

Session 4:

Pre-Shift Planning

I. Set your SHIFT up for SUCCESS!

- *You are the LEADER!
- *Goal Setting
- *BE HERE NOW
- *24 Hour ADVANCE PLANNING
- *Start with the RIGHT ATTITUDE!

II. Pre-Shift PEOPLE

- *Hospitality WINS!
- *GREET YOUR TEAM: Genuine WELCOME to EVERY CREW, EVERY DAY
- *Communicate with Shift Manager from PREVIOUS SHIFT, Communicate with Production Mgr
- *Assessing Skill Levels
- *Know your CREW
- *Plan to Grow your CREW
- *Set People expectations
(SMILE, GENUINE WELCOME & THANKS to EVERY CUSTOMER, VOICE, “3C’s”, “Hello My name is _____)
- *Positioning Guide DEPG and Assigning Secondary Duties.
- * Resource Learning: Line bars, e-Production, Labor.

III. SERVICE & PRODUCTION TARGETS, APPRECIATIVE FEEDBACK to EVERY CREW, UNIFORMS etc.

IV. Pre-Shift Equipment & Store Appearance

V. Pre-Shift Checklist & Travel Path

- *Set Expectations for CLEANLINESS and ORGANIZATION: Exterior, Interior:
Lobby, Restrooms, Play Land, Production,
Service and Back Sink, Stock, Crew Room and Booth
- *Prioritize every task: 1) Safety 2) Service Barrier 3) Appearance 4) Convenience
- *When to Delegate, How to Delegate, ALWAYS Thank and Follow-up on crew taking care of the task
- *Identify: Now and Future Actions for Equipment, Food Safety
- *Assume Innocence, Provide Feedback, Observe Procedures, Check Equipment Settings

VI. Pre-Shift Product

- *Observe Procedures: Product HOT, FRESH, ACCURATE, GOLD STANDARD
- *Product Levels vs Charts
- *Holding Times, Code Dates, Stock Levels, Cleaning Procedures, Maintenance/PM Needs
- *Now and Future Actions regarding product

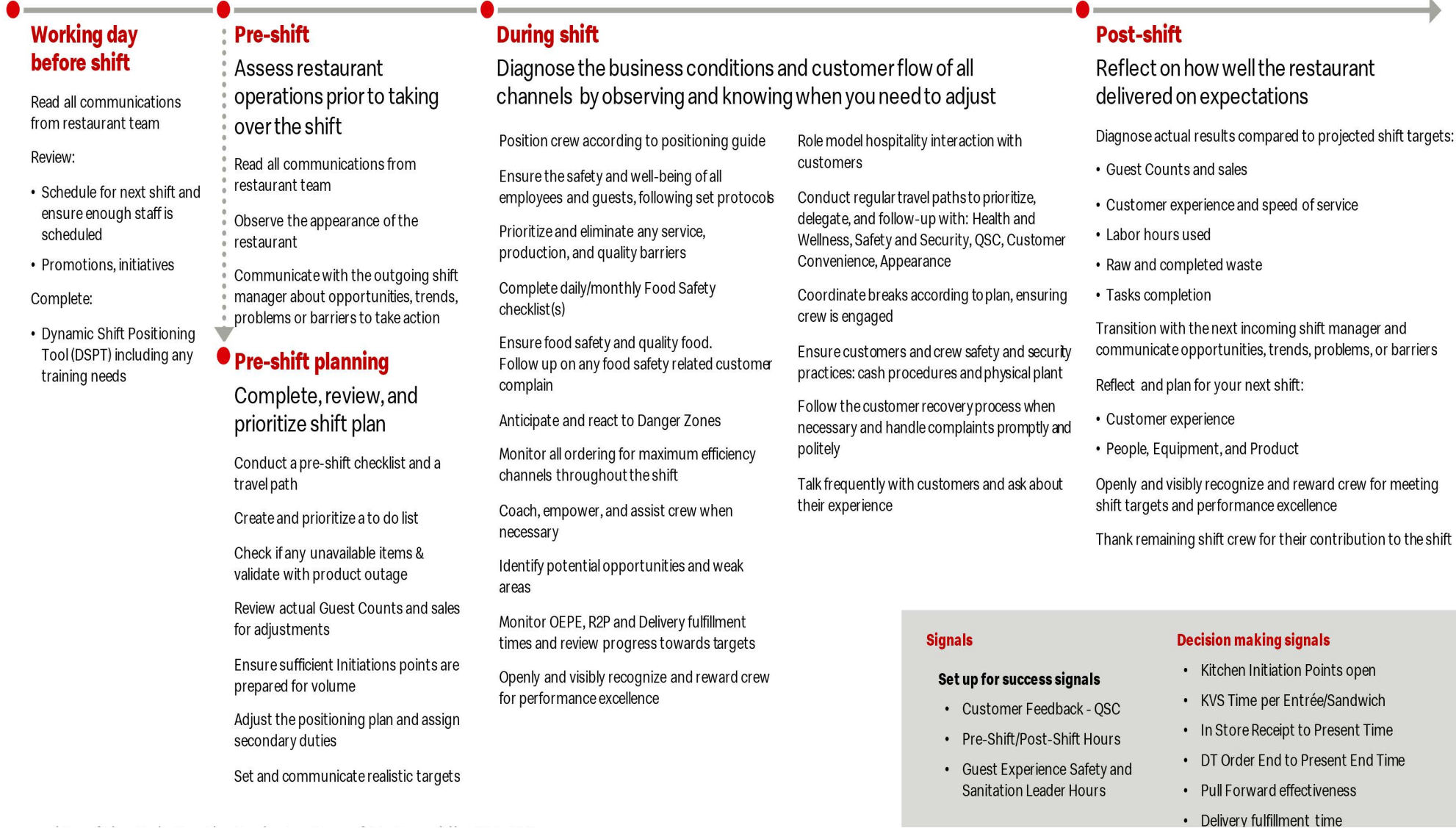
VII. Home Work Activity

Shift Management

Objective | Deliver outstanding QSC by coordinating People, Equipment and Product to grow sales profitably, and achieving total customer satisfaction one shift at a time.



