

Shift To the Next Level Participant Guide

| | | |
|----------|-------------------|--------|
| Session1 | Shift Leadership | pg 3 |
| Session2 | Shine | pg 50 |
| Session3 | PLX | pg 103 |
| Session4 | Pre-Shift Plan | pg 155 |
| Session5 | Leading the Shift | pg 210 |
| Session6 | Closing the Store | pg 266 |
| Session7 | Food Safety & OTP | pg 325 |

Digital Version of the June 2024 STTNL Guide.

<https://gbsrestaurants.com/Training/Resources/STTNLGuides/June2024STTNLParticipantGuide.pdf>



Session 1:

Shift Leadership

(Introduction to Management)

I. GBS McDonald's Culture & Brand

*SHINE Hospitality Driven *Kindness Matters EVERY DAY. Actions & words speak loudly (+/-) to your crew

II. GBS Vision and Core Values

*You are the Leader in your store: Shift to Next Level

1) Expectations for your Training 2) Technology 3) Developing Others 4) Equipment Expert

*Be committed to not just serve internal and external customers well—WOW THEM!

*RDM Structure of your GBS Restaurant McDonald's

*Expectations for Shift Managers *My Performance Development Goals

III. 8 Leadership Behaviors

*Build's Teamwork *Communicates Effectively & Honestly *Develops Crew and Managers

*Influences by Example *Organizes the Work *Supports Change *Puts Customer 1st

*Plans Beyond The Shift

IV. Shift Manager Role Profile

*12 Restaurant Systems and YOUR RESPONSIBILITIES to impact on them

*Overview of Shift Management System Map

*Performance Targets *CAMPUS Assignment

V. QSC&V

*Quality: 100% Gold Standard, HOTG *Service: Voice, ETOF, Ask, Ask Tell, Pull 4Ward, BTBOT

*Cleanliness: Shift Cleanliness and Routines *Value: Crew are the Experts on Promotions, LTO

*Training 101: FRY EXPERT TRAINING EXERCISE and FRY TASTE OF QUALITY

People Practices (It Starts with YOU!)

* Be Nice People 1st Culture (SRIW)

*Labor Laws (DOL, Wage and Hour)

*Coaching (Feedback, PRAISE, REWARD!)

*Retention: (Your actions matter to your team! Follow-ups, Orientation and Exit Interviews.)

*Training: (Be tired from Coaching, not working stations. We can fix this!)

*Influence = Trust + Respect (Shadow of Leader. Do what you say! Talk to "those who can do something about it")

Timeline of Training and Next Steps

Congrats on being selected to be a Shift Leader for GBS! This workbook is to help you learn and grow. Your class time and in-store training are something we hope you both value and appreciate. Please take this time to invest in yourself and grow in every area of leadership.

We are here to help and support your learning. We are investing in you! Each class period, each day training in store, every amount of coaching and development time given, is all an investment in your future and in ours. We hope that you make wise use of this time and opportunity. By the end of your training GBS will have invested a great amount into your learning and development. We are happy to invest in your growth. We also know that investing in you can help reap great results in your stores. Our goal is to achieve an end result of having a leader who is well trained, consistent and strives to achieve their best each day.

Once you have completed all of your learning and become a Certified Shift Leader you will be meeting with us again, this time to commit to continuing to learn and grow. Our investment in you comes with a responsibility that you to help each of your stores to successfully grow in all areas.

Please be on time for each class. Make sure you complete all of your assignments: in the book, online in Fred, on the floor activities, crew training requirements, equipment list training, ServSafe and attend and participate in all Shift to the Next Level classes. Once you successfully complete all of these, then you will become eligible to attend Leadership Transition Class in Greenwood.

Please work with your GM to develop a timeline for your training in your store. John is your coach in class, your GM is your coach in the stores. We all are here to help support you and your growth with GBS.



The role of the McDonald's Shift Leader

As a leader in a McDonald's restaurant, you are now a member of Leadership. You represent McDonald's and/or your Owner/Operator to the community. The decisions you make will either positively or negatively affect our brand. As a leader, you cast a shadow that falls on all those around you—customers, crew, and other managers. Make your shadow a positive one, a shadow where others feel good about themselves and McDonald's.

If you have been promoted to manager from crew, your immediate challenge is to establish yourself as a leader. This does not mean bossing people around. True leaders inspire others to do a good job by the way they treat others and by the way they act themselves.

Be the leader that you would want to follow.

Be prepared to receive more constructive feedback. As a crew person, you knew your job and continually received positive feedback. Now that you are in a new position, you will receive coaching as you learn.

If you have been hired as a manager trainee, your immediate challenge is to learn McDonald's processes and systems. Others may resent showing you how to do things when they know you are being paid more than they are. Make it your first priority to learn quickly and treat others with respect, letting them know that you value what they know and that you appreciate their help.

Professional image

How we look matters. It is a fact of life that people make judgments about us that are based on our appearance. As a manager, your personal image is a reflection of the business image. Crew may think that if you are sloppy in your dress, they can be sloppy in their operations.

Customers may think that if you do not care about your image, you do not care about the restaurant. So, dress in a way that supports your ability to lead others: Be neat; be clean. Have an image that your crew and your customers will respect.

Image is not just a professional appearance. It is also consistently displaying behaviors that represent the business and what it stands for. It is your responsibility to display positive behaviors that define leadership at McDonald's. You are expected to be a role model of honesty, dependability, respect, commitment, and customer service. You are accountable for your restaurant's image, both internally and externally.

What Is Expected of Me?

As a Shift Leader in a McDonald's restaurant, you will learn to run a multimillion-dollar business. You will be accountable for restaurant performance, increasing profit and sales growth, managing your people, and most importantly—**delivering outstanding Quality, Service, Cleanliness, and Value (QSC&V)** during your shift. You are also expected to manage your own development. Be prepared to ask for the time you need from your coach and others on the restaurant team. Know what tools and resources you need, and ask for them soon enough for them to be available for your training.

Performance expectations

You will be expected to consistently meet operational standards, customer expectations, and employee commitment levels during your shift by:

1. Delivering outstanding quality consistently to each and every Customer.
 - Food is hot, fresh, good-tasting, and attractively presented.
 - Raw product standards are maintained.
 - Procedures are followed.
2. Delivering outstanding service.
 - Employees are customer-oriented:
 - Friendly and courteous, creating a pleasant environment.
 - Responsive to customer needs.
 - You model outstanding service behaviors for others on your team.
3. Ensuring that the restaurant and lot are attractive, clean, well-maintained, and properly-equipped. While providing a safe and welcoming environment for customers and employees.
4. Demonstrating leadership by setting the pace, communicating and motivating effectively.
 - You support development of employees' capabilities to improve individual and restaurant performance, and you take advantage of opportunities to improve the restaurant.
 - You model the behaviors and values that create a high-performance work environment and employment reputation.
 - You ensure that McDonald's employment policies and procedures are followed, and you report any violations or complaints to the appropriate person.
 - You respond to changes in volume patterns and promotional activities by planning and making adjustments as needed to ensure that operational standards are maintained.
 - You display a positive, professional image of a McDonald's manager to both employees and customers.
 - You ensure profitability by managing costs of day-to-day
5. Driving the People Vision and Promise "*We value you, your growth and your contributions*" to build a strong, skilled and effective workforce capable of delivering service and satisfaction to our customers.
 - Communicate basic information about the commitment survey, including the purpose and specific time frames.
 - Demonstrate support and a positive attitude towards the use of the commitment survey.
 - Show initiative and take responsibility for specific follow-up actions in response to survey issues.
 - Treat all employees with dignity and respect, responding to their questions and needs in a timely, concerned manner.

What is a Leader?



At GBS a Leader:

1) Is a customer champion.

(Role Models key hospitality behaviors and is customer-obsessed.)

2) Empowers others and builds the capacity of the leaders.

3) Builds ONE TEAM in the restaurant

4) Has a clear sense of direction, vision and priorities.

5) Encourages everyone to constantly look for ways to improve.
(Themselves, Yourself, and Others.)

6) Coaches and Develops.

(EVERY SHIFT, EVERY CREW MEMBER, EVERY DAY!)

Top 3 things GBS is known for:

1) SHINE Hospitality: A step ABOVE the rest!

2) Cleanliness: 100% Shift Cleanliness!

3) FAST! Focus on Fast:

Maintaining Value and Quality of Experience for OUR CUSTOMERS!



8 Key Success Factors for Leading GREAT Shifts

T- Travel path EVERY 30 minutes

O- Outstanding crew recognized

P- Pre-Shift Checklist

P- Positioning Crew (Game Plans)

A-Actively Managing from OBSERVATION post

T- Targets and Expectations communicated w/crew

C- Certified & Verified Leadership Transitions GRADs

H- Leaders are Hospitality Ambassadors: SHINE



It's VITALLY IMPORTANT that you become a CREW STATION and EQUIPMENT EXPERT. You must be 100% on all stations and continue working on your equipment list before moving forward to the next level. The equipment list does NOT have to be totally completed during this phase. It can be completed any time before the end of your Shift to the Next Level training.

