensure training device is charged and ready for use
- Review training/cross- training needs for crew
- Monitor execution of training on each shift

SERVICE

- Monitor and correct service procedures
- Seek guest feedback during travel paths
- Document customer complaints and action taken in managers communication
- Follow customer recovery process when appropriate

PRODUCTION

- Monitor and correct production procedures
- Monitor cabinet levels
- Monitor UHC for correct holding times
- Monitor finished food quality

SCHEDULING (CREW)

- Review crew scheduling for proper staffing
- Ensure labor controls are in place each hour, each shift
- Fully complete DSPG and maintain Peak Hour Readiness according to Best Positioning and Kitchen Efficiency Tool

PLANNED AND DAILY MAINTENANCE/CLEANLINESS

- Identify and respond to equipment and physical plant failure/unplanned activities
- Verify completion/follow- up on all cleaning tasks
- Verify completion/follow- up on all Planned Maintenance tasks

PERFORMANCE TARGETS

- Sales actual vs. projected
 - Drive-thru car counts
 - Pre-shift checklists complete
 - Travel Paths complete
- Assigned Training, PM & Cleanliness tasks, Shift Cleanliness
OEPE/KVS/R2P & DT/FC SERVICE times
TPCH/TPMH Labor Accountability
Cash +/- Raw and Completed waste %

GBS Leadership Behavior includes:

- Building trust and gaining respect
- Understanding your impact as a leader
- Using emotional intelligence to improve you and your team's ability to perform
- Motivating and engaging each individual on your team
- Understanding how behavioral styles impact performance
- Delegating
- Connecting positively with all those you come into contact with
- Understanding the difference between feedback and coaching and how/when to use

In signing I agree that I have read, reviewed and understand the requirements for entering GBS Shift Leader Training Shift to the Next Level Classes. Also, GBS Shift Leader expectations, Role Profile and 8 Leadership Behaviors have been reviewed with me and I commit to do my best to meet these expectations. I will attend class, work shoulder to shoulder with my coaches. I understand that 70% of my learning happens on the floor, 20% is learned from my coach in on the floor training and feedback and 10% is classroom time. All of these learning experiences combine to give me the tools and skills needed to run great shifts. At the end of my required program, GBS will have invested over \$10,000 in development for my Shift Leadership Training. I agree that GBS is choosing to invest in me. I fully realize that my future opportunities depend upon my dedication and commitment to GBS learning program. I will participate, fully engage myself and will give and receive feedback in order to grow every step of my journey to success.

Shift Leader signature

Date

GM/Supervisor signature

Date

Shift Leader:	Coach:
<u>Shift Leadership Set up for Success: On the floor Coaching Session 1</u>	<u>Verified/Reviewed & Action Needed (if any)</u>
Time required: 1 Hour Who: MIT and GM	
Work with MIT to Verify them on all Crew Stations and verify that Crew Training Roadmap modules are complete on FRED.	
After MIT is Crew Trainer Verified, schedule them to conduct training for 3 New Hires on their shifts over the next week.	
Review "Session 1: Intro to Management" section of GBS Restaurants Shift Leader Training Guide" with MIT so that you know what training they will do doing in STTNL Class and Homework required.	
Equipment Expert List: GM Schedules Equipment Training time with GM or DMs, 1:1 Coaching and Training is completed using "Equipment Expert" (list on Page 30 in STTNL book) This should be planned and conducted over a 1-week period. Then GM should VERIFY that the transfer of training knowledge is complete. DO NOT SKIP this essential step in MIT training. They need to know how to clean, troubleshoot, do Planned Maintenance and care for all equipment. GM and MIT should sign page 30 once MIT is verified.	
GM discusses "Leading Talent Development" questions with MIT (Page 16 in STTNL Guide)	
GM reviews requirements to attend Leadership Transition Class GM assigns and assists in setting up ServSafe account and instruct on how to access 10 ServSafe modules (using QR Code in STTNL book)	
MIT discusses areas of interest in future learning and development opportunities with GBS & their role in assisting team to achieve goals	
MITs discuss "People Practices system map" with GM. GM discusses "Restaurant Listening Action Plan" People Scorecard and Retention goals with MIT.	
MIT reviews "Shift Leader Role Profile" with GM and/or with Supervisor. GBS Leadership Behavior expectations are discussed	
GM and MIT complete Session 1 Activity: Competencies & Leadership Behaviors. (Begin on Page 24 of STTNL Book)	
Have MIT log in to fredatmcd.com and show you their progress on "Shift Leadership" Modules (You will need to do this step each week)	

