

Columbus Field Office

All In



Model Restaurant Playbook

Disclaimer: Items are subject to change in real-time

Table of Contents

Establishing model restaurants in your organizations will drive the improvement in performance metrics and establish a more consistent vision for the General Managers are to strive to drive Gold Standard Operations. The Columbus Field Office Model Playbook offers tools to support and stand up your organization's model restaurants.

All In

- Page 2: Table of Contents**
- Page 3: Model Restaurant Framework**
- Page 4: People TL&D Tools/Resources**
- Page 5-6: Restaurant Readiness Tools/Resources**
- Page 7: Resources**
- Page 8: Model Restaurant Certification Checklist**
- Page 9: Model Restaurant Certificate**

Owner/Operators are independent employers. If you work for an Owner/Operator organization, the Owner/Operator is your employer, not McDonald's USA. Owner/Operators are solely responsible for making all employment-related decisions regarding their employees and for compliance with all applicable statutes, laws, and regulations. This training and any related materials provided as an optional resource for independent Owner/Operators. Owner/Operators determine which, if any, of their employees participate in the training, and may choose to use all, some or none of the information from these materials in operating their own McDonald's restaurant(s). 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 your Owner/Operator has chosen to use, if any.

Columbus Field Office



Model Restaurant Framework

Driving outstanding **QSC** by being both the **Crew and Customer's** Favorite option

Purpose: Model restaurants in each of your organizations will drive the improvement in performance metrics and establish a more consistent vision for other General Managers to strive for driving Gold Standard Operations

What does a Model Restaurant **look** and **feel** like?

- Delivers exceptional QSC to guests
- Traditional restaurant model (DT, Delivery, Dine-In, Digital)
- Friendly environment for employees and customers
- Gold Standard Equipment Layout

Benefits of establishing a Model Restaurant?

- Demonstrates what's possible to the restaurant teams by showcasing gold standard execution and upcoming initiatives.
- Demonstrates that Running Great Restaurants delivers higher sales and cash flow.

Leveraging Model restaurants to **accelerate** organizational execution?

- Role Model people practices and improve People KPI's such as Shift Manager turnover
- Training on upcoming New News (NABIT)
- Showcase Digital channels (McDelivery, Mobile Order & Pay)
- Showcase outstanding Speed of Service and Best Practices
- Host training events for the organization

Measurements used to identify Model restaurants?

- Restaurants should be the best performing in terms of operational and customer-facing metrics.
- Minimally a Level 1 or Level 2 restaurant

Columbus Field Office



People Resources

SLX Onboarding Tool. Shift Verification Tool



Purpose: The **SLX Onboarding Tool** supports **Shift Leadership Excellence**, which is a program that provides a structured training outline for shift leaders, offering links to FRED and additional training resources for coaches.



SLX Tool



Purpose: The **Shift Verification Tool** helps determine if the shift leader leads the shift successfully and assesses their ability to establish what works well and what would work even better, validating and coaching shift running skills.

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 works well and what needs work.
- Setting performance expectations.
- Reinforcing standards of operations.
- Reinforcing effective people practices.

Instructions

- The Coach and Participant
 - Review the document to understand the behaviors of a successful shift leader.
 - Set and record shift targets.
- The Coach
 - Observe the shift, coaching in the area and post-shift tasks.
 - Complete point assessment for all four sections.
- The Coach
 - Determine the result by totaling the questions answered "yes" for each section.
- 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.
 - Setting an action plan.