You and your GM must sign and date below when this phase is completed.

You must also train 2-3 crew members (based on sales volume) during this phase.

Names of Crew Trained and Verified on FRED:

1. _____
2. _____
3. _____

Additionally, before you begin you must login to Global Account Manager and accept the following agreements: Campus, FRED

EID _____ Password _____

Sign off below when you have trained and verified 3 people using your stores training plan. You may use Crew Training Roadmap on the next page to track completion.

Manager in Training _____

GM _____

Crew Training Roadmap

Crew Trainer Program



Learner Journal



Coach's Guide

Crew Member's Name: _____

Crew Trainer's Name/s: _____

1

Guest First



Hospitality

Additional Duties to Learn not on FRED:

- Towel Buckets
- Sweep
- Mop
- Deck Scrub
- Dishes
- Tea
- Stock
- Coffee
- Trays

2

Foundation



Food Quality & eProduction



Food Safety



Safety & Security



Safe & Respectful workplace

3

Jumping In



Fries & Hash Browns

4

Service



Dining Room & Kiosk



Beverages & Desserts



McCafé



Guest Experience Leader



FC Order Taking & Payment



FC Assemble & Present



DT Order Taking & Payment



DT Assemble & Present

5

McDonald's App



Mobile Order & Pay



MOP with Ready on Arrival Technology



My Rewards Simulator



Hospitality in a Digital Environment



My Rewards: Engaging the Customer

6

Making our Food



Tempering & Prep



Baking



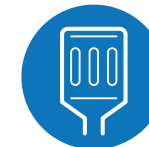
Breakfast Cooking



Breakfast Assembly



Frying



Grilling



Regular Menu Assembly

7

Verification & Tracking



Station Verifications & Tracking



Station Training Aids



Campus Training Tracker & Assign Skill Level Guide

Orientation/1st Day of Work Videos:

- Mitigating Workplace Violence (approximately 20 minutes)
- Safe & Respectful Workplace (approximately 30 minutes)
- Bullying Intervention (approximately 20-30 min)
- Bystander Intervention (approximately 15-20 min)

Manager In Training: _____

GM: _____

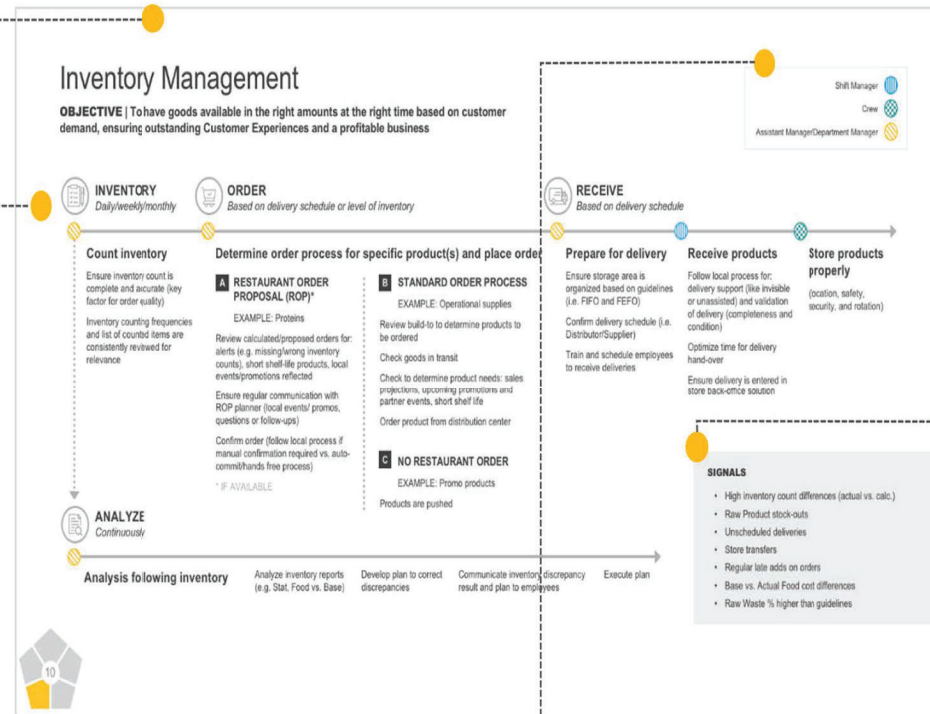
Index

- 3 Objectives
- 4 Reading the System Maps
- 5 Individual System Maps
- 6 People Practices
- 7 Learning and Development
- 8 Staffing, Scheduling, and Positioning
- 10 Shift Management
- 11 SPA (Service, Production, and Assembly)
- 15 Food Safety
- 17 Safety and Security
- 19 Planned and Daily Maintenance
- 20 Inventory Management



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Reading the System Maps



1 System name + main objective

Each of the nine systems has its own core objective with the ultimate goal of Running Great Restaurants.

2 Main process/ categorization

Along the top of the map, you'll find the main organizing elements for the system—whether it's a process step, system element, or other categorization.

3 Roles and responsibilities

Each activity and role within the system can be completed by a variety of team members. A primary point person has been identified, and markets may adjust to suit their needs.

4 Signals

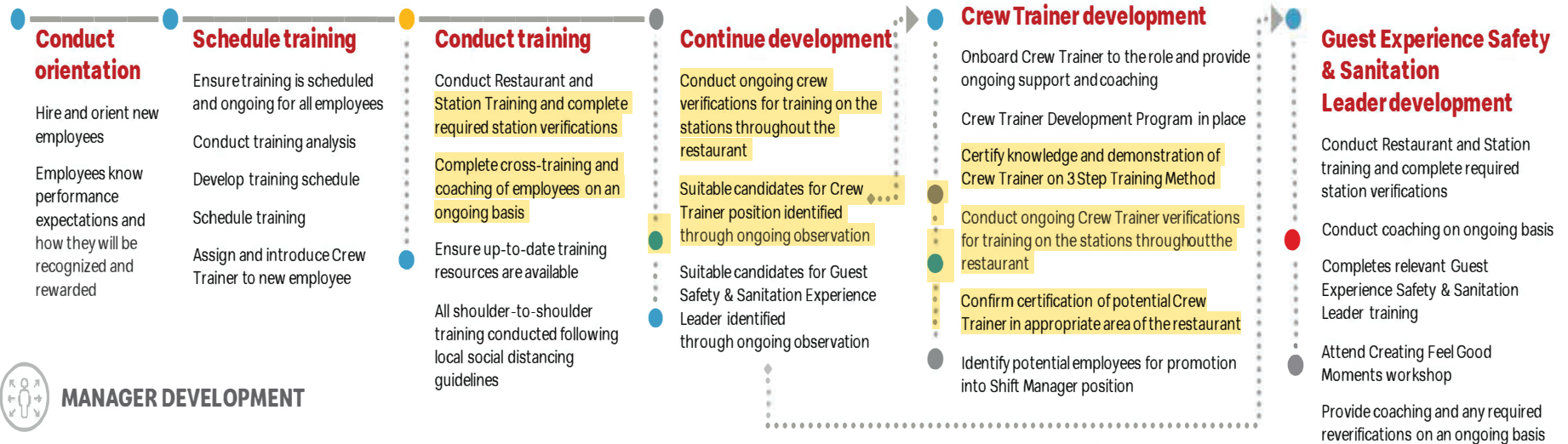
Each system has a set of signals to indicate where the system could break down—creating opportunities for growth and potentially triggering the need to update the action plan.

Learning and Development

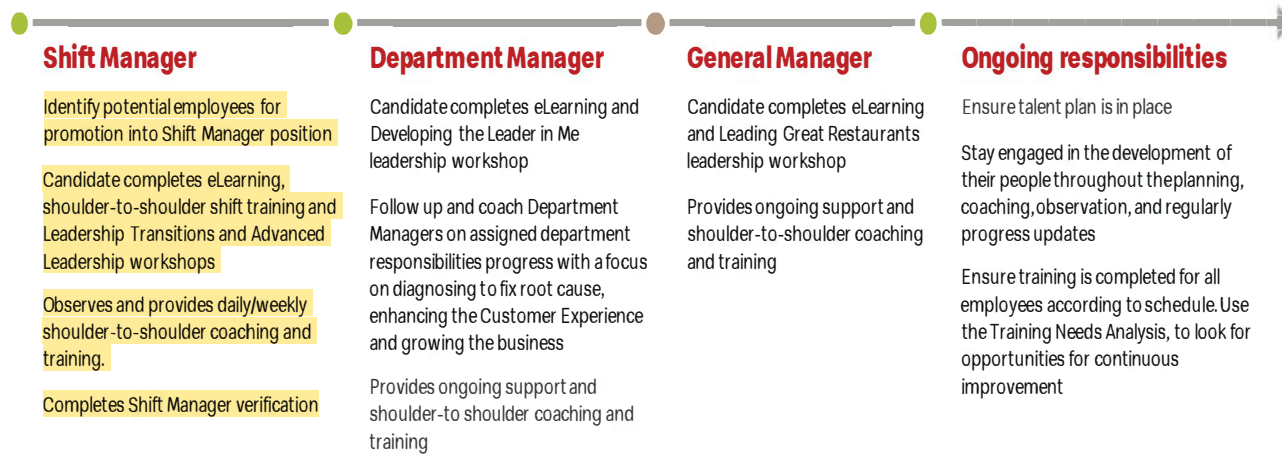
Objective | To have engaged, high-performing and empowered employees delivering outstanding QSC and creating exceptional customer experiences