Shift Leadership Trainee (MIT)

General Manager

Session 1 Coaching Complete Date _____

<u>Shift Leader:</u>	<u>Coach:</u>
<u>SHINE Hospitality Role Model: On the floor Coaching Session 2</u>	<u>Verified/Reviewed & Action Needed (if any)</u>
Time required: 1 Hour Who: MIT and GM	
Work with MIT to Verify them on all GEL Station and verify that Crew Training Roadmap modules are getting completed on FRED.	
After MIT attends SHINE STTNL Session 2, they should be scheduled at least 2 hours to work with GELs to improve execute as designed in the restaurant. All omni-channels should be coached and feedback given	
GM: Ask the Shift Leader MIT what "Golden Moments" they have created in the last week	
GM and MIT review current VOICE SCORES on SMG site. Read comments together and discuss "How the customer should have been treated differently" regarding 1s & 2s	
Go to PACE Results: Review standings in OSAT, OEPE, R2P, KVS, EPB2B GM discusses OEA visits, VOICE, Customer 800 Concerns, Service Department Action Plan and speak to MIT about how store could improve on SERVICE: Accuracy, Fast, Friendly, Execute as Designed,	
GM evaluates Shift Leader MITs Focus on Service Report from QSR Soft. GM Runs this weekly and DMs and GM give feedback to MIT GM discusses how DSPT and Best People Practices can help improve PACE and Shift Leader should plan in advance to execute great SERVICE.	
MIT discusses areas of interest in future learning and development opportunities with GBS & their role in assisting team to achieve goals	
MITs discuss "People Practices system map" with GM. GM discusses "Restaurant Listening Action Plan" People Scorecard and Retention goals with MIT.	
MIT reviews "Shift Leader Role Profile" with GM and/or with Supervisor. GBS Leadership Behavior expectations are discussed	
GM and MIT complete Session 1 Activity: Competencies 8 Leadership Behaviors. (Begin on Page 24 of STTNL Book)	
Have MIT log in to fredatmcd.com and show you their progress on "Shift Leadership" Modules (You will need to do this step each week)	

Shift Leadership Trainee (MIT)

General Manager

Session 2 Coaching Complete Date _____

Shift Leader:	Coach:
Production Leadership: On the floor Coaching Session 3	Verified/Reviewed & Action Needed (if any)
Time required: 1 Hour Who: MIT and GM or Kitchen DM	
Work with MIT to Verify them on all Production stations and verify that Prod Crew Training Roadmap modules are completed on FRED.	
After MIT attends PLX STTNL Session 3, they should be scheduled at least 2 hours to work as Prod Leader to improve execute as designed in the res All omni-channels should be coached and feedback given	
GM: Ask the Shift Leader MIT what “Gold Standard Quality”, “GBS Food Safety” and “GBS Food Cost” expectations are	
GM and MIT review current VOICE Quality, Accuracy and Clean SCORES on SMG site. Read comments together and discuss “How the customer should have been treated differently” regarding 1s & 2s	
Go to PACE Results: Review standings in OSAT, OEPE, R2P, KVS, EPB2B GM discusses OEA visits, VOICE, Customer 800 Concerns, Service Department Action Plan and speak to MIT about how store could improve on Production Quality, Accuracy, Fast, Friendly, Execute: Gold Standard	
GM evaluates Shift Leader MITs Focus on Service Report from QSR Soft. GM Runs this weekly and DMs and GM give feedback to MIT GM discusses how DSPT and Best People Practices can help improve PACE and Shift Leader should plan in advance to execute great Quality, Food Cost and Speed to keep engine of Kitchen running	
MIT discusses areas of interest in future learning and development opportunities with GBS & their role in assisting team to achieve goals	
MITs discuss “Production system map” with GM. GM discusses “Food Cost Action Plan”, “CFV and Food Safety Visit results TTM”, Targets for PAC, KVS, OEPE, Park % and Production Team Retention goals with MIT. GM coaches MIT on their production area leadership:www &ebi	
MIT reviews “Production Leader Role Profile” with GM and/or with Supervisor. GBS Leadership Production expectations are discussed: Food Safety, eProd, Kitchen Efficiency Tool, DSPG. Coaching, Prep Follow Up, Clean, & Equip care, PM all On-the-floor in Prod Area	
GM and MIT complete Session 3, Post PLX Action Plan from MIT STTNL Book and schedule follow up meeting to discuss progress	
Have MIT log in to fredatmcd.com and show you their progress on “Shift Leadership” Modules (You will need to do this step each week)	

Shift Leadership Trainee (MIT)