Drive-Thru Targets				Drive-In Targets				Additional Targets	
Obs	Actual	ETP (20%)	Actual	Observed	Actual	Time	Actual	Actual	Actual

Operations Critical behaviors

Pre-Shift

- Food Safety: daily checklist complete
- Restaurant set-up: trash, gloves, PCD pads, safety, signage, etc. in place/clean
- Communicate 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 checked in 202
- Crew positioned correctly per the DSPF, Second Side Open, Functions, Sign, Park, Full Ramer Assigned, Ramer/Sign/Staffed 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 **connective operations procedures** are being followed (PCD pads, etc.)
- Leads team to **observational zone** and report out
- Hand washing is taking place a minimum every four
- Cashier crew using positive and developmental feedback
- Trend paths completed every 30 minutes and are effective
- Targets are updated and communicated throughout the shift
- Appropriate needs to and removes danger zones - works through area leaders
- Management and Crew Approvals - danger situations, severe high check-out/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 DSPF
- Refers to the coach and post-shift plan to improve



Shift Verification Tool

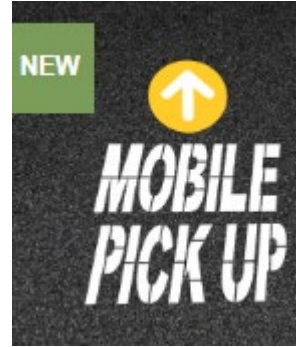


Model Restaurant Readiness Checklist

Spring-Up Checklist

Purpose: The **Spring-up Checklist** covers key aspects to review, sharpen the saw, and refresh on Drive-thru, Digital, Delivery, Beverage, and People topics—to tidy up the space. A key aspect is signage.

2024 Spring Up Checklist			
People	Yes	No	Comment
Learning and Development Center on-site and Training plan for new hires			
Recruitment and sourcing on-site			
Employee Opportunity Boards & QR soft updated			
Crew and manager's uniform are clean, neat, and complete			
The crew room is in good repair, and clean, and all communication and targets are posted in an orderly fashion and up to date			
All signage is current and Owner Operator signage is present (Wages signage, Federal and state, policies, workplace signage, etc.)			
People Brand Standard systems in place			
The staffing, Scheduling, and Positioning tool is updated with the most recent version			
Verify 5010 health check is completed and principles of scheduling			
Drive-Thru	Yes	No	Comment
W1, W2 signage, clean and good repair, properly mounted			
Guard posts in good repair, painted or covered, and straight			
All ext. and int windows, Mullins culture free and good repair			
ODMB's in good repair, and correct marketing elements posted			
The lot is clean and in good repair including stripings			
Signage and lighting: Road sign, directional, roof beams, lots of lights, working and in good repair			
Landscaping and surrounding areas are clean and maintained (odd other lines)			
Corral areas doors and waste receptacles are clean (no liners showing, etc.)			
Touchless hand sanitizer dispensers are in the cashier and presenter booth			
The PED coin changer, PED Card Reader, in the DT is working and in good repair			
Are the <u>Be Well</u> boards and back <u>cash boards</u> set up according to the Be Well Servel			
Are the OT cameras pointed in the right direction and showing the merge point			
The correct number of printers are present, functioning properly, stocked with paper, and clean			
Are headsets and batteries charged, in good working condition, with a minimum of 5 headsets and 7 batteries			
All POS monitors working in good repair, and complex orders labeled on the monitor			
Does the crew have a comfortable working environment (HVAC working, hats/gloves in cold weather)			
Runners/Digital Ambassadors safety vests are clean and in good repair			
Digital/McDelivery			
Appropriate signage (real estate signs, mini billboards, window signage) directional signage for McDelivery Couriers			
Table <u>McDelivery</u> are in position and in good repair			
Mobile Order Ahead signage is in good repair and clean and meets the restaurant's needs			
Kiosks in good working condition with storm pads on 25% of the units (if a storm pad is not needed)			
BEW Issues for MOP and McDelivery, Google Hours are accurate			
McDelivery tables are working and set up because of the accurate teams			
POP <u>McDelivery</u> are in place			
MOP/McDelivery station is set up properly according to <u>Be Well Servel</u> present with a Monitor			
Product Outage/Equipment Outage directions posted on the front counter			
Front Counter/ Dining Room			
Coffee Brewers, cream dispensers, sugar dispensers in clean and good repair			
Coffee thermal pots in use with a coffee timing system			
Cash machine is working and in good repair, labeled according to Be-Well served			
Weekly and monthly calibrations on coffee equipment performed and ensure accurate brewing			
O2, ABS, Tea Brewer(basket), and urns, labeled and in good repair including clips for lids			
Ice cream machine, blender, ice machine and PCB clean and good repair including labeling according to Be Well served			
All POS stations, and monitors are in good working condition and placed according to Be-Well served			
POS calendar is utilized to ensure all equipment is clean and in good working condition			