Certified shift manager



Where is everybody?

I had been running the Production area for several days in a row, and I noticed that we kept getting behind on orders on the KVS. Even with both sides of the prep table open, we just couldn't keep up. I kept having to jump in and help out with assembly.

One day, I decided to take some time to observe what was going on before jumping in to help. I was able to figure out the problem pretty quickly. Crew kept leaving their stations to get stock or to sweep the floor. This caused production to back up. Front Counter crew were placing bags of uncompleted food orders at the HLZ, and the customers were upset because they had to wait.

After that, I started paying more attention to stock levels before the rush. By making sure there was enough stock for the rush, no one had to leave their stations.

We now have a code word for our crew during the rush – "SIP" for "stay in place"!

*** Moral of the story:**

I realized that I had not completed the Pre-Shift Checklist and failed to notice that we didn't have enough stock for the rush. If I had completed the Pre-Shift Checklist, we would have been correctly stocked and the crew wouldn't have had to leave the grill area to get stock. And if I had taken the time to step back and see what was going on, I might have noticed the problem earlier!

Pre-shift planning

You will be more organized when you learn to look at all 3 areas:

- People
- Equipment
- Product

The Pre-Shift Checklist will help you do this. Here is an example of one.

The Pre-Shift Checklist

Acts as a "to do" list and helps you organize any items that may need to be taken care of before you take over your shift.

For each area, you will check:

- Correct positioning of people.
- Equipment, for time and temperature settings and other calibrations necessary for proper operation.
- Availability of smaller equipment (such as fry scoops and baskets in the fry area, spatulas and egg equipment in the grill area).
- Cleanliness of area.
- Area is stocked with product and secondary shelf life is enforced.
- Finished product quality to verify that it meets standards.

Pre-Shift Checklist

Name _____ Date _____ Time _____

X=Complete, N=Action Needed, T=Action Taken

Check each item in the areas listed below and make note of priorities in the section provided.