General Manager

Session 3 Coaching Complete Date_____

Shift Leader:	Coach:
Pre-Shift Planning: On the floor Coaching Session 4	Verified/Reviewed & Action Needed (if any)
Time required: 1 Hour Who: MIT and GM	
Work with MIT to Verify them on all Equipment and verify that Journey to Shift Leader modules are being completed on FRED.	
After MIT attends Pre Shift Planning Session, they should be scheduled at least 1 hour per day to conduct and plan for Pre-shifts/Post Shift evaluations; And receive coaching from GM/DMs	
GM: Walks with the MIT Shift Leader to show and discuss Pre-Shift Expectations in all areas, inside and outside	
GM and MIT review current VOICE Quality, Accuracy and Clean SCORES on SMG site. Read comments together and discuss “How the customer experience could have be different if Pre-Shift and station expectations were communicated to the team” regarding 1s & 2s	
Go to PACE Results: Review standings in OSAT, OEPE, R2P, KVS, EPB2B GM discusses OEA visits, VOICE, Customer 800 Concerns, Service Department Action Plan and speak to MIT about how store could improve on Production Quality, Accuracy, Fast, Friendly, Execute as Designed by using Pre-Shift, Coaching, Expectations, DSPT and Targets in preparing for Running Great Shfits	
GM evaluates Shift Leader MITs Focus on Service Report from QSR Soft. GM Runs this weekly and DMs and GM give feedback to MIT GM discusses how DSPT and Best People Practices can help improve PACE and Shift Leader should plan in advance to execute Planning	
MIT discusses areas of interest in future learning and development opportunities with GBS & their role in assisting team to achieve goals	
MITs discuss “Shfit Management system map” with GM. GM discusses “Store Action Plan”, “CFV and Food Safety Visit results TTM”, Targets for PAC, KVS, OEPE, Park % and Crew Training Plan on shifts,GM coaches MIT on their Planning for Preshift 24 hrs ahead, Stock, Product, DSPG effectiveness, Labor Tracking, Targets, etc	
MIT reviews stores TTM Pace Goals, How MIT can help improve results and Planning for Success each day, Execute Pre-Shift Planning Excellence: Prioritizing 1, 2, 3.4 & Post Shift Hand off routines	
Have MIT log in to fredatmcd.com and show you their progress on “Shift Leadership” Modules (You will need to do this step each week)	

Shift Leadership Trainee (MIT)

General Manager

Session 4 Coaching Complete Date _____

Shift Leader:	Coach:
Production Leadership: On the floor Coaching Session 5	Verified/Reviewed & Action Needed (if any)
Time required: 1 Hour Who: MIT and GM	
Work with MIT to Verify them on Service and Production Area Managers Verifications and verify that Journey to Shift Leader modules are being completed on FRED.	
GM Reviews Safety and Security maps, Discusses Foundations Crew Training: Food Safety, Safety, Security and SRIW. they should be scheduled at least 4 hour per day to run Shifts with GM or DM as their coach and plan for Shift Manager evaluations	
GM: Walks with the MIT Shift Leader to show and discus During the Shift Expectations in all areas, inside and outside: Travel paths, Coaching, Managing Danger Zones	
GM and MIT review current Shift Results (using Shift Mgr Summary on QSR), VOICE Quality, Accuracy and Clean SCORES on SMG site, Customer 800 or in store recovery opportunities seen. Read comments & QSR result reports together and discuss “How the customer experience could have be different if Shift Management excellence was happening” regarding 1s & 2s, Also discuss Root Causes using 5 Whys, Now/Future Actions, Frequent Feedback, Table touches and Crew Training and Recognition might prevent 1s & 2s	
Go to PACE Results: Review standings in OSAT, OEPE, R2P, KVS, EPB2B. GM discusses CFV visits, VOICE, Customer 800 Concerns, Department Action Plan and speak to MIT about how Shift Manager MIT could improve on Production, Quality, Accuracy, Fast, Friendly, Execute as Designed by using Coaching, Expectations, DSPT and Targets when Running Great Shfits and what they are excelling at too	
GM evaluates Shift Leader MITs Focus on Service Report from QSR Soft. GM Runs this weekly and DMs and GM give feedback to MIT. GM discusses how Shift Manager MIT communication impacts shift and teamwork	
GM reviews “Customer Facing Visits” with MIT and Schedules announced and unannounced CFV visits on MIT within 1 month. MIT must pass these in order to move forward to running shifts alone.	
MITs discuss “Shfit Management system map” with GM. GM discusses “Store Action Plan”, “CFV and Food Safety Visit results TTM”, Targets for PAC, KVS, OEPE, Park % and Crew Training Plan on shifts,GM coaches MIT on their Planning for Pre-Shift 24 hours ahead, Stock, Product, DSPG effectiveness, Labor Tracking/Actual %,, Targets, etc, GM Reviews “Shift Manager Verification” with MIT and Schedules MITs Shift Manager Verification	
Have MIT log in to fredatmcd.com and show you their progress on “Shift Leadership” Modules (You will need to do this step each week)	