Crew & guest experience safety & sanitation leader development



MANAGER DEVELOPMENT



- Signals**
- Crew Development Plan in place
 - Crew Training/Crew Trainer Hours are properly scheduled
 - Appropriate number of certified Shift Managers
 - Talent plan for Managers in place and development time scheduled
 - Appropriate number of certified crew and crew trainers
 - Ongoing training scheduled and completed
 - Records or completed training matches scheduled training
 - Training Needs Analysis in place



Here are some topics you need to train on and communicate about with your GM at your store after completing Session 1:

- 1) Shift to the Next Level: Plan for your class attendance.
- 2) Crew Training Roadmap: Plan for you to conduct/oversee Crew Training for 3 new hires on your shifts.
- 3) Log in to FRED to Complete REQUIRED Shift Leadership Foundations Curriculum. (Get Started by going to: Shift Leadership Training on fredatmcd.com)



- 4) Equipment Expert List: Plan for your Equipment training with your GM
- 5) On and Off the Floor Learning Activities: Plan for when you will do these. Discuss these with your GM as you do them.
- 6) Sessions Agenda Review: Go over the topics from today with Your GM. Talk about what you learned, what you want to learn, and any concerns, etc.
- 7) RDM Structure: Discuss who DMs are and what role they may play in your development journey.
- 8) CUSTOMER FIRST LEADERSHIP! Ask your GM what ways they expect HOSPITALITY to be delivered by you on your shifts.
- 9) Leadership Expectations: Running Great Shifts! Discuss with GM what time you will be running Areas of the store and/or shifts during your training.

Review: Shift Manager Role Profile, 8 Leadership Behaviors Activity, and the 8 Proven People Practices with GM.

****Students can attend Leadership Transitions Class after successful completion of STTNL and with input from GM**

LEADING TALENT DEVELOPMENT

GM When Selecting / Meeting with each Manager trainee Think about:

- 1) What skills do I require this manager to have in order to support my business plan?
- 2) What development activities can I recommend that will help them with their present opportunity?
- 3) What are their career aspirations? What skills are required for them to advance?
- 4) What current strengths can they continue to leverage?

- 1) Leading talent starts with incorporating the right people into your business plan via IDP & Succession Planning
- 2) Developing talent requires identifying the right people for the job—best crew do not always make the best managers.
- 3) Leading development well requires continuous coaching & mentoring of each manager/crew through good routine.

How Managers Learn

***70% Experience:**

On-the-Floor during shifts. This is where the most important skills are learned and practiced.

***20% Exposure:**

A mentor or expert leading activities growth by:

- 1) Learning a new skill.
- 2) Encourage a new behavior.

Working with a mentor allows manager too discuss progress and gather feedback.

***10% Education:**

Classes, E-Learning & Certifications

Shift to the Next Level:

- o **STTNL Session 1:** Shift Leadership Expectations, 12 Store Systems Review, Your Choices Matter, Shadow of a Leader, Equipment Expert Checklist Assigned: GM will follow up, People Skills, Training Crew, FRED & Campus Assigned Learning
- o **STTNL Session 2:** SHINE HOSPITALITY & SERVICE AREA MANAGEMENT.
- o **STTNL Session 3:** Production Area Leadership: Pre-Shift in Production, Production Crew Positioning, Production Cabinete Management, PROFITABILITY, Coaching, and Gold Standard Quality.
- o **STTNL Session 4:** Shift Manager Routines & Coaching: Pre-Shift Checklists, Positioning, Planning for Crew Training, Targets: It's How WE WIN! Travel Paths, Delegating & Prioritizing, Self-Accountability, Post-Shift Analysis, TEAMWORK, Planning for the Next Shift 24hrs in Advance.
- o **STTNL Session 5:** On-the-Floor Leadership: Area Management, Leading Great Shifts, Building Peaks, DT Times, Targets & Service Reports, SHINE, GELs, EBI, Golden Moments, Be the BEST, Shift Manager Verifications: How will you be evaluated on your shifts.
- o **STTNL Session 6:** Closing the Store: What is expected of me, Security, Pre-shift, Peak, Post-Peak, Pre-Close, Close, Deep Clean.
- o **STTNL Session 7:** McDonald's Food Safety: Daily Food Safety Checklist, Unannounced Food Safety Visits and BSV Standards in Food Safety, Final Exam.
- o **Shift Manager Internal & External Verifications:** These will be scheduled once all E Learning, FRED and Equipment Lists are completed. Manager Verifications may be repeated if standard is not met



Leadership Transitions Class:

(The "ICING ON THE CAKE!" To be Considered / chosen to attend YOU MUST RUN GREAT SHIFTS, BE A TEAM PLAYER, complete all sessions of STTNL & Coursework in STTNL Book, and all e Learning on Fred/Campus.

1. Class starts at **8:30 am** each morning in the **Conference Room** of the hotel where the SMTs are staying.
2. SMTs share a hotel rooms (Tues. & Wed.). SMTs need to get Themselves there **On Time** Tuesday morning.
3. Class attire is your McDonald's UNIFORM w/name tag.
4. Take a TIME PUNCH SUMMARY REPORT & Daily Crew Schedule (SAME DATE). (Used in class on Day 3.)
5. Each SMT will be given a 3 DAY STIPEND to be used for gas, food, etc. We do not need receipts.
6. Breakfast is served compliments of the Hotel from 6am-10am
7. There is a pool in the hotel

Please remember **You're Representing GBS**. We will receive a participant report.

Like all of your Training, GBS is sending you to this class as an investment in you, your future, and the future of our organization. Go to Learn, but enjoy this opportunity, and do your part in class. Participate, ask questions, be part of the discussions, and help out your fellow students.

"Because we have Learned from Each Other, We Have Grown." ~Ray Kroc, 1965

Good Luck!

Hotel Info:

Holiday Inn Express
1180 Wilson Drive
Greenwood, IN 46143

Serv Safe:

- This is a Federal and State requirement for all Food Service Shift Managers.
- There is a 10 session ONLINE learning at servsafe.com that must be completed.
- 80% or Higher is passing.
- We highly recommend students take notes during their online learning and review time.



ServSafe Login

Opportunities Beyond Shift Leadership:

- PL Next
- Scheduling
- Hiring
- Profitability/Food Cost
- Hospitality
- Coaching
- Orientation
- Leading Departments
- Leading Great Restaurants

THERE'S NO END TO WHERE YOU'LL GO WITH GBS!

YOU HAVE THE ABILITY TO CREATE YOUR OWN CAREER PATH BY CONSISTENTLY DOING GREAT THINGS, EVERYDAY AT EVERY LEVEL AT GBS!

STEP ONE IS TO LEARN AND THEN LEAD GREAT SHIFTS. YOU'RE ALREADY ON YOUR WAY! CONGRATS!



How Will I Be Evaluated?

You will be evaluated in 2 ways: internal verification and external verification.

Internal verification is administered by your GM. He or she will check your skills and knowledge. You will be internally verified Upon completion of *Shift Leadership* training.

External verification is administered by someone other than your GM, most likely Your Supervisor. He or she will check your skills and knowledge related to shift Leadership. You will be measured against the restaurant targets for service and profitability.

Once you are shift certified, you are qualified to run the shift without supervision. (See Shift Leadership Roadmap for more details)

Your coach will provide feedback on your performance while you are learning, as a way of preparing you for these internal and external verification points.

Finally once you are Verified you will Complete a PCAP.

Action Planning is an integral part of Managing both personal, and store wide change. To get you started using this vital process the Post Class Action Plan (PCAP) is your last Required step to Becoming a Certified Shift Leader.

| 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 eProduction | | | |
| 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 | | | |
| R2P Restaurant targets | | | |
| Employees interact with customers in a polite, friendly and effective manner . Crew look for opportunities to create feel good moments | | | |
| Ensures Digital Ambassador is in place , maintain cleanliness, sanitation and engaging with guests | | | |
| Ensures Crew Members provide a digital prompt at all order points and uses customer's name when they use the app | | | |
| Orders accurately and properly assembled including condiments, napkins, straws etc. | | | |
| McDelivery orders are properly assembled, packaged, & double checked for accuracy | | | |
| 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 (including the 3 why's) | | | |
| Crew are attentive to the guest: table touch backs, assisting guests, greetings and farewells | | | |
| Cars - pull forward happening – and proper procedures used | | | |
| Service - Need 11 out of 14 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/MOP spots 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: _____

Goal Setting Individual Development Plan ²¹

Action items should Focus on Moving your pace metrics forward. Specifically either Voice, KVS or Parked car Percent.