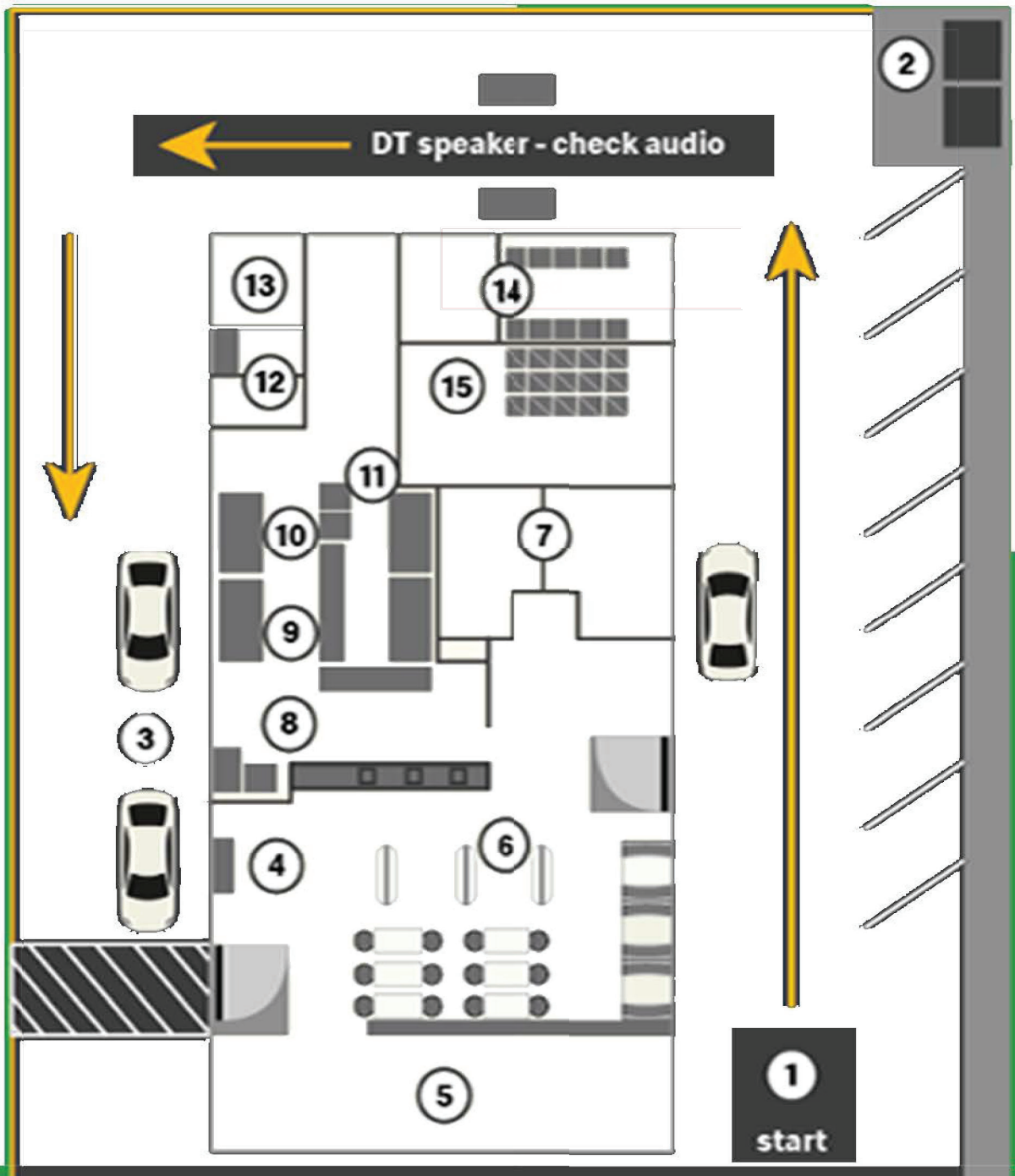
Service Areas										
X	N	T	Guest Areas	X	N	T	X	N	T	
			Bever bar clean and stocked				Parking lot and OT line clean			Fresh emptied as needed
			Tables/chairs stocked				Landscaping/water line			Windows clean
			Floors clean				Lighting/line in good repair			Restrooms clean
							OT menu board clean and in good repair			Restrooms stocked
							COO clean and in good repair			Restrooms mirror clean
X	N	T	Front Counter Areas	X	N	T	X	N	T	
			All condiments stocked				Dessert cups stocked			Ketchup packets
			Counter cups stocked				Cutlery/spoons stocked			Apple ground pie stocked
			Receipt paper stocked				Coffee stocked			Bags stocked correctly
			Cash drawers stocked				Saled drinks per use			Toys and balls stocked
			Trays clean and lined				Jamons prepared			Under 3 toys stocked
			Dessert toppings full w/time				Permits and postcards stocked			Sanitised towels ready
			Shake syrups w/ide time				Permit signs in code			Test strips available
			Shake/sundae mix full				Milk/juice/water stocked			Gift cards stocked
			Cones stocked w/time				Flour/salts/seasonings stocked			Area clean and sanitary
			McFlurry mixins stocked w/time				Oil concentrate stocked			Targets communicated
			Premium roast coffee w/time				Socks stocked w/time			
			Coffee packets available							
X	N	T	McCafe Area	X	N	T	X	N	T	
			Espresso hoppers stocked				Whole/nonfat milk w/time			Ice hopper filled
			Smoothie/Apple/Spice w/time				Flavored syrups stocked w/time			Whipped cream stocked
			Spoons stocked/clean				Chemicals stocked w/time			Printer paper stocked
			Premium roast coffee w/time							
X	N	T	Drive-thru Area	X	N	T	X	N	T	
			All condiments stocked				Fry hopper stocked			Hand sink stocked
			Napkins stocked				Fry freezer stocked			Windows clean
			Screws stocked				Fry bags and cartons stocked			Receipt paper stocked
			All cups stocked				2 Fry scoops available			Cash drawer stocked
			All lids stocked				Oil level correct/acceptable			4 cup carriers stocked
			Cutlery/spoons stocked				Self filled and available			Mirror/station clean
			Coffee packets available				Waste counced			Headsets charged
			Milk/juice/water stocked				Targets communicated			Headset on OT crew and mgr
			Gift cards stocked							

As you complete your checklist use the following letters to indicate what needs to be taken care of.

- X = completed
- N = action needed
- T = action taken

Pre-shift planning helps you and your crew achieve the best performance by coordinating people, equipment, and product to maximize their effectiveness. Pre-shift planning also prevents problems by identifying and correcting such things as being out of paper products and equipment failures before the shift starts. If you don't take the time to plan your shift by checking the condition of the area, you may run into problems later and never get back on track.

The best way to develop your plan is to conduct an area travel path and pre-shift checklist about 30 minutes before you are responsible for the shift.



- | | | |
|-------------------------|--|----------------------------|
| 1. Exterior lot | 7. Restrooms | 11. Prep area |
| 2. Corral and back yard | 8. Front Counter & Drive Thru Interior | 12. Back Office area |
| 3. Drive Thru Exterior | 9. Crew & Personal Hygiene | 13. Crew Room |
| 4. Lobby/Beverage bar | 10. Production & Assembly areas | 14. Walk-in Cooler/Freezer |
| 5. PlayPlace/Playland | 15. Stock Room/Back Room | |
| 6. Kiosks | | |

PRE-SHIFT CHECKLIST

DATE:		
BREAKFAST SHIFT MANAGER NAME:	Production Leader	GEL
LUNCH SHIFT MANAGER NAME:	Production Leader	GEL
SNACK SHIFT MANAGER NAME:	Production Leader	GEL
DINNER SHIFT MANAGER NAME:	Production Leader	GEL
THIRD SHIFT MANAGER NAME:	Production Leader	GEL