Shift Leadership Trainee (MIT)

General Manager

Session Coaching Complete Date_____

<u>Shift Leader:</u>	<u>Coach:</u>
Food Cost, Cash and Food Safety: Coaching Session 6	Verified/Reviewed & Action Needed (if any)
Time required: 5 Hours/week Who: MIT and GM	
GM/DMs work with MIT to Verify them on all Equipment and verify that Journey to Shift Leader modules are completed on FRED. Schedule Servsafe for MITs	
GM completes Food Cost Audit (On the Floor) with MITs. Then MIT discusses how coaching, and expectations can correct food costs. GM covers QCR components with MITs	
GM: Walks with the MIT Shift Leader to conduct "Unannounced Food Safety Visit" discusses opportunities and how to stay ready for these and Eco Sure visits. Shows MIT where all documents are kept and why each are essential.	
GMs conduct shoulder to shoulder Daily Food Safety Checklist training with MIT. MIT then does another Daily Food Safety Checklist and GM verifies that the MIT demonstrates knowledge and understanding confidently.	
GM coaches MIT on Food Safety during shifts, over 2 weeks time. Gives feedback. Checks completion and conducts knowledge checks.	
GM conducts "Daily Food Safety Audit" with MIT shoulder to shoulder to train, then schedules and assigns them during MITs shifts.	
GM discusses Cash, Refunds, Profit and Labor results with MIT and their role in those results.	
GM evaluates Quality, Food Safety and Food Costs during MITs Shifts, on the floor for 2 weeks and schedules feedback	
GM verifies OTP 1 Training is complete and conducts Tech walk thru with MIT	
Have MIT log in to fredatmcd.com and show you their progress on "Shift Leadership" Modules and review Learner Journal on FRED and answers any questions.	

Shift Leadership Trainee (MIT)

General Manager

Session 6 Coaching Complete Date _____

<u>Shift Leader:</u>	<u>Coach:</u>
<u>MIT verifications successful:</u> Time required: 1 Hour/week Who: MIT and GM	<u>Verified/Reviewed & Action Needed (if any)</u>
Area Leader Verifications: Service, Production and GEL	
Food Safety Unannounced Visit	
Food Safety Daily Checklist Completed	
Shift Manager Verification Internal (verified by GM)	
Shift Manager Verification External (Completed by Supervisor)	
OTP 1 Certified	
ServSafe Certified	
Passed CFV (completed by GM)	
FRED Journey to Shift Leadership 100%	
Leadership Transitions Graduate	
Post LT Action Plan Complete	
MIT is eligible for Bonus and wage increase: Change code in eRestaurant from 739 to 647	

Congratulations Shift Leader and GM!

Shift Leadership Trainee (MIT)

General Manager

MIT Coaching Complete Date _____

Readiness for Advancement Checklist

(Used to evaluate readiness of crew for promotion to Shift Leader)

Candidate Name: _____

Payroll ID: _____

Manager Name: _____

Date: _____

Minimum Qualifications

Check YES/NO for each statement

1. Crew member is at least 18 years old (or will be by time of promotion).
2. Availability meets restaurant needs (nights, weekends, holidays).
3. Shows up on time and comes in when scheduled.
4. Verified on ALL Crew stations and can model performance standards.
5. Performance appraisal ratings meet or exceed standards.
6. Has transportation to make bank deposits or deliver/pick-up products (optional).

YES on all continue to next section

YES	NO

Fundamentals

Check ALMOST ALWAYS or NEVER/RARELY for each statement.

PEOPLE

1. Modifies own behavior and approaches to situations with sensitivity based on others backgrounds (ethnicity, gender, age, etc).
2. Keeps team members informed with relevant information.
3. Demonstrates behaviors of a coach.
4. Trains other crew using the 3-step method and proper training tools (i.e. FRED)
5. Presents a Hospitality First mindset and puts the Guest first.
6. Handles complaints calmly and effectively; is friendly to guests and crew under difficult working conditions.