Goals Should Be:

Specific
Here's what I'll do

Important – Values Driven
Here's why it matters, and how it contributes

Measurable
Here's how to tell

Name

People Manager's Name

Year

Department

Goal #1



Goal Deadline

Goal #2



Goal Deadline

Goal #3



Goal Deadline



Serve



Inclusion



Integrity



Community



Family



Optional Space to Record Progress

After you set your goals for the year as part of the Commit Conversation, you should keep track of the progress you've made towards your goals, including what you did and how you did it. You can use the optional space below to do so. At a few key times during the year, you should provide a formal update to your manager on your goal progress – between June and July as part of your [Connect Conversation](#) and around the October timeframe as part of [Preparing for Year End](#).



Share your McDonald's Story:

Why did you apply here?

What do you like about your job?

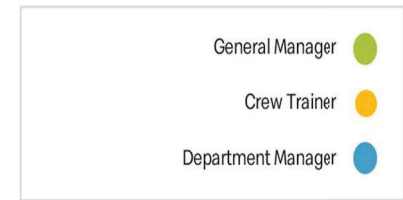
What are your career goals in the next 6 months, 1 Year, 5 Years?

How does McDonald's add value to your life? (Flexible Schedule, family, School, Etc...)

**What is your favorite menu item?
Why?**

**Here we love our Crew and
Management Teams**





People Practices

Objective | People feel supported and empowered to bring their authentic selves to work and deliver an elevated Customer Experience

Doing all these things helps position McDonald's to continue to attract high performing talent at a time when our restaurants need it most



Employee experience

People Manager executes system and General Manager verifies system is working

Attraction

Determine staffing needs by reviewing the Staffing Calculator/Needs Analysis

Execute a plan to enhance McDonald's employer reputation and attract the right candidates

Implement an internal recruitment plan (e.g., referrals)

Use an external recruitment campaign, where appropriate, to attract customer-centric candidates

Use a career site and /or Applicant Tracking System to share open jobs

Interviewing

Ensure there is a process in place to identify the most suitable candidates for each role

Utilize all local selection tools

Ensure appropriate managers are trained on selection tools

Consider whether to hire an external candidate or promote from within for open positions

Treat all applicants fairly and model an inclusive environment

Hire for hospitality by evaluating applicants for customer-centricity

Onboarding

Leverage the crew and management onboarding process and ensure that experience is engaging (e.g. experiential session rather than simply reading/watching)

Communicate all local expectations, local policies, and procedures

Communicate the importance of the employee's role creating a safe and positive restaurant experience for customers and other crew

Complete all required administration tasks

Provide necessary resources / gear (e.g. schedule, uniform, etc.)

Conduct 90-day follow-up for each new hire

Training

Train on tasks/stations

Focus on making the restaurant a safe, respectful and inclusive environment for everyone by leveraging available market-provided training

Focus on developing a connection with customers (e.g. Creating Feel Good Moments)

Managers coach crew on customer service behaviors

Empower employees to solve inaccurate orders independently

Reward & recognition

Implement and transparently communicate about reward and recognition programs that reinforce expected behaviors

- Reward hospitality (e.g. manager incentives for hospitality behaviors)

- Peer-to-peer digital recognition for crew

Host a crew outing / event every 6 months

Ensure regular pay raises are given

Restaurant communications

Leverage digital engagement platform to share key messages

Conduct employee surveys at least once per year and implement an action plan based on the results

Inform employees of new processes/technology being added to the restaurant, why, and how it elevates the customer experience

Career path & structure

Ensure a transparent review system is in place

Set goals and discuss future opportunities

Position crew in stations that fit their personalities and skills

Off-board (including exit interviews, administrative tasks etc.) to understand turnover impact and where action is needed

Implement a restaurant succession plan and ensure pay is competitive relative to market standard



Legal Requirements

Ensure compliance

Ensure full compliance with all local laws and employment legislation at every stage of the employment cycle

Signals

- Crew applications
- Crew hires
- Crew average time to hire
- Crew application to hire ratio
- Crew terminations
- Crew short-tenured terminations
- Crew hire to termination ratio
- Shift Manager Terminations
- Shift Manager short-tenured terminations

Role Profile

Shift Leader



Overview

A McDonald's Shift Manager is responsible for providing leadership to crew and other managers during a shift to ensure great QSC to our customers.

Shift Managers 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 Manager to help prepare him/her to run a great shift, too.

Shift Managers 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 ISP and /or manager's Communication log
- Communicate with manager on shift and identify sales trends/problems
- Communicate shift targets and goals to all
- Monitor and communicate progress toward targets throughout the shift
- Communicate results and opportunities to the next manager

INVENTORY MANAGEMENT

- Maintain stock levels for 24/2
- Receive products by checking order accuracy, Quality, and condition
- Track raw and completed waste on each shift

PLANNED & DAILY MAINTENANCE /CLEANLINESS

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

PEOPLE PRACTICES

- Check crew appearance
- Coordinate breaks for team
- Enforce all applicable labor and employment laws And McDonald's policies

PRODUCTION

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

SERVICE

- Monitor and correct service procedures
- Seek customer feedback during travel path
- Document customer complaints and action taken in log book
- Follow customer recovery process when necessary

SAFETY AND SECURITY

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

SHIFT MANAGEMENT

- Review sales projections
- Complete redshift checklist
- Complete positioning plan (shift prep tool)
- Manage from the Observation Post
- Identify danger zones and give direction
- Conduct QSC travel path every half hour
- Maintain/adjust positioning according to positioning guide

SCHEDULING (Crew)

- Review crew schedule for proper staffing
- Ensure labor controls are in place each hour and each shift

TRAINING (CREW)

- Complete follow-up SOCs and training
- Review training needs for crew
- Monitor execution of shift training

Performance Targets

- . / Sales (actual vs. projected)
- . / Driven thru Car Counts
- . / TPCB
- . / Cash (+/N)
- . / Raw and Completed Waste %
- . / Assigned SOCs, PM, and Cleanliness Tasks Complete
- . / KVS, FC, DT Times
- . / Redshift Checklists Complete
- . / Travel paths Complete



Welcome to Shift Leadership

Scavenger Hunt

This activity introduces you to just a few of the facts about the restaurant that you need to know as a Shift Leader. Ask as many people as possible—both crew and managers—to find out the answers. Verify the answers with your coach.

1 Is your restaurant McOpCo or Owner/Operator?

2 How many people are employed in your restaurant?

3 Weekdays the opening shift is from ____ am to ____ pm.
Weekends the opening shift is from ____ am to ____ pm.

4 How many people typically open your restaurant?

5 The closing shift is from _____ to _____.

6 How many people typically close your restaurant?

7 How many 14- and 15-year-old employees work in your restaurant? _____
How many 16- and 17-year-old employees work in your restaurant?

8

What is the average number of transactions in your restaurant during:

Lunch rush _____ ?

Dinner rush _____ ?

9

What is the seating capacity of your restaurant? _____

How many fire extinguishers are in your restaurant?

Where is the flashlight kept?

10

12

List 5 crew people and their favorite McDonald's sandwich.

11

List 5 crew people who have pets.

Name Pets

1 _____
2 _____
3 _____
4 _____
5 _____

13

Find out from 3 customers how often they visit your restaurant.

Name How often visit

1 _____
2 _____
3 _____

What is the name and phone number of the manufacturer of the following equipment in your restaurant (if applicable)?

Name Number

Grills _____
Fryer _____
Toaster _____
Shake/Sundae machine _____
Point of Sale (POS) system _____

14

Name 3 crew that you showed your appreciation to.

15

Lesson: Laws and Policies You Must Know

Consider the information in this section as company policy.

Owner/Operator employees

Licenses set their own policies in these areas. Your Owner/Operator may have additional policies or variations on these policies. You will need to get other policy information from your coach or your restaurant manager.

As a Shift Leader, you will be accountable for following and upholding laws and policies to the extent they exist in your restaurant. Your specific accountabilities are described within each policy.

Off-the-Floor Activity

Complete the following training with you GM.



- How to answer the phone.
- What to say to customers who have a problem. **B.L.A.S.T**
- Security on your shifts: Scam Alerts, Back door and safe count procedures
- Review the following specifics based on **your** GBS Restaurant.

What are the laws and Policies?

Discrimination and harassment

****Please check with your Organization on all rules and policies****

What are the laws and Policies?

In General

Federal laws (Title VII of the Civil Rights Act) prohibit discrimination or harassment on the basis of race, color, sex, religion, national origin, age (usually against people over age 40 but some states may differ), and disability. Federal laws also prohibit discrimination against employees or customers on the basis of physical or mental disability under federal law.

Most states have laws that parallel these federal laws. A few cities and states go further and prohibit discrimination based upon such things as height, weight, sexual preference, personal appearance and marital status. Your restaurant manager or Owner/Operator will advise you about any additional applicable laws for your state.