Model Restaurant Cleanliness Checklist

Purpose: The **Model Restaurant Cleanliness Walk Thru** is a holistic and comprehensive tool to help assess the cleanliness of the restaurant.

Model Restaurant Readiness Walk-Through	
Outside the Restaurant	Yes/No
Landscaping has been done	
Directional signs in good repair	
McDonald's and USA flag in good condition	
DT lane free of clutter / current POP displayed per McSource guide	
DT Menu board in good condition	
ICOD / COD in working order and displaying the current promotions	
Monster toppers clean and display current promotions (McSource guide) if applicable	
DT windows free from clutter – signs for W1 and W2 available	
2 Pull forward signage available or 3rd window pull forward	
MO&P curbside signage available (at least 4)	
Striping in the lot in good condition – Upon weather condition	
Restrooms	Yes/No
The soap dispenser is available and in good condition	
The hand dryer is in working order, doors lack in good condition	
Restrooms free from smell	
Commercial toilet seat	
Baby station available and baby station wipes stock	
Plumbing: pipes from underneath of sink covered	
Baseboards and floor clean, doors and walls free from graffiti	
Door signage in good repair (Men; Women)	
Sanitizer available between doors (highly recommended)	
Dining Room	Yes/No
The tables and chairs are in good repair	
The ceiling tiles are in good repair	
Lighting in good condition; restaurants with small lamps are clean and free from stains	
The dining room floor is clean and free from dirt	
The kiosk is clean and in good repair (cashless, scanner, printers in good condition)	
Allergen sign at the kiosk (if applicable)	
Table tents available at the kiosk	
The self-serve station is clean, and the soda tower face is in good condition and in working order	
The napkin dispenser on SSB & in good condition	
Cup lids and straw holders are clean and in good condition	
POP up to date if applicable (View McSource)	
Current signage for MO&P/McDelivery displayed at the FC counter (Pick up here)	
Dual point signage (order here, pick up here) is clean and available, SAM Exceptions	
Sanitizer wipes dispenser in good condition and wipes available if in use	
The FC view is free from clutter if no SAM wall is available. (No extra stock of cones, cups, lids, etc.)	
If not SAM decor, McCafe wall is clean and good repair	
Scanner and cashless device available and good repair	
If applicable, POP wall with the current POP	
OTF restaurants 3 window posters, non EOTF 4 max. (POP displayed as per McSource)	
Windows clean and good repair	
Doors in the dining room, are close properly (ADA approved) and free from clutter (hours of operation available only)	
Guest Experience Leader presents and displays the 10 key behaviors of hospitable (Executed as Designed)	
Aronos are available for service employees, and the most popular condiments available in their	



Columbus Field Office



Resources

Production Leader Verification, Digital Ambassador Verifications



Purpose: The **Production Leader Verification** provides one way to assess whether your Production Area Leader is prepared to lead Production up to your standards. The verification process will help you establish what the Area Leader is doing well, and where they could use your additional coaching for improvement!

Production Area Leader Verification Form

Name: _____ Coach: _____ Date: _____ Time: _____ Passed: Y / N
Total: _____

Purpose

1. To determine if the area leader can lead the area effectively.
2. To ensure the area leader is able to working well and what would work as leader for:
 - Lead by example/standards
 - Reinforce standards of operations
 - Apply basic management practices

Targets

Develop 3 targets to measure, and set the goals for the shift

Target	Goal	Actual

Instructions

Step 1. The Coach and Area Leader

- 1. Review the document to understand the behaviors of a Production Area Leader. **Checklist: (Production Leader)**

Step 2. The Coach

- 1. Observe the shift, making the area and goal difficult.
- 2. Complete points assessment for all 3 sections. Each question is worth one point.