Almost Always	Never/Rarely

SAFETY/SANITATION

7. Keeps safety at the forefront of all work activities and motivates others to follow safe work practices.
8. Maintains critical standards for raw and finished product quality, cleanliness and sanitation.
9. Properly manages and executes all food safety and sanitation requirements and practices.

SELF-ACCOUNTABILITY

10. Maintains a professional appearance.
11. Follows through on tasks.
12. Displays confidence in ability to perform job.
13. Completes work without requiring close supervision.
14. Able to receive an act on developmental feedback.

DECISION RULES

1. If all 14 fundamentals checked Almost Always proceed to Realistic Job Preview.
2. Any item scored Never/Rarely must be addressed before proceeding.



THE JOURNEY TO SHIFT LEADERSHIP

SHIFT LEADER: _____

COACH: _____

Owner/operators may choose to use information from these materials that will be helpful to them in operating their own McDonald's restaurant(s). The following document was designed to be used in conjunction with the "Shift Leadership Training Roadmap" in FRED. If you work for an owner/operator organization please check with your owner/operator, or the person designated by your owner/operator to determine whether and which of these materials apply to your organization. The following are recommendations only, and may be modified based on your organization and needs of your learner.

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It's time to start your new shift leader on their journey to becoming "certified" to lead shifts! This document is a step-by-step guide for coach's to developing new shift leaders.

Step 1: Shift Leader Orientation *Estimated Time: (1-2 hours)*

- Ensure Shift Leader has correct EID and login credentials to FRED.
- Review and be knowledgeable of crew training program and roadmap in FRED.
- Ensure that the Shift Leader has completed the modules within the "Safe and Respectful Workplace" collection in FRED.
- Ensure Shift Leader has completed or has a plan to complete ServSafe Certification.
- Briefly discuss the role of a shift leader in your organization and have the shift leader share their goals.

Supplemental questions:

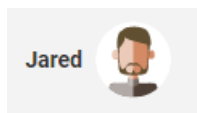
What would you like to accomplish on your shifts?

What will be the first thing you would like to do as a leader?

What will be your impact as a shift leader?

What will you do to lead the team?

- Log into FRED together **under the Shift Leader's EID** and access the Shift Leader Training roadmap.
- If it's their first time in roadmap, have them enter their name and select an avatar.



- Review the "Splash Intro" and Shift Leader Introduction together.



Click Here

Once you select the "New Shift Leader Introduction" icon, you are entering the "Shift Leader toolkit"

- Navigate through the sections in the "Shift Leader Toolkit" together, which provides a high-level overview of what the Shift Leader can expect on their development journey.

Estimated Time: (15 minutes)



Sections included in the toolkit: Foundations, Shift into Overdrive, Leadership Transitions, McDonald's Culture, Expectations, Show up as a Leader, Delegating, and Archways.

Now that you have completed the Shift Leader Introduction, it's time to get the new Shift Leader started on completing their foundations section!

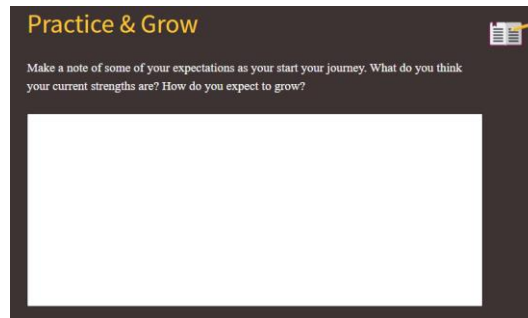
Step 2: Focus on Foundations *Estimated Time: (4 weeks)*

Before letting the Shift Leader jump right in, we recommend you...

- Ensure the leader understands basic FRED navigation:
 - How to Login
 - Where to find the Shift Leader Roadmap
 - How to access the foundations modules
 - How to properly open/close e-learnings that link to CAMPUS throughout the modules
- Review the required e-learnings and time frame for completing. *(See list below)*

Required Pre Requisites	Estimated Time
Welcome to Shift Leadership	15 min
Stepping Up to Leadership	10 min
Delighting Guests on Your Shift	25 min
Leading Operations During Shift	10 min
Leading Operations Post-Shift	20 min
Leading Operations Pre-Shift	20 min
Engaging Crew on Your Shift	20 min
Using Emotional Intelligence	10 min
Maximizing Team Strengths	15 min
Coaching for Success	20 min
Delegating	20 min
Inclusive Shift Leadership	10 min
Safety and Security on Shifts	15 min
Food Safety for Shifts	15 min
Making Effective Decisions	15 min

- Set expectations for note taking throughout e-learnings using the Practice & Grow sections:



- Provide any further instructions/requirements that are specific to your organization.