It is also illegal to retaliate against someone who has filed a charge of discrimination, who has testified or provided evidence to support a charge, or who has protested allegedly discriminatory practices. This is true even if you do not believe the charge or complaint has any merit.

Sexual harassment includes unwelcome remarks or jokes of a sexual nature, explicit propositions, obscene gestures, displays of obscene or lewd printed or visual material, as well as intimate or offensive touching, or other abusive conduct directed at employees because of their race, color, sex, religion, national origin, age, disability, sexual orientation, or other prohibited reason.

Service Animals

Under the Americans with Disabilities Act (ADA), restaurants are prohibited from discriminating against individuals with disabilities. McDonald's policy is to allow people with disabilities to bring their service animals onto our premises in any areas where customers are generally allowed.

A service animal is any guide dog, signal dog or other animal individually trained to provide assistance to an individual with a disability. Service animals perform some of the functions and tasks that the individual with a disability cannot perform for himself or herself.

Seeing-eye dogs are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar, but other types include animals that:

- Alert people with hearing impairments to sounds.

- Pull wheelchairs or carry or pick up things for people with mobility impairments.

- Assist people with mobility impairments with balance.

What does this mean to me?

This means that it is illegal for you, as a Shift Leader, to discriminate or allow discrimination on the above grounds, in any aspect of employment, including recruitment, hiring, promotions, harassment, pay, job assignment, shift assignment, discipline, and termination. You also cannot allow unlawful discrimination by or against our customers.

How do I comply?

If you witness or hear about an employee being discriminated against or harassed for any unlawful reason, you must take immediate action to stop it and report it. Take all complaints of harassment seriously, and report them promptly. Seek immediate advice on how to deal with a complaint of harassment. Communicate and set a tone on your shift that harassment will not be tolerated.

Never ask an employee if he or she has a disability.

We may need to accommodate special requests of employees or customers based upon a number of reasons, including religion or physical/mental condition. In fact, federal and state anti-discrimination laws may require McDonald's to make reasonable accommodations to policies such as the grooming policy to accommodate an employee's religious belief or physical/medical condition. Thus, for example, McDonald's may be required to allow males to wear beards in accordance with religious beliefs, or if a medical condition precludes shaving.

How do I comply? (continued)

Other examples of situations which may give rise to requests for possible accommodations include: allowing employees to wear head scarves or other religious headgear, or long-sleeved shirts or skirts; providing extra breaks to allow a diabetic to test blood sugar levels; and, modifying work schedules to allow time for religious observance. If an employee or customer asks for a special accommodation, be polite and immediately consult with your restaurant manager, human resources or Owner/Operator.

From time to time, government investigators evaluate compliance for their area of responsibility. If an investigator comes to the Restaurant and asks to interview employees or go through the files:

Find out the investigator's name, the agency he or she works for, and what he or she wants.

Tell the investigator that someone will call to schedule an appointment. Immediately contact your restaurant manager or Owner/Operator.

What are the consequences of non-compliance?

An employee or customer can go to a government agency and file charge Or file a lawsuit in some instances. Currently, the federal Equal Employment Opportunity Commission (EEOC) has jurisdiction over discrimination or harassment based on race, color, sex, religion, national origin, age, and disability.

There can be a negative impact on employee satisfaction.

You could be subject to disciplinary action by your restaurant manager or Owner/Operator.

You could subject yourself to legal action by an employee.

Noncompliance can create negative publicity.

What are some examples of what not to do?

You observe some crew teasing another crew person about his national origin, and you do nothing to stop it. A crew person tells you that another employee groped her in the crew room, and you do not report this incident to the restaurant manager.

A visually impaired customer comes into the Restaurant with a guide dog, and you tell him to leave because pets are not allowed in the restaurant.

An employee complains about the types of jokes you tell, so you get even by enforcing the rules more strictly than usual for that employee.

You are uncomfortable around people of a different race, so you do not spend the time necessary to train them

Discuss These Topics with Your GM.

- Wages an hour.
- Family and medical leave.
- Thefts, Searches and Police Investigations.
- Employee Privacy and Personal Information.



GBS RESTAURANTS WORKPLACE CONCERNS REPORTING FORM

Date

Employee Name

General Manager

Supervisor

Employee Contact Information

Role/Title

Cell Phone

Email Address

Type of Complaint (Violence, Harassment, Discrimination, Bullying, Other)

Location of Occurrence

Store Number

Time of Occurrence

Details

Shift Manager Name

Other Manager Present

Date Reported

Report Filled out by

*The Shift Manager or GM needs to fill out this confidential form. Once completed please attach a copy of the daily line bar, put in a sealed envelope & address to GM, Supervisor, HR or Director(s). Also, inform your direct boss of incident.

Gold Standard People Visit



| Store # | Date | Completed By |
|---------|------|--------------|
|---------|------|--------------|

| Reviewed With | Time | Score |
|---------------|------|-------|
|---------------|------|-------|

Safe, Respectful & Inclusive Workplace 30 pts

- | | |
|---|------|
| 1. Harassment, Discrimination & Retaliation policy is in place and available to all crew | 5pts |
| 2. All new employees have completed training on Safe, Respectful and inclusive Workplace within 14 days of hire | 5pts |
| 3. Reporting and response protocols and procedures are in place for crew and managers to report harassment and discrimination | 5pts |
| 4. Restaurant has an Anti-Violence policy in place that is communicated to all new employees during onboarding. | 5pts |
| 5. Records indicate that crew and managers are completing Workplace Violence Prevention Training within 14 days | 5pts |
| 6. Reporting and Response protocols and procedures are in place for crew and manager to report any incidents of violence | 5pts |

Restaurant Listening 15pts

- | | |
|--|------|
| 7. An anonymous employee survey is completed at least once a year by Crew and Managers. | 5pts |
| 8. After each employee survey, an action plan is created, posted | 5pts |
| 9. Restaurant has mechanism in place, that Crew and Managers are aware of, to freely raise comments, suggestions or concerns (ie: GM Open Door time Scheduled weekly, "Crew Lead Listener" shares feedback | 5pts |

Hiring & Staffing 35pts

- | | |
|--|------|
| 10. Open roles are updated on a regular basis on McHire, In store, Media | 5pts |
| 11. Restaurant has a staffing plan in place with goals for the month, year | 5pts |
| 12. Restaurant advertising, hiring through digital, in-store and internal crew referral program | 5pts |
| 13. Restaurant uses McHire to hire employees. Keeping an active profile Posting openings quickly , scheduling interviews and following up with with all candidates | 5pts |
| 14. Restaurant has an interview guide that has a list of standard questions and has enough people ready to interview to meet needs | 5pts |
| 15. Restaurant has a WOW! Orientation program for new hires and schedules adequately trained person to deliver WOW! Orientation, Shares Vision of Org and I-Story | 5pts |
| 16. All newly hired crew have an executed training plan in place, on file, for their first 30 days training | 5pts |

Page 1 total is out of 80 points

Gold Standard People Visit



Training & Education 50pt

| | |
|--|------|
| 17. Training program includes "Individual Crew Development Plan" for each crew hired, Plan is reviewed in detail at orientation & questions answered before 1st day of training | 5pts |
| 18. New crew are partnered with certified crew trainers for shoulder to shoulder training during their training each shift and given schedule at orientation. Weekly Onboarding Schedule is communicated to Crew Trainers, Shift Managers and team | 5pts |
| 19. Verification is completed for all crew after training and is required based on RGRV-identified opportunities. | 5pts |
| 20. Restaurant has a succession plan in place for the development of Crew Trainers, Area Leaders, Shift and Department Leaders | 5pts |
| 21. Shift Leaders have completed required FRED, In-house 8-session MIT | 5pts |
| 22. Crew Trainers have completed required FRED and 4 session In-house classroom training and are "Crew Trainer Verified" | 5pts |
| 23. Shift, Department, and Restaurant Leaders have completed or are scheduled to complete all required FRED and classroom training. | 5pts |
| 24. Shift Managers are fully trained and certified within 9 mos of assuming their position (only if hired after Jan 01, 2022) | 5pts |
| 25. Crew Trainers have attended "Crew Trainer Boot Camp" | 5pts |
| 26. Campus is being utilized by restaurant, achievements there communicated to all the team and are highly recognized | 5pts |

Recognition 20pts

| | |
|---|------|
| 27. Monthly "Thank You" time is planned, Celebrating milestones & wins | 5pts |
| 28. "Connect Conversations" conducted with Crew weekly | 5pts |
| 29. Employees received timely reviews and has "Career Conversations" 1:1 with their GM | 5pts |
| 30. The restaurant offers rewards and incentives programs to crew and managers using different channels for activities(Social Media, In Person) | 5pts |

Page 2 totals out of 70pts

Total points achieved out of 150 points

Score

Human Resources: US

Directions:

- Read the sections in the O&T Manual chapter titled *People Practices, Internal Communication* – McDonald’s Zero Tolerance Policy, McDonald’s National Dating, Nepotism and Fraternization Policy, and McDonald’s Diversity Policy.