GREET ALL CREW AND MANAGERS

<u>OUTSIDE CLEANLINESS</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Parking lot and drive-thru free of trash and debris					
corral floor clean. Lid on dumpster in good repair & closed					
All lights working properly					
Landscape free of debris and trash					
Sidewalks clean and in good repair					
Menu board clean					
Drive-thru speaker clean					
Listen to order taker (Friendly, Offer App, Clear Communications, Back 2 Basics, Suggestive Selling.)					
Drive-Thru window clean					
Flags in good repair					
Trash cans not over flowing, no skirt, lids clean					
Patio/Front Walk Clean, Free of Debris					
<u>Curbside/Pull Forward</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Curbside and pull forward signage cleaning in good condition and visible					
Apron/caddy clean and fully stocked for proper day part					
Safety vest clean and readily available					
Product outage accurately reflected in GMA					
<u>DINING ROOM AND LOBBY</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Entrance way- Rugs clean, Floors swept, Thresholds clean, Door glass clean					
Restrooms Clean-Floors, Sinks, Mirrors, countertops, Toilets, Urinals, Soap					
Toilet Paper, Walls, Vents, Baby Changer clean and liners filled					
Are all tables clean					
Does trash need changed					
Condiments area need stocked					
Floors need swept or mopped, Wet floor signs clean and available.					
TV's on correct channel and at correct volume					
Playland clean, tables, chairs, floors, restroom					
Drink Station Clean, Drain, Beside, and Behind towers.					
Windows, and Door Glass					
Unassisted pickup stations clean and identifiable					
Kiosks are on and clean					
Sanitizer stocked on kiosks					
Receipt paper stocked on kiosks					
Product outage accurately reflected on kiosks					
Table tents are clean and stocked at kiosks					

<u>SERVICE AND DRIVE-THRU AREA</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Front counter clean and clear (No stock, towels, dirty lobby trays on Counter)					
Trash can under counter clean and lined					
Shake and sundae area clean and stocked					
McFlurry & Frozen Soda area clean and stocked					
ROA Staging area clean, and stocked					
McCafé area cleaned & stocked (Coffee, Tea, Drizzle, and Flavor bottles have Dates/times.)					
Proper number of pies ready & timed					
Adequate supply of clean sanitized towels available					
All condiments, cups,lids,straws,bags,napkins stocked					
Fry area clean(Glass&Mirror) No salt build-up in bin					
Shortening levels correct? Fryers need skimmed					
Floor swept and mopped? No grease build-up					
<u>Delivery</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Delivery station fully stocked with condiments, bags, stickers, cup holders and napkins/straws					
Tablets for all 3PO's are on and charged					
Hours of operation accurately reflected on delivery tablets					
Product outage accurately reflected on delivery channels					
Staging and fulfillment zones are clean stocked and cleared for prepared orders					
Delivery assembly station guides posted or readily accessible					
<u>KITCHEN AREA</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
UHC Cabinets-timers on, proper levels, tops clean					
Assembly table-clean, organized, products dated & timed					
Trash cans not over flowing cleaned and lined					
Buns stocked & timed, freezers stocked with product covered, refrigerators stocked & timers marked					
Grill clean and LRS in place Clams closed when not in use					
Fried products area clean and stocked					
Shortening levels correct? Need skimmed					
Floor swept & mopped? No grease build-up					
Adequate supply of clean sanitized towels available					
eProduction updated, followed.					

Planning for equipment

Equipment that is working correctly has a direct impact on many areas of operations, including quality of product, crew morale, and costs related to repair and replacement.

Equipment in your area should be set up, working, and calibrated properly. This includes the availability and placement of small equipment items like spatulas and fry scoops.

If equipment is broken, determine what you need to do to get it repaired. Often you can fix it yourself by following the simple troubleshooting steps below.

Troubleshooting

- Is the equipment plugged in?
- Is it turned on?
- Is the fuse blown?
- Is the circuit breaker on?
- Are the lines connected? For example, is the gas line on the fryer vat snapped into the quik-disconnect?

If the equipment is still not working after you check these areas, refer to the equipment manual for more detailed troubleshooting information or communicate the problem to your Shift Leader.

PLANNED MAINTENANCE

McDonald's Planned Maintenance System is a program that helps manage the costs of maintaining equipment and ensure that proper product quality is delivered to the customer. Usually an assistant manager is responsible for the Planned Maintenance System. The assistant manager delegates tasks and follows up to make sure Planned Maintenance (PM) is being performed as scheduled during the year throughout the whole restaurant. Some tasks are done only once a year, but some are done monthly, some are done weekly, and some are done daily. In addition to equipment that requires daily maintenance, there are 19 daily PM tasks:

- **Clean grills and empty grease troughs daily and more if they are 3/4 full.**
- **Filter vats.**
- **Clean all beverage nozzles.**
- **Remove syrup lines from shake machine nightly at closing (For 24-hour restaurants, remove syrup lines at set time for heat cycle).**
- **Use sharp spatulas – your restaurant can either sharpen or rotate spatulas five times a day.**
- **Clean vat and grill filters (for mesh filters, clean three times a day for grill area and two times a day for fryer grease).**
- **Perform cleaning tasks on all toasters including muffin toaster.**
- **Wash, rinse and sanitize all egg equipment at four hours of use.**
- **Wash, rinse and sanitize all crew pour ice bins.**
- **Clean all ovens.**
- **Clean Q-ing oven.**
- **Empty and clean all small refrigerators and freezers.**
- **Clean pie merchandisers.**
- **Clean HLZ.**
- **Clean UHC.**
- **Clean and sanitize customer condiment pumps and dispensers.**
- **Clean OJ dispenser.**
- **Clean egg cooler.**
- **Clean rapid steamer**

HOMEWORK ACTIVITY: COMPLETE THESE DAILY CLEANING ACTIVITES AND CHECK OFF, Review WITH COACH

PLANNED MAINTENANCE (CONTINUED)

As an area manager, you are accountable for the tasks in your area. You are also responsible for following up with crew to make sure they have completed their assigned PM tasks. For example, in the Production area, checking the calibration of sauce guns and toaster compressions are some of the PM tasks that you will need to follow up on.