The Shift Leader should now be fully prepared to complete the foundations modules. Make sure to track their progress by using the “Shift Leadership Learner Progress” report from CAMPUS. In addition, we recommend having a touchpoint meeting with your leader at least once per week to discuss what they are learning, and provide the opportunity to ask questions.

Next Meeting Date/Time:


Week 3

Leading Feel Good Shifts 

- Engaging Crew on Your Shift
- Getting to Know your Crew
- Build Trust and Respect
- Having a Leadership Mindset
- Concerns about Transitioning to Leadership

Completion Date	Coach's Signature

Week 4

Skills for Shift Leaders 

- Emotional Intelligence
- Coaching for Success
- Maximizing Team Strengths
- Making Effective Decisions
- Delegating

Safe and Secure Shifts 

- Leading Secure Shifts

Completion Date	Coach's Signature

After the learner has successfully completed the foundations modules, have a meeting with them and complete the following:

- Check that all modules are marked complete in the tracker.
- Ask the learner to share their note sections from the Shift Leadership Training Roadmap.
- Discuss what they learned from completing the modules, and answer any questions.

Step 3: Shift into Overdrive(SIO)

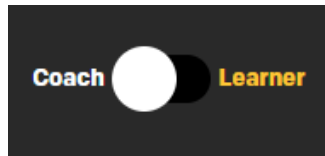
Estimated Time: (7-8 hours in restaurant)

This material is designed to provide you the information that needs to be covered for Shift into Overdrive. How this information is covered at your restaurant may vary. The materials can flex to your circumstances.

It is now time for the Shift Leader to practice and apply what they have learned with Shift into Overdrive! The goal is to spend a full day shoulder-to-shoulder with your new shift leader, showing them how to run a successful shift.

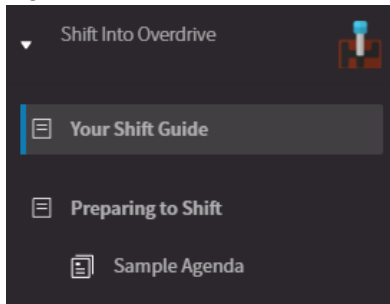
Your role as the Coach is to guide the shift leader through Shift Management using all the tools, processes and procedures needed on every shift. The day will consist of shoulder-to-shoulder walk-throughs and coached practices of the Pre-Shift, During Shift, and Post-Shift processes along with completing all the steps in each phase.

You will need to use the toggle tool at the top of the roadmap to switch between “Coach” view and “Learner” view throughout the SIO section.



Before the shift:

- Both the coach and the shift leader should review the “Preparing to Shift” section, including the “Sample Agenda” on the Shift Leadership Training Roadmap in FRED.

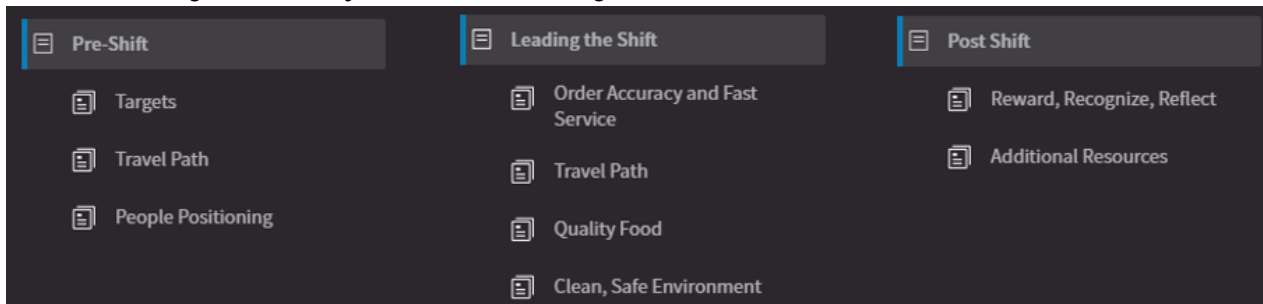


- Schedule the Shift into Overdrive session:

Shift into Overdrive Date/Time:

Completion Date:

During the Shift: Use the Shift Leadership Training Roadmap in FRED to navigate through the following SIO sections throughout the day: (Pre-Shift, Leading the Shift, & Post-Shift)



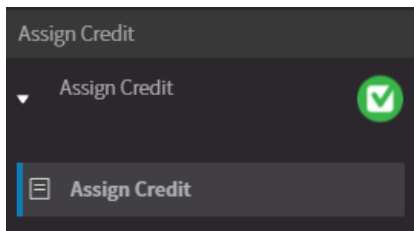
Step 5: Verification

- Access the Shift Leader Verification tool on the Shift Leadership Training Roadmap found under: **Shift into Overdrive>Additional Information**