- List the concepts that you would like to discuss further with your coach.
- Make a note of questions to ask your coach.

* *Licensee employees: Read your company’s*

policies. Human Resource concepts to discuss:

Questions for my coach:



Commitment to My Crew and Leadership Team

I completed the *Respectful Workplace* e-Learning, read and agree to comply with the policies for my restaurant.

I will not violate my restaurant's policies. I will immediately take appropriate steps to enforce the policies and report possible violations that I may experience or witness.

I will ask questions about any policies to better understand how they apply to my restaurant.

I understand the importance of setting a good example, and agree to support and enforce all laws and policies.

I will strive to do my part to promote a professional business environment of mutual respect at the McDonald's restaurant where I work.

Date

Employee signature

Employee name (print)

Make a copy of this signed commitment from your workbook and give to your GM to add to your employment file.

Shift Manager Leadership Behaviors

Completing assigned responsibilities for shifts and systems is critical to being a great manager. But so is using the right leadership behaviors to get results. McDonald's Managers use specific leadership behaviors to lead their teams, serve their customers, and get great restaurant results. Below are the leadership behaviors critical to being a great Shift Manager. These aren't all the things Shift Managers need to do to lead, but they are some of the behaviors that are most important at McDonald's. By demonstrating these behaviors, the Shift Managers will set the right example and improve results.

1) BUILDS TEAMWORK

- *Participates actively and willingly as a team member; Volunteers to help others when it is important to the restaurant's performance.
- *Addresses conflict in a timely manner; does not avoid dealing with situations that might impact crew or customers during the shift
- *Finds ways to work well with others, even when there are differences in approaches or viewpoints
- *Discourages "we vs. they" thinking in the restaurant by providing coaching and team encouragement

2) COMMUNICATES EFFECTIVELY & HONESTLY

- *Uses a positive, high-energy tone when leading others
- *Speaks calmly and professionally with customers, employees, and vendors, even in situations where there is disagreement or conflict
- *Communicates "with" others, not down to them; shows empathy and understanding
- *Listens carefully to others' opinions and ideas during discussions; asks questions to help clarify others' point of view
- *Keeps the personal or private issues of others confidential
- *Accepts personal feedback professionally and nondefensively
- *Keeps the team updated on targets and results

3) DEVELOPS CREW & MANAGERS

- *Works to make sure training and development happen during the shift, even when things get hectic.
- *Proactively coaches crew and other managers when they want to or need to learn something new.
- *Acknowledges others' efforts and accomplishments on a daily basis.
- *Delegates daily tasks and demonstrates trust in others' ability to perform them.

4) INFLUENCES BY EXAMPLE

- *Influences by being credible; shows consistency in words and actions by following through on what he/she says.
- *Keeps performance consistent, even when the restaurant environment is challenging
- *Influences others to do things the right way by personally standing behind them; not by "blaming" other people or reasons for why things need to be done
- *Communicates expectations to others by explaining the "why" of them (not just the "what").

5) ORGANIZES THE WORK

- *Prepares and organizes for work (e.g., completes shift prep and pre-shift checklist).
- *Uses work routines consistently to keep self and others on track. (e.g., travel paths, following up)
- *Proactively addresses barriers during the shift (e.g., staff conflict, dissatisfied customers, equipment issues) to minimize disruptions.
- *Sets and reinforces minimum standards of performance for self and others.
- *Creates a sense of urgency for achieving goals.
- *Conveys clear expectations for assignments and follows-up to make sure there is understanding.
- *Asks questions of his/her boss to clarify priorities when there are competing demands.

6) PLANS BEYOND THE SHIFT

- *Shows an ability to think "beyond the shift" by reviewing past shift information to plan for the current shift. (e.g., manager's logs)
- *Records important information about the shift to help with planning for the next or future shifts. (e.g., record the impact of promotions or community events in the manager's log)

7) PUTS THE CUSTOMER FIRST

- *Makes self-visible and accessible to customers when on the floor by: addressing them, responding to them promptly, and resolving problems respectfully and professionally.
- *Is observant of customers in the restaurant so that he/she can improve a customer's level of service or prevent a customer from being dissatisfied.
- *Takes actions that clearly show a commitment to total customer satisfaction. (e.g., holding doors, helping with highchairs, complimenting customers, refilling drinks)
- *Coaches others to provide high levels of customer service.
- *Follows up with customers to ensure problems are solved.

8) SUPPORTS CHANGE

- *Shows a positive attitude about change when being asked to do something new or when explaining new things to others.
- *Quickly picks up on and adapts to different or new ways of doing things.
- *Explains to others why changes are important.

Session 1 Activity 8 Leadership Behaviors: Your Role-Leadership Competencies
Manager in Training and GM EACH fill this out. And then review together.

Please take time to reflect on your behavior and rate yourself honestly.

Grade yourself on a scale of 1-5. (5 4 3 2 1)

5=Strong area of Leadership, 1=Need to work on this area (4-2) in the middle.

Communicates Effectively and Candidly: Demonstrates strong 2-way communication skills. Conveys information & ideas in an open, articulate, and timely manner. Considers cultural differences and others' perspectives when communicating

| MIT (1-5) | Comments | Expected Behaviors | GM (1-5) | Comments |
|----------------------|-----------------|---|---------------------|-----------------|
| | | Conveys written and spoken information clearly and in a timely manner. | | |
| | | Listens carefully to different opinions and ideas. | | |
| | | Communicates in a way that demonstrates respect for individual differences. | | |
| | | Shares viewpoints openly, even if they are contrary to the majority. | | |

Leads Change Innovation Identifies the changing needs of our customers, employees, and system. Successfully leads innovation that improves business

| MIT (1-5) | Comments | Expected Behaviors | GM (1-5) | Comments |
|----------------------|-----------------|--|---------------------|-----------------|
| | | Approaches problems with curiosity and open-mindedness. | | |
| | | Picks up on and adapts to different or new ways of doing things. | | |
| | | Identifies and surfaces opportunities to improve. | | |

Builds and Leverages Talent! Builds the quality of McDonald's employee base by seeking out high performers, helping others develop and grow, rewarding high achievement, and supporting diversity of thought and perspective

| MIT (1-5) | Comments | Expected Behaviors | GM (1-5) | Comments |
|----------------------|-----------------|---|---------------------|-----------------|
| | | Provides constructive feedback to others to help improve their performance. | | |
| | | Shares own expertise and experience with others. | | |
| | | Acknowledges others' efforts and accomplishments. | | |
| | | Demonstrates respect for the diversity of talent on a team. | | |

Plans and Acts Strategically! Develops a clear and compelling vision, strategy, or action plan that is aligned with the organization's goals.

| MIT (1-5) | Comments | Expected Behaviors | GM (1-5) | Comments |
|-----------|----------|---|----------|----------|
| | | Aligns own activities with the work group's goals and strategies. | | |
| | | Promotes and demonstrates commitment to the organizations vision, values, and direction. | | |
| | | Develops plans for completing work, including the sequence of activities, realistic time estimates, and required resources. | | |
| | | Breaks assignments down into manageable tasks. | | |
| | | Coordinates planning efforts with other areas of the business. | | |

Achieves through Teamwork! Works cooperatively as a member of a team and is committed to the overall team objectives rather than one's own interests. Is open to other's diverse ideas and leverages the team's differences to achieve results

| MIT (1-5) | Comments | Expected Behaviors | GM (1-5) | Comments |
|-----------|----------|---|----------|----------|
| | | Readily involves others, as appropriate, to accomplish individual and team goals. | | |
| | | Volunteers to help others. | | |
| | | Proactively shares updates and information with others. | | |
| | | Seeks opportunities to collaborate with others, even when their own viewpoints may not align. | | |

Leads through Influence! Positively influences others and works with team in ways that inspire others to take new action and or change perspective.

| MIT (1-5) | Comments | Expected Behaviors | GM (1-5) | Comments |
|-----------|----------|--|----------|----------|
| | | Builds networks to increase personal effectiveness, willing to learn from superiors and others. | | |
| | | Engages others in own work by demonstrating a sense of optimism, ownership, and commitment. | | |
| | | Influences by being credible, shows consistency in words and actions by following thru on what u say. | | |
| | | Impacts others behavior by doing things the right way, stands behind them, not blaming others for things that need done. | | |

Executes for Results! Relentlessly pursues the achievement of goals and sustained profitable growth, while upholding the highest possible standards of fairness, honest and integrity.

| Manager In Training (1-5) | GM (1-5) | Expected Behaviors | Comments |
|----------------------------------|-----------------|--|-----------------|
| | | Sets high standards for own performance. | |
| | | Asks questions to clarify assignments and priorities as needed. | |
| | | Uses work routines consistently to keep self and others on track. | |
| | | Conveys clear expectations for assignments, asks questions to ensure others understand their tasks. | |
| | | Proactively addresses barriers during the shift, (conflicts, dissatisfied customers, equipment) to minimize disruptions. | |

Puts the Customer First! Strives to deliver high quality menu items and superior service that exceeds the expectations of McDonald's internal and external customers

| Manager In Training (1-5) | GM (1-5) | Expected Behaviors | Comments |
|----------------------------------|-----------------|---|-----------------|
| | | Makes self-visible and accessible to customer on the floor by responding to them promptly and resolving problems respectfully and professionally. | |
| | | Responds to ALL customers respectfully and professionally and treats them with dignity. | |
| | | Takes actions that show 100% commitment to customer, Coaches others to provide high level of customer service. | |
| | | Is observant of customers in the restaurant so he/she can improve the level of hospitality and customer satisfaction. | |
| | | Proactively addresses barriers during the shift, (conflicts, dissatisfied customers, equipment) to minimize disruptions. | |

Dear Manager in Training,

Congratulations on being chosen to attend shift to the next level classes. This is the first step in what we hope is a long career with GBS Restaurants. I am excited and happy to be your instructor as you begin your journey into management training.

