

Appendix

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

1. To determine if the shift leader can lead the shift successfully.
2. 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 points 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			
Communicates with previous Shift Leader			
Pre-shift checklist complete and actions prioritized			
Any items from the pre-shift checklist that could not be fixed during the shift (broken equipment etc.) 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 warranted			
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 a safe and secure environment			
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/communicates with 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 18 out of 22 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			
Orders accurately and properly assembled including condiments, napkins, straws etc.			
McDelivery orders are properly assembled, packaged, double checked for accuracy, and handed off			
Guest Recovery Process in place, understood and followed using LAST.			
Use back to basics order taking, Ask-Ask-Tell and proper pull forward procedures			
Crew are attentive to the guest: table touch backs, assisting guests, greetings and farewells			
Cars - pull forward happening – 10 second rule			
Service - Need 9 out of 11 to pass			Total

Cleanliness Standards	Y	N	Comments
Guest Conveniences - high chairs clean, music on			
Self Service beverage bar area clean and stocked			
Dining Room - floors, chairs, tables clean			
Kiosks and table locators clean			
Playplace / Patio-seating – trashcans, floor, play unit, clean & well maintained, etc.			
Restrooms - Clean, 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	Quality Products being served	Communicate Target Results / Recognition
Understand & use positioning guide (DSPT recommended)	Coaching team using positive & development feedback	Hospitality Standards/Smiles/Tone of Voice/Eye Contact	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 & GEL 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: _____