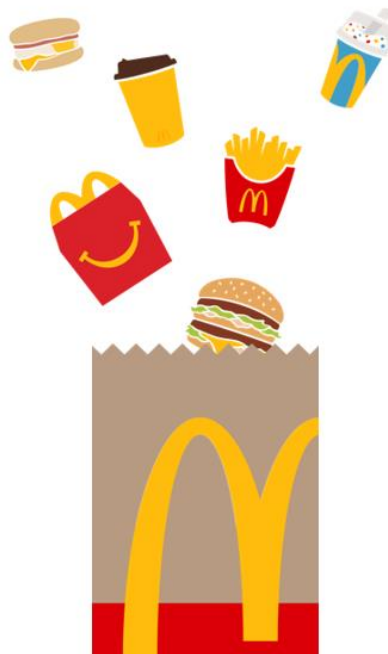


Click Here

- Print the verification form, and use it to observe the shift leader in action.
- Address and coach on areas of opportunity after verification.
- Assign credit to the Shift Leader for fully completing the Shift Leadership Training Roadmap.



Step 6: Celebrate



Now is your opportunity to create a feel good moment for this new shift leader! Find a way for the entire restaurant to celebrate their success. Remember that this is just the start of their leadership journey, and they will need your continued guidance and coaching. We highly recommend you schedule time to meet with your shift leaders on a regular basis to discuss their performance and ongoing development.

Shift Leader Performance Verification Tool

Restaurant Name: _____ Store #: _____ Date: _____ Time/Daypart: _____
 Shift Leader Name: _____ Completed by: _____

Operations Score: _____ Service Score: _____
 Quality Score: _____ Cleanliness Score: _____

Verified: Y / N

Purpose

- To determine if the shift leader can lead the shift successfully.
- To assess the shift leader to establish what is working well and what would work even better by:
 - Setting performance expectations
 - Reinforcing standards of operations
 - Reinforcing effective people practices

Instructions

- Step 1.** The Coach and Participant
- Review the document to understand the behaviors of a successful shift leader.
 - Set and record shift targets.
- Step 2.** The Coach
- Observes pre-shift, managing the area, and post-shift tasks.
 - Complete points assessment for all four sections.
- Step 3.** The Coach
- Determine the result by totaling the questions answered "yes" for each section.
- Step 4.** The Coach & Participant
- Use the "Shift Leader Key Success Factors" page of this tool to discuss what the participant did well, and what they may need more practice with.
 - Develop an action plan

Drive-Thru Targets				Dine in Targets				Additional Targets			
Cars	Actual	DT OEPE	Actual	Guests	Actual	Time	Actual		Actual		Actual

Operations Critical behaviors	Y	N	Comments
Pre-Shift			
Food Safety daily checklist complete			
Restaurant safeguards (masks, gloves, PED paddles, safety+ signage, etc.) in place/use			
Communicates with previous Shift Leader			
Pre-shift checklist complete and actions prioritized			
Items from the pre-shift checklist that could not be fixed during the shift are communicated			
Restaurant is stocked for 24/2			
Crew positioned correctly per the DSPT- Second Side Open, Functions Split, Park , Pull Runner Assigned, Beverage Specialist if needed, and social distancing positioning is followed			
Secondary responsibilities assigned and communicated			
Production Leader in place and effective			
Targets set and communicated			
Conducts Shift Huddle with the team			
During Shift			
Maintains Food Safety procedures and proper safe and secure environment safeguards			
Ensures proper contactless operations procedures are being followed (PED paddle, etc.)			
Leads from the observation zone (not in position)			
Hand washing is taking place a minimum every hour			
Coaches crew using positive and developmental feedback			
Travel paths completed every 15/30 mins and are effective			
Targets are updated and communicated throughout the shift			
Appropriately reacts to and removes danger zones - works through area leaders			
Management and Crew Appearance - proper uniforms, name tags, clean/well groomed			
Post Shift			
Communicates results to the team			
Communicates with the incoming manager - sets them up for success			
Reviews schedule for the next shift - sets up DSPT			
Reflects on what went well and what can be improved			
Operations - Need 19 out of 24 to pass			Total