Step 3. The Coach and Area Leader

- 1. Complete the result by taking the points scored across all 3 sections.
- 2. Discuss the result and areas you expect the area leader to work on, and what they could do better next time.
- 3. Review the result with the area leader to identify needs for performance improvement.
- 4. Clearly set an action plan.

Leading the Area

Item	Yes	No
1. Communicate ongoing shift DRI Leader		
10. Observe and coach/teach correct procedures		
11. Identify, prioritize, and solve problems effectively		
14. Motivate performing according to DPT and responses to meet demand around actual demand performance.		
15. Maximize shift-level time utilization		
16. Maximize guest experience on the shift		
17. Manage customer feedback effectively		
18. Monitor Food Safety, handling every hour, proper presentation		
19. Monitor Food Safety, handling productivity, temps and hygiene		
20. Monitor customer feedback to drive the entire Production area		
21. Follow safety and security procedures, including proper tool usage		
22. Demonstrate basic people skills (Please and thank you)		
23. Drive operational feedback and recognition		
24. Monitor brand presentation (Clean Standard Quality)		

Fast DRI Analysis

Item	Yes	No
25. Communicate with DRI leader and receive feedback		
26. Complete results to targets		
27. Communicate with team/through shift leader		
28. Discuss or convey feedback before going to People Practice/engagement		
29. Drive operational feedback and recognition (Production area where guests were)		

Verified

- All critical items scored 20 or more AND
- A total for 100% of the shift targets
- Coach recognized area leader for excellent performance

Items Still Required to be Verified:

- A total score of less than 20 on any item AND
- A total for 100% of the shift targets
- Area leader not work with their coach to correct existing behaviors and/or performance

Schedule Another Verification:

- Area leader scored 20 or more on all items AND
- Area leader has 1 or more shift leaders
- Area leader has 1 or more shift leaders from performance and practice demonstrating improvement

Coach Signature: _____
Leader Signature: _____



Purpose: The **Digital Ambassador Verification** provides a way to assess and evaluate your crew in the Digital Areas to become “Digital Certified” by demonstrating required behaviors or determining whether additional training is needed.

Digital Ambassador Certification

Name: _____ RESID: _____ Date: _____

Certification includes demonstrations in Digital Areas or a combination of:

- Education
- Hospitality
- Cleanliness
- Table Service
- Build/Verify
- Service

All the end of this training session, you will be evaluated on what you've learned, and your performance will determine if you have become "Digital Certified" by demonstrating required behaviors or need additional training.

Before beginning, ensure you have a solid understanding with the most requested items (health, safety, hygiene, and reflective gear). This is a part of your standards, please wear it every day!

Educational

- Completion of MyMcDonald's Rewards Learn & Earn Simulator
- Completion of MCP u2/CA Simulator
- Completion of McDonald's Digital Education, Crew Addition

Mobile app

- Ensure you have downloaded the mobile app
- Use through the app navigation
- How to use checks & receipts
- How to add payment methods
- How to place a mobile order
- How to set up Link&Pay

Table Service

- They assembly included food items if needed
- Present order at the table asking the guest's name.
- Proper use of table tent
- Mandatory check on "Table Toss"
- Keep the lobby clean and ready for guests

Order Assembly & Pick-Up

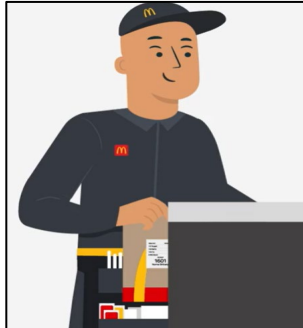
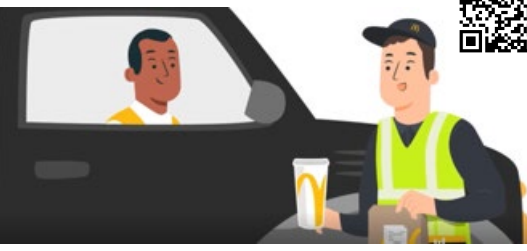
- Show how to prepare a standard order
- Attach pick-up to front of bag
- Confirm order correctly
- "Sweet HOME" your order is ready!
- "How saving order number"
- Prepare order and thank guest or place in pick-up area for unattended pickup, including correctly needed bag