Take your time and be diligent to do your work each week and communicate with your GM's each regularly.

Here are some BEST BETS to make the most of your training:

Activities are best completed when YOU schedule a meeting with your GM each week. It is your responsibility to contact them to arrange a time at their convenience.

All FRED learning is accessible with your EID and Password.

All CAMPUS courses are accessible through your LEARNERS Journal in FRED.

Always start with FRED first!

All videos & courses are best when viewed on a laptop computer.

We are happy to welcome you to the team!

Thank you for taking the next step into Leadership at your GBS Restaurant.

If you encounter any problems, you can reach us at:

Joann Morgan

Director of People

Initiatives and Development

GBS Restaurants

sojomorgan@aol.com

John Campbell

Shift Manager Development Lead

GBS Restaurants

812-896-4115

gideon611@hotmail.com



The quality of a leader is reflected in the standards they set for themselves.

– Ray Kroc





SHIFT MANAGER TRAINING: EQUIPMENT EXPERT

All Managers, regardless of what shift they work, must be verified in proper "out of the box" cleaning and PM according to the Kay Cards and PM Cards on the following Equipment:

****Vats:** *Daily Filtering *Changing Pad *Add/Change Oil

****Grills:** *Clean *Replace Teflons *Change Product Selection and Cooking Times

****Clean Filters:** *Grill and Vats

****Clean UHC:** Daily & Monthly Cleaning Procedures

****Clean Ovens**

****Toaster:** *Clean and Change Release sheets and Belts

****Clean and delime filet steamer**

****Clean HLZ (take apart) Detail Clean**

****Clean Egg Cooker**

****Shake Machine:** *Bi-Weekly cleaning, *Clean Filters and Drip Pans, *Clean & calibrate shake lines *Clean topping pumps, *Troubleshooting

****OJ Machine** *Clean, *Change bag, *Calibrate

****Blended Ice Machine:** *Daily & Weekly cleaning *Calibrate

****Clean McCafe Machine Daily, Weekly, PM** *Coffee/Tea Brewer Cleaning

****Clean Pie Merchandiser**

****Drink Towers/ABS** *Clean nozzels & diffusers, *Clean Tower, *Clean ice chutes

****Clean and Replace Creamer Machine Bag**

****Change all BIBs**

****Change Bulk Coke**

****Sanitize Bulk Coke**

****Know Pre-Delivery Process for Coke**

****Clean Small Coolers and Freezers**

****Clean Small Coolers & Freezer Coils**

****Check Small Coolers & Freezer Gaskets**

****Clean Bulk Ketchup Pump**

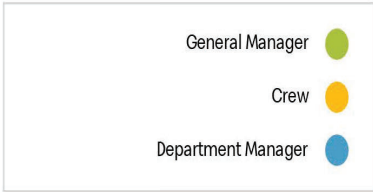
****Replace Bulk Ketchup Bag**

Managers Signature _____

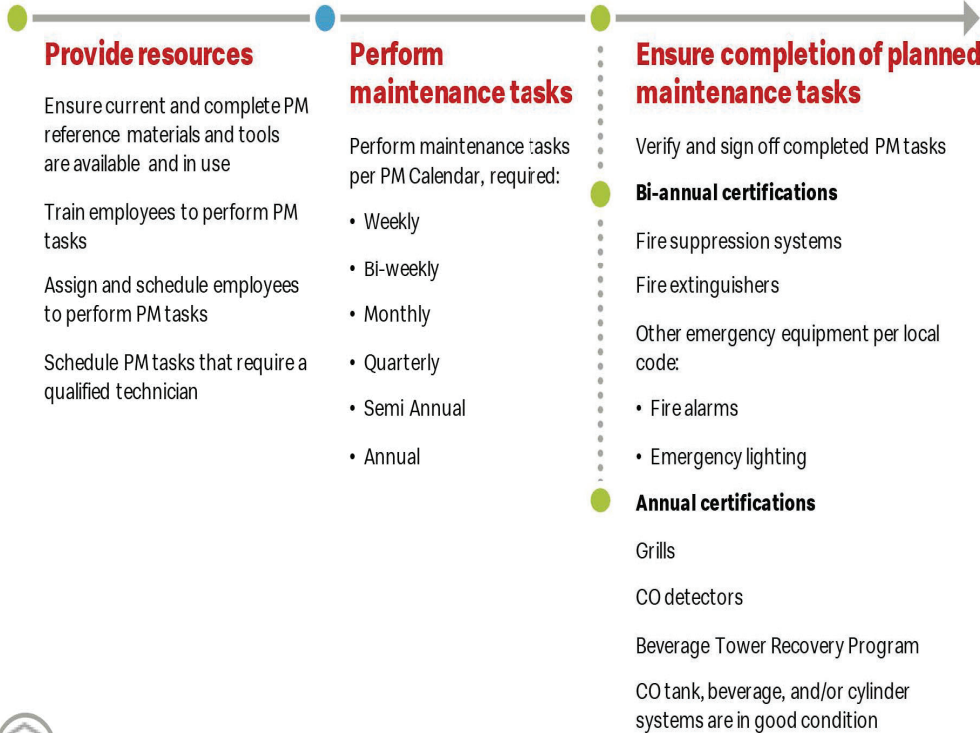
GM Signature: _____

Planned & Daily Maintenance

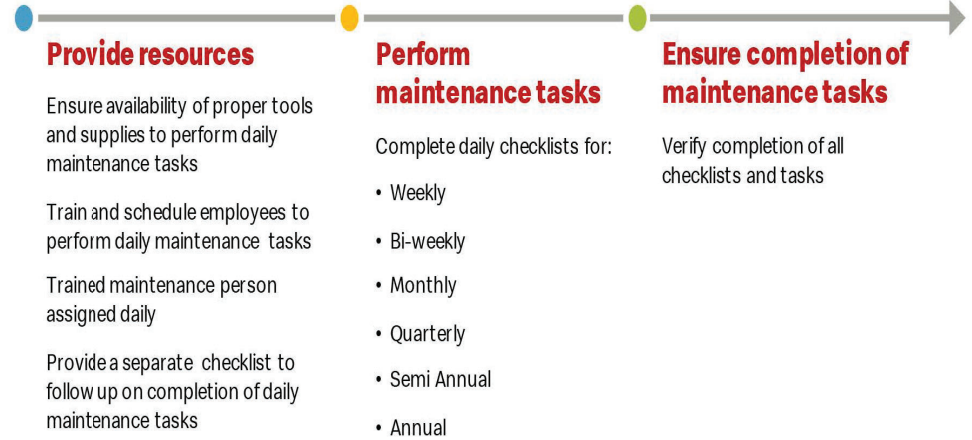
Objective | Ongoing care and maintenance of equipment improving quality, service, and cleanliness, that minimizes downtime, reduces operating costs, ensures food/employee safety, and extends the life of equipment



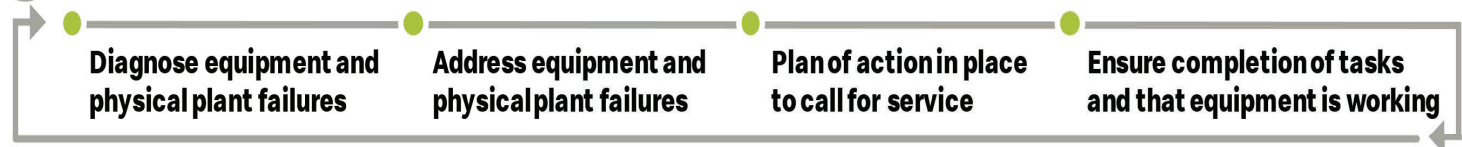
Planned/scheduled maintenance



Daily/ongoing maintenance



Equipment failure



- Signals**
- % of Peak Hours Down Key Production/Assembly Equipment
 - % of Planned and Scheduled Maintenance Calendar Completed
 - CO Detectors Certification
 - Fire Suppression Systems Certification
 - Annual Grill Certification



Homework

1. Practice Workmen's Comp Incident Report.
2. Practice Customer Incident Report.
3. Practice Safe Respectful Workplace Compliance Report.
4. Review Shift Leadership Foundation Verification. (With GM)
5. Review Post Class Action Plan. (With GM)
6. Have GM Complete Leadership Behaviors Assessment and discuss.
7. Plan to / Start Equipment list Training.