Quality Standards	Y	N	Comments
Results vs targets: KVS targets			
Sandwich/Entrée – Hot, fresh, neat appearance, good taste, properly prepared			
Fries/Hash brown – Hot, fresh, good flavor, salted properly, & golden color – oil meets standards			
Beverages - Properly filled, proper temperature, good flavor, properly made. Bev stickers used			
Desserts - Properly prepared, good flavor and texture, holding time acceptable			
Grill slips are positioned correctly for accuracy			
Cabinet Charts - in place, up to date, and followed. Holding times adhered to			
All products within primary shelf life			
Secondary shelf lives marked / monitored			
Prep table times marked/monitored			
Tempered product properly marked / monitored			
Waste cans in place and counted			
Procedures observed and coached in the production area			
Quality - Need 10 out of 13 to pass			Total

Service Standards	Y	N	Comments
Results vs. targets: In Store GCs +/-			
Results vs. targets: Drive-Thru Car Count +/-			
DT service times - Restaurant targets			
In Store Service times - Restaurant targets			
Employees interact with customers in a polite, friendly and effective manner. Crew look for opportunities to create feel good moments			
Ensures GESL is in place , maintaining cleanliness and sanitation and engaging with guests			
Orders accurately and properly assembled including condiments, napkins, straws etc.			
McDelivery orders are properly assembled, packaged, double checked for accuracy, and handed off			
Proper procedures for MOP Orders are followed – designated person to handle orders			
Guest Recovery Process in place, understood and followed using LAST.			
Use back to basics order taking, and proper pull forward procedures			
Crew are attentive to the guest: table touch backs, assisting guests, greetings and farewells			
Cars - pull forward happening – and proper procedures used			
Service - Need 10 out of 13 to pass			Total

Cleanliness Standards	Y	N	Comments
Guest Conveniences - high chairs clean and sanitized, hand sanitizer dispensers in place and stocked, music on			
High Touch Point areas are cleaned and sanitized after each use (tables, chairs/booths, etc.) or every 30 minutes (door handles, push plates, etc.)			
Dining Room - floors, chairs, tables clean			
Kiosks and table locators clean and sanitized			
Playplace / Patio-seating – trashcans, floor, play unit, clean & well maintained, etc.			
Restrooms – Clean and sanitized, odor free, supplies stocked , hand dryer working			
Windows/Doors - All windows/mullions clean, Entrance doors and DT windows			
Outside Trash Cans/Sidewalks - Clean – not full			
DT Menu Board and DT lane clean - Promotions properly displayed, and DT window areas clean			
Landscape/Parking Lot - Parking lot free of litter, landscaping well maintained			
Kitchen - floors, walls, stainless, equipment clean, not cluttered			
Front Counter/DT - floors, walls, stainless equipment clean, not cluttered			
Fry station and Shake machine area cleaned			
Office / Crew Room/ Stock Room neat, clean and organized			
Cleanliness - Need 12 out of 14 to pass			Total

Discuss Shift Leader's Role and the Key Success Factors.

Highlight **1-2** success factors you observed the Shift Leader successfully demonstrated, and **1-2** that appear to be the most important opportunities.

Use them to coach the Shift Leader: What is a strength that they can leverage? What is an opportunity to improve?

Discuss why all the factors are critical to the success of their shift.

Shift Leader Key Success Factors

Pre-Shift	During Shift			Post-Shift
	Service Standards	Grill Standards	Cleanliness Standards	
24 hours in Advance	Adjust Positioning as conditions change	Maintain & Complete Food Safety Procedures	Hospitality Standards/Smiles/Tone of Voice/Eye Contact	Communicate Target Results / Recognition
Understand & use positioning guide (DSPT recommended)	Coaching team using positive & development feedback	Quality Products being served	McDelivery Standards	Reflect on What Went Well
Knows and Sets Targets and Expectations	Travel Paths every 15/30 Minutes	Product Prep & Pull Thaw Complete	DT Pull Forward Procedures followed / Park Runner & GESSL in place	Communicate Necessary Information to Management Team
Executes Pre-shift Checklist	Monitors & communicates progress towards targets	All Products within Code Dates	Role Models Hospitality and interacts with the guests	Transition Shift to Next Manager
Prioritizes Tasks and Assignments or training plan	Identify & Eliminate Danger Zones	HOTG Standards in Place	Dining Room/Beverage Station/Restrooms Clean and Stocked	Prepare Next Shift Positioning
Assist in Shift Management Transition	Customer Recovery steps are utilized as appropriate	UHC Cabinet Levels Correct	Exterior Clean	Continuous Improvement Mindset

Very Good Understanding:

1)

2)

3)

More Practice:

1)

2)

3)

Congratulations!
You have passed your Floor Verification.

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____

Floor Verification not passed.
Return Date:

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____