Digital Certified Areas

- Complete Assembly On-site, Try Service On-site
- Complete Assembly Take-out Orders On-site
- Present Orders at the Counter or Table On-site
- Complete Link&Pay On-site
- Complete u2/CA On-site

It's time to put this training to work! Remember, YOU are the Digital Expert!

Employee Signature: _____
Digital Ambassador Signature: _____



Resources

PRODUCTION RESOURCES



[Be Well Served](#)



[eProduction Manual](#)



[PLX w/ eProduction](#)



[Simplified Breakfast Manual](#)

GROWING CAR CAPACITY RESOURCES



Gold Standard
Catalog



[Spectrum of
Success](#)



[Late Night
Playbook](#)

HEALTH CHECKS



[3D Health
Check](#)



[Kitchen
Health Check](#)



[eProduction
Health Check](#)



MODEL RESTAURANT VERIFICATION

POWERING PEOPLE	Yes	No	Comment
Learning and Development Center on-site and Training plan for new hires			
Recruitment and sourcing on-site			
Employee Opportunity Boards & QSR soft updated			
Crew and manager's uniform are clean, neat, and complete			
The crew room is in good repair and clean, and all communication and targets are posted in an orderly fashion and up-to-date			
All signage is current, and Owner-Operator signage is present (e.g., Wage signage, federal and state policies, workplace signage, etc.).			
People Brand Standard systems in place			
SLX training plan in place and SLX Verifications being completed monthly			
The staffing, Scheduling, and Positioning tool is updated with the most recent version Verify that the SSP Health Check is completed and that the Principles of Scheduling			
DRIVING DEMAND	Yes	No	Comment
Role model people practices and improve People KPIs such as Shift Manager turnover			
Training on upcoming New News (NABIT) -Gold Standard Execution on Day 1			
Utilize the Extended Hours Profit Tool to capture demand			
Parking stalls identified with wayfinding signage and striping			
RFM Hours reflected properly for OMNI channel business (McDelivery/MOP)			
O/O utilize the MyStore tool to maximize reinvestment projects			
GROWING CAPACITY			
Showcase outstanding Speed of Service and Best Practices			
Tracking Sheet utilized and posted in the restaurant			
Digital Ambassador in place during every peak			
Showcase Digital channels (McDelivery, Mobile Order & Pay)			
Hold Digital Acquisition Events			
Production Leader in Place during Peaks			
ROA Simulator completion 75% or higher			

Submit completed Verification to US-ColumbusDeploymentTeam@us.mcd.com

ONGOING ACTION ITEMS-MONTHLY/QTR

3D Health Check -Monthly			
eProduction Health Check-Monthly			
Spectrum of Success for Digital -Quarterly			
Digital Ambassador Verification -ongoing as needed			
Production Leader Verification -ongoing as needed			
Shift Leader Verification -ongoing as needed			

Model Certificate

Thank you for being so committed to being **The Crew** and **Customers Favorite Option.**

All In

Owner Operator:
NSN:
General Manager:
People Experience Lead:
Production Leader:
Digital Ambassador:



Powering People

- SLX Program
- SLX VERIFICATIONS
- ROA/MMR
SIMULATOR 75%

Car Capacity

- O.E.P.E. _____
- KVS _____
- Digital Ambassador
@peaks
- PL @ peaks

DRIVING DEMAND

- Hours of Operation
- Spring-UP Complete
- Day 1 Readiness LTO
 - RFM
 - Signage

Gold Standard Guest Experience.