As a Shift Leader, you will be accountable for ensuring that all PM tasks, in all areas that are scheduled to be completed during your shift, are done.

Planning for product

As you check for product, you will be looking to confirm:

- There are enough raw products, condiments, and other supplies so that you do not run short during your shift. Follow the rule of 24/2 (24 hours worth of stock for paper products; 2 hours worth for frozen and refrigerated goods).
- Product rotation procedures are being followed and there are no expired products.
- Paper stock is positioned where it is to be used (i.e., if 50% of your business is in the Drive-thru, 50% of paper stock should be in the Drive-thru).

Hint: Talk to your manager about how the prep position is used in your restaurant. Many restaurants have a person who is assigned to stocking, preparing salads and other items so that these tasks do not have to be done by the production or service crew.

If you discover shortages, talk to your Shift Leader immediately about the plan for replacing stock.

When you do your pre-shift planning, you will probably find some things that need to be taken care of before you take over the shift. For example, floors may need to be swept and mopped or cups and lids may need to be restocked. Here is a suggestion for what to say to the person who was managing the area before you:

“I’ve completed my Pre-Shift Checklist, and I’ve made a list of things to be taken care of before I take over the area. What can I do to help you get these things done?”

SHIFT MANAGER TRAINING: EQUIPMENT EXPERT

All Managers, regardless of what shift they work, must be verified in proper cleaning (Out-of-The-Box Clean) 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: _____

On-the-Floor Activity



Shadow the Shift Leader

In this exercise you will observe a Shift Leader and learn more about the activities involved in managing the entire shift.

During your shadowing experience, think about the questions below. Afterward, take about 15 minutes to write your answers.

1. How do you feel about becoming a Shift Leader?

2. Based on what you observed, how is your new job different from your current job?

3. What concerns do you have?

4. What surprised you?

5. What are your expectations for your upcoming training?

Nuts and Bolts



8 Proven People Practices

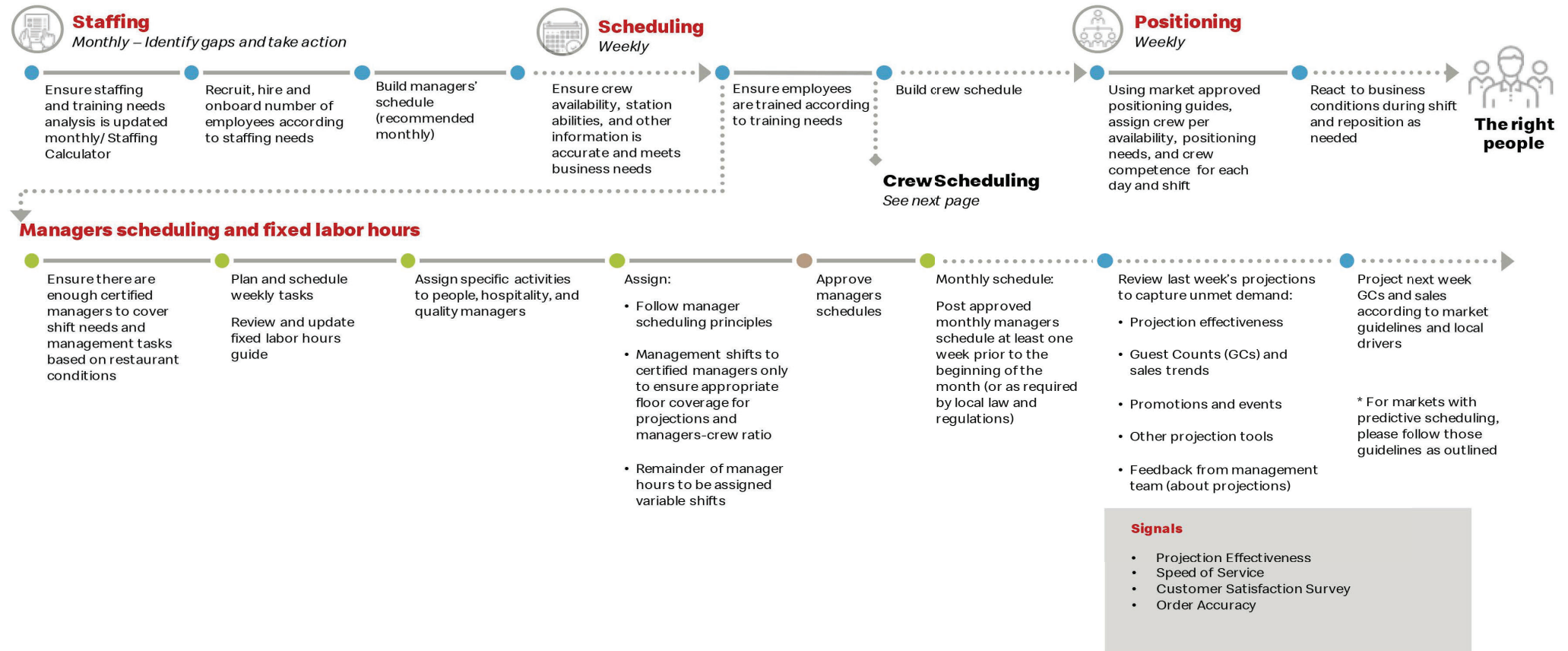
- 1 Build a staff of SERVICE-ORIENTED employees**
- 2 Deliver motivating and effective ORIENTATION and TRAINING**
- 3 Provide COMPETITIVE PAY and REGULAR RAISES**
- 4 Schedule SUFFICIENT CREW for the workload and POSITION THEM effectively for the best service experience**
- 5 Ensure GOOD COMMUNICATIONS among Managers and Crew**
- 6 Give BREAKS per policy**
- 7 Provide necessary EQUIPMENT that is well-maintained**
- 8 Ensure a SAFE and COMFORTABLE ENVIRONMENT**