Must be filled out by GM or HU Grad

Calling in an Insurance Claim for:

- 1) Workers Compensation (When an Employee is injured)
 - a. Fill out “Employee Injury” form *Must have SSN.*
 - b. Call (866) 272-9267
 - c. Explain you are calling in a “*First Report of Injury*”
 - d. Ask for Claim# and record on form
 - e. Make a copy and put in Gerry’s box/folder
- 2) Customer Incident (Customer fall, property damage, food complaint.)
 - a. Manager fills out form.
 - b. Customer fills out form (manager can record while talking to customer.)
 - c. Call (800) 323-5650
 - d. Explain you are calling in a customer injury.
 - e. Record claim# on form
 - f. Make a copy and put in Gerry’s box/folder

Workman’s Comp.



AmTrust North America

An AmTrust Financial Company

Provide 24/7 Toll-Free Claim Reporting

For ALL States

Phone: (866) 272-9267 Fax: (775) 908-3724 or (877)669-9140

Email: Amtrustclaims@qrm-inc.com Online: www.amtrustfinancial.com (Must Register)

Information Required for All Claims reported.

1. Name of the insured and policy number.
2. Date, Time & Place of Accident.
3. Description of accident or incident.
4. Name, phone and/or e-mail of person making the report.

Policy # SWC13266342

Additional information Required for Specific Claim Types.

A. For Workers’ Compensation

1. **MUST have the injured employee’s social security number as it is required by law.**
2. Description of injury.

Workers' compensation report form

Phone: 866-272-9267

Insured: GBS restaurants **Policy#** swc1326342

Claim # of incident _____

Name of employee: _____

SS# of employee: _____

Address of employee: _____

Phone # of employee: _____

Date of incident: _____

Time of incident: _____

Place of incident: _____

Description of incident: _____

Description of Injury: _____

Name of any witness: _____

Name of reporting MGR. _____

Date of report _____

(Keep filled out form in insurance file. Make 1 copy for the office & place in bills file.)

(Make sure claim # is recorded that is given by the claims center.)

Claim# _____

Store Incident Report Form

Manager MUST Fill Out

IMPORTANT!! PLEASE CALL IN CLAIMS TO 1-800-323-5650

****DO NOT PROVIDE CUSTOMER A COPY OF THIS FORM OR AN MEDICAL OR LEGAL ADVICE****

GENERAL INFORMATION

Manager on Duty
(First & Last Name): _____

Store#: _____

Today's Date: _____

Date & Time of actual incident: _____

Date & Time reported to store: _____

Who was the incident reported to: _____

Name of person the insurance company will contact for this incident: _____

Phone: _____

Email: _____

Report completed by: _____

CUSTOMER INFORMATION

Name: _____

Physical Address: _____

Parent/Guardian (if Minor): _____

City, State, Zip _____

Date of Birth: _____

Phone cell: () other: ()

Were There any witnesses? () Yes () No

Ambulance Used: () Yes () No

List names & Phone # if other than employee:

Reported to Police: () Yes () No

Wit: _____ PH# _____

Police Dept: _____

Relationship: _____

Report#: _____

Wit: _____ PH# _____

Relationship: _____

EVIDENCE TO GATHER FOR THE INSURANCE COMPANY

Did customer fill out Incident Report Form () Yes () No If No, why? _____

Location of incident (be specific as to where, in what room or part of the property, etc.): _____

Describe the conditions of the location (i.e. wet floor, uneven, etc.) _____

Name of Worker at time of incident: (i.e. the name of the person that mopped that day, employee that gave coffee at drive through, who cleaned the restroom, etc.) _____

Can be seen on camera? () Yes () No

Camera #s & Time: _____

Did you save a copy of the video? () Yes () No

If no video explain why: _____

Please take photos of the are where incident took place – check if completed: Photos taken () Yes () No
(If customer alleges defective item, i.e. chairs, stalls, etc. take photos of them.)

Type of incident: () Fall () Beverage Burn () Foreign Object () Food Borne Illness () Restroom () Play Place
() Property Damage

Customer Incident Report Form

Customer is to Fill Out

(Please Fill out Completely and return to manager on duty)

CUSTOMER INFORMATION

Name: _____

Physical Address: _____

City, St, Zip: _____

Date of Birth: _____

Phone cell: () _____ Other: () _____

Best time to call: _____

MUST FILL OUT AREAS OF FORM

Email: _____

Height: Weicht: Hair: _____

Occupation: _____

Type/color of Shirt: _____ Pants: _____

Type/Color of Shoes: _____

Reported to Whom: _____

The following sections should be completed for all incidents:

Date of incident: _____ Approximate time of incident: _____ AM/PM _____

Location of incident: () Drive Thru () Lobby () Dining Room () Play Place () Restroom () Parking Lot
() Foyer () Beverage Station () Other (Be specific as to where, in what room or part of the property, etc.)

Describe the condition of the location circled above:

What Happened, what was the cause of the injury (Please print neatly, use back page to continue more room is needed.)

If vehicle:

Year: _____ Make: _____ Model: _____ Color: _____ License Plate #: _____ State: _____

Explain Injury / Property Damage:

If injuries were involved Please indicate action taken: () Ambulance used () Will seek medical attention
() Medical attention not being sought at this time.

(Checking the last choice does not prevent future medical attention should you change your mind.)

Were their witnesses? () Yes () No

List names (& Phone # if other than employee):

Name: _____ Phone: _____

Name: _____ Phone: _____

Involved Party Signature: _____

Date: _____

| Course Title | Length | Course Description |
|---------------------------------|--------|--|
| Welcome to Shift Leadership | 5 min | Get an overview of the learning experiences in store for you during the Shift Leadership Curriculum learning journey. Explore your responsibilities to control and manage your own learning. |
| Stepping up to Leadership | 10 min | Explore the shadow of a leader and the common concerns new shift leaders face as they step into their new role. Learn about leadership styles and the guiding principles that underlie effective shift leadership practices for creating feel good moments for guests and crew. |
| Creating Feel Good Moments | 20 min | Learn how your positive influence can create feel good moments that keep guests and their families coming back for more. Explore ways to retain, regain and convert customers. |
| Leading Operations Pre-Shift | 20 min | Learn to prepare for leading shifts by conducting pre-shift routines that ensure you, the restaurant and the shift crew team are prepared to delight guests and achieve shift targets. |
| Leading Operations During Shift | 10 min | Learn to conduct the important routines that keep your shifts running. During the shift, effective shift leader routines ensure you, the restaurant and the shift crew team continue to delight guests and achieve shift targets. |
| Leading Operations Post-Shift | 20 min | Learn to conduct effective post-shift hand-offs. Effective post-shift routines ensure you transition leadership to the next shift leader to ensure the restaurant and the shift crew team are prepared to delight guests and achieve shift targets. |
| Engaging Crew on Your Shifts | 20 min | Learn how to elevate the crew experience on every shift. Effective shift leader behaviors and practices are key to creating feel good moments for guests and crew. |
| Using Emotional Intelligence | 20 min | Explore emotional intelligence and how to build awareness of your own emotional triggers and that of others. Learn strategies for managing and leading with emotional intelligence creating a shift environment that delivers feel good moments for guests and crew built on hospitality and operational excellence. |
| Maximizing Team Strengths | 15 min | Learn effective ways to maximize the strengths of crew teams working each shift. Explore how to create an authentically motivating environment for crew members by knowing who they are and their personal goals. |
| Coaching for Success | 20 min | Learn effective ways to coach crew members working shifts. Explore how to create mutual trust and respect by coaching for improvement with positive practices while avoiding punitive approaches and practices. |
| Delegating | 20min | Learn effective ways use the power of delegation to ensure operational excellence on each shift. Explore practices to prioritize activities and determine when and which things are right for delegation and which are not. |
| Making Effective Decisions | 15 min | Learn ways to make effective decisions to ensure operational excellence on each shift. Explore why and how effective decision-making is such a critical tool for success when leading shifts. |
| Inclusive Shift Leadership | 10 min | Get an overview of diversity, inclusion and bias. Explore why we create stories in our heads based on the judgements we make about others |
| Safety and Security on Shifts | 15 min | Get an overview of safety and security situations that can occur on shifts. Explore how to use routines and best leadership practices to prevent safety or security risks and identify red flags and respond early to limit escalation when situations do occur. |
| Digital Food Safety for Shifts | 15 min | Learn why the Daily Food Safety Checklist is a critical toolset that fortifies the McDonald's Food Safety culture and will address gaps in understanding and performing Food Safety checks as well as provide resources for corrective actions when food safety issues are detected. |