LUNCH!

Staffing, Scheduling, and Positioning

Objective | To have the right people, in the right place, at the right time to run great restaurants and deliver a great customer experience



Staffing, Scheduling, and Positioning

Objective | To have the right people, in the right place, at the right time to run great restaurants and deliver a great customer experience



Scheduling Weekly

Crew Scheduling

Review results to understand opportunities

Settings correct in scheduling systems

Restaurant conditions settings are correct in scheduling system

Adult/Minor settings

Fixed Hours Guide

Labor attributes- up to date VLH

School Calendars & School Calendar Exceptions

Restaurant Hours

Forecast

Review the system generated forecast

Look three months ahead and review and approve staffing needs

Review available data for opportunities in Operational, Execution Standards

Ensure number of employees required by staffing needs are on track (*90-day forecast*)

Review what promotions or events were used in the forecast generation

Projection Effectiveness

hours where (Actual GC *minus* Projected GC) is within +/- 10

hours with data

Project & Adjust

Review last week's projections to capture unmet demand:

- Projection effectiveness
- Guest Counts (GCs) and sales trends
- Promotions and events
- Other projection tools
- Feedback from management team (about projections)

Project next week GCs and sales according to market guidelines and local drivers

General manager/supervisor to review projections before a schedule is generated

Scheduled Manager Floor Hours vs. Guide

hours where (Scheduled Floor Hours *minus* Projected Floor Hours) = 0*

Schedule to Projection

Determine variable labor needs by hour using market's VLH guide

Review generated schedule and highlight potential shift shortages

Schedule fixed hours according to guide, including Guest Experience Safety & Sanitation Leader

Build schedule using workforce management system

Ensure employment laws and McDonald's policies are followed

Scheduled Variable Hours vs. Projected

hours where (Scheduled Variable Hours *minus* Projected Variable Hours) is between 0 and - 2*

Floor Hours

Transfer management schedule

Ensure all Floor hours are covered based on crew to manager ratio and assign production leader when there is no manager scheduled.

Review and approve crew schedule to ensure all activities are planned and scheduled: training, planned maintenance, fixed hours tasks, and secondary duties – GM approval recommended

Post approved crew and managers schedules at least seven days prior (or as required by local laws and regulations)

Actual Variable Hours vs. Scheduled

All hours labor actual review "post report" (Actual Variable Hours *minus* Scheduled Variable Hours) Recommended +/- 1*

Actual vs. Scheduled

Discuss the schedule and its execution at weekly managers meeting

Review results on a monthly basis and share at Managers Meeting

Labor Effectiveness

hours where (Actual Variable Hours *minus* Required Variable Hours) is +/- 1*

Planning for people

Coordinating people is one of the most important, and most challenging, aspects of managing an area. It is the responsibility of the Shift Leader to assign individuals to positions, and the Production Leader is to work with the Shift Leader to plan the assignments. To do that, you need to understand that each crew person is unique, with different strengths, opportunities, and motivations. Find out who is Scheduled for the day. Work with your Production Leader to plan individual assignments, keep the following in mind:

- Learn the strengths and opportunities of each crew person so that you can position people where they will be most effective.
- Understand what motivates each crew person.
- Understand what is needed at each station to deliver outstanding QSC&V.
- Anticipate volume changes throughout the shift.
- Have a plan to reposition your team as crew staffing changes during the shift.
- Coordinate the timing of crew breaks (stagger breaks) to avoid crew shortages on the floor. (No breaks during lunch rush.)
- Identify ways to increase employee satisfaction.

The following are some key points on how to position crew to provide impressive QSC&V.

Balance skills and workload by putting “aces in their places.”

Aces are strong performers who show initiative and take complete responsibility for their stations. They don't take shortcuts, and they meet the standards of performance consistently. *You can count on them!*

Position these top performers where they can make the greatest contribution. But be careful not to place all the demands on your aces. Don't continually look to them to carry out a task.

Accommodate changes in volume during the shift.

Low-volume times provide an opportunity to maximize crew productivity. Assign secondary responsibilities for crew members to complete when the sales volume drops. For example:

- Crew persons working Front Counter can restock the Front Counter area when they are not needed on a register.
- Assemblers can clean up the back room when sales volume decreases.

Position crew to keep them productive throughout the shift and to make sure necessary tasks get done.

As you position your crew, you need to make many important decisions such as:

- How to position crew for a given sales rate during breakfast and regular menu times.
- When and where to add crew.
- When and where to position management personnel.
- How to reposition crew during breaks.
- How to maximize crew and management productivity.
- Communicate to crew not to leave station without verifying with your manager.



The **Dynamic Shift Positioning Tool** (following page) is available in the restaurant to help you position people effectively. Review this tool with your coach to learn how to best use it. Ensure that the Dynamic Shift Positioning Tool reflects your restaurant's Drive-thru and beverage set-up, for example, 2nd Lane Order Taker/self-serve beverages.

Introduction

Welcome to Positioning for Operational Excellence.

As a Shift Manager, you're responsible for positioning crew in the right places at the right time. Proper positioning allows you to run your restaurant as efficiently as possible and deliver fast, accurate and friendly service to your customers. But positioning isn't always an easy task.

The **Dynamic Shift Positioning Tool (DSPT)** provides detailed guidance around where, when, and how to position people during each hour of your shift. It's called "dynamic" because it uses the restaurant's sales, transactions and product mix information to determine the best place for you to position crew throughout the shift.

The DSPT will generate a report called the Dynamic Shift Positioning Guide that will tell you:

- How many crew members are needed in the key areas of the restaurant (Drive thru, Production, Front counter, Fries and McCafé) for each hour of the shift
- How to position crew for greatest efficiency, even when you are understaffed
- The secondary duties for crew during less busy times
- The restaurant's projected sales and guest counts for each hour of your shift
- Other key information to help you set up and manage your shift most effectively

The following pages of this execution manual provide a complete explanation of how to use the DSPT and the Dynamic Shift Positioning Tool.

Dynamic Shift Positioning Tool and Guide

At-A-Glance

The Dynamic Shift Positioning tool is located on the back office server(BOS) and uses data from your restaurant to position. Specifically, the tool takes into consideration three key factors:

- Your restaurant’s sales projections
- VLH guidelines
- Key positioning drivers

The DSPT uses that data to create a customized positioning guide – the Dynamic Shift Positioning Tool. When you print your guide, you will receive two pages. the first page shows when, where and how to position crew during each hour of your shift, as well as other critical information to help you manage your shift. The second page lists the secondary duties, which includes activities like “Backup Presenter” in the Drive-thru or “Make Happy Meals,” for crew to do when traffic is slow. We’ll talk more about secondary duties later in this execution manual.

Positioning Schedule

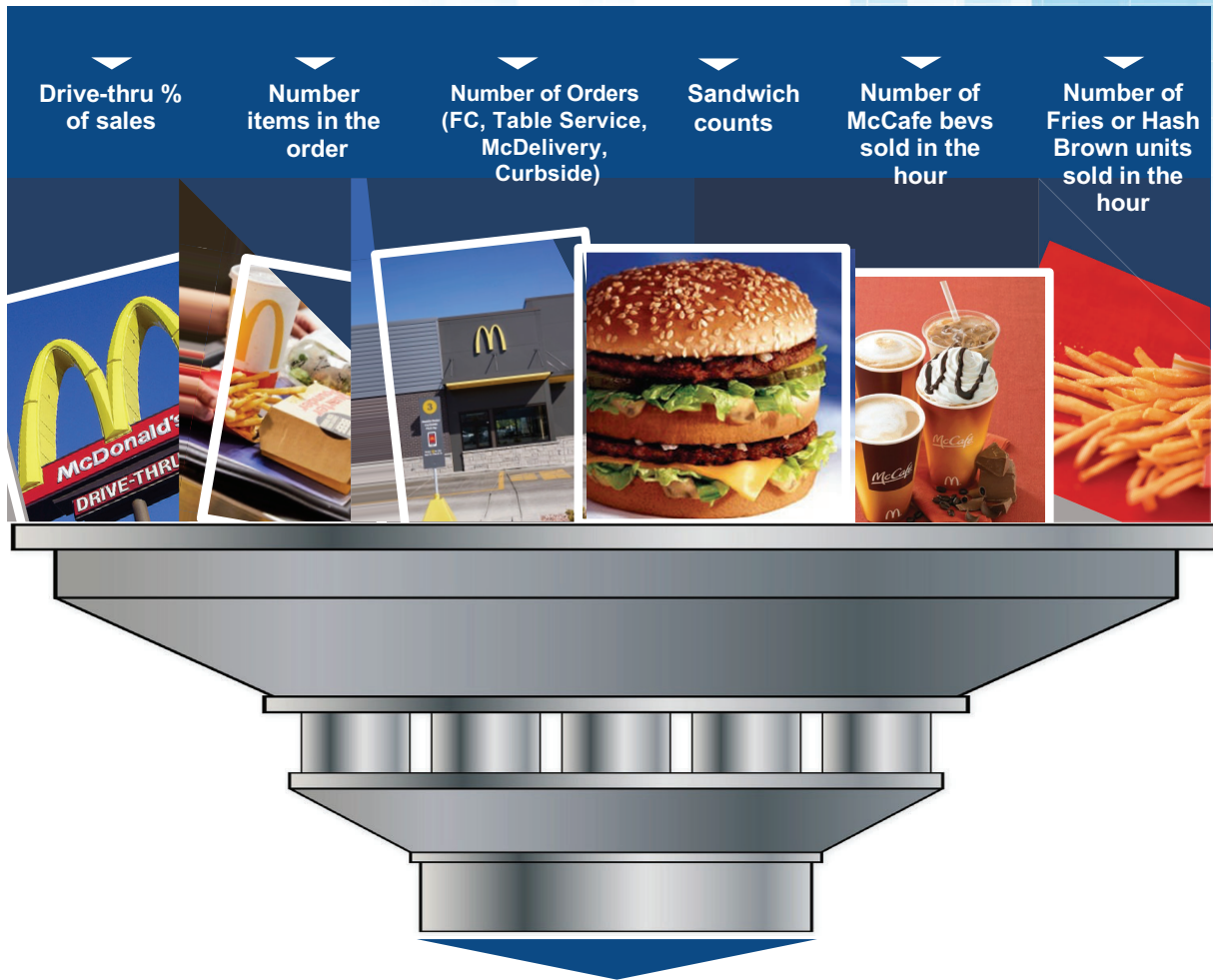
Shift	1598-1598	1598-1598	1598-1598	1598-1598	1598-1598
1	Counter	Counter	Counter	Counter	Counter
2	Counter	Counter	Counter	Counter	Counter
3	Counter	Counter	Counter	Counter	Counter
4	Counter	Counter	Counter	Counter	Counter
5	Counter	Counter	Counter	Counter	Counter
6	Counter	Counter	Counter	Counter	Counter
7	Counter	Counter	Counter	Counter	Counter
8	Counter	Counter	Counter	Counter	Counter
9	Counter	Counter	Counter	Counter	Counter
10	Counter	Counter	Counter	Counter	Counter
11	Counter	Counter	Counter	Counter	Counter
12	Counter	Counter	Counter	Counter	Counter
13	Counter	Counter	Counter	Counter	Counter
14	Counter	Counter	Counter	Counter	Counter
15	Counter	Counter	Counter	Counter	Counter
16	Counter	Counter	Counter	Counter	Counter
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27	Counter	Counter	Counter	Counter	Counter
28	Counter	Counter	Counter	Counter	Counter
29	Counter	Counter	Counter	Counter	Counter
30	Counter	Counter	Counter	Counter	Counter

Secondary Duties

Shift	1598-1598	1598-1598	1598-1598	1598-1598	1598-1598
1	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
2	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
3	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
4	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
5	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
6	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
7	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
8	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
9	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
10	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
11	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
12	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
13	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
14	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
15	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
16	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
17	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
18	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
19	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
20	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
21	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
22	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
23	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
24	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
25	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
26	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
27	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
28	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
29	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter
30	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter	Backup Presenter

The Positioning Drivers

There are key positioning drivers, in addition to restaurant sales projections and the new VLH guidelines, that the Dynamic Shift Positioning tool uses to determine the number of crew you need for each hour of your shift and where best to position them. those drivers are:



Generating the Dynamic Shift Positioning Guide

Pre-shift

It is recommended you generate your Dynamic Shift Positioning Guide 24 hours prior to the beginning of your shift.

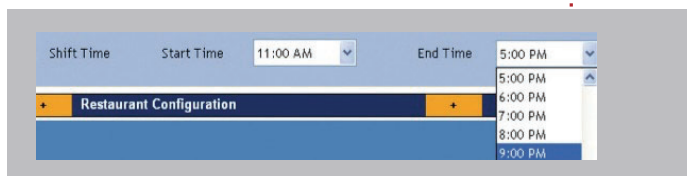
Getting Started

Follow these simple steps to access the Dynamic Shift Positioning tool and generate the Dynamic Shift Positioning Guide for your shift.

1. Log on to the Back Office server with your username and password.
2. Select the “Dynamic Shift Positioning tool” icon. the Shift Setup screen will appear.

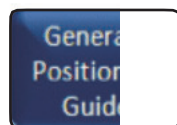


Next to Shift Date, use the drop-down menu to select the date of your shift.



Select your shift “start time” and “end time” using the drop-down menus for each.

The minimum number of shift hours you can select is two, and the maximum shift hours is six.



5. Select “Generate” Positioning Guide”

IMPORTANT NOTE: Before you begin using the Dynamic Shift Positioning Tool, check with your General Manager to make sure he/she has completed the initial setup of the tool, which includes setting the proper restaurant configuration.

Generating the Dynamic Shift Positioning Guide *continued...*

Once you enter your shift date and shift length, the Dynamic Shift Positioning tool will automatically generate your shift positioning guide. The picture below shows you what your screen will look like. At the top of the screen, you'll see two tabs. (In cases where your shift covers both breakfast and lunch, you'll see **two tabs**.)

The first tab shows you the crew positioning schedule for each hour, and other key information to help you manage your shift. The second tab shows the secondary duties sheet, which breaks out secondary responsibilities for each crew person.

Now that you've generated the Dynamic Shift Positioning Guide, you have the ability to make adjustments.

Before you do, let's take a closer look at each section of the guide.

Dynamic Shift Positioning Tool

Breakfast BRK Secondary

Dynamic Shift Positioning Guide - Breakfast

Shift Info Traditional/DT/SidebySide/CrewPour/HOTGandFryer/SameWallastheGrills

Date : 08/07/2023 Shift Manager : mc17105 Time Period : 05:00-09:00

Positioning Schedule

05:00-06:00	06:00-07:00	07:00-08:00	08:00-09:00
1 Cash/OT2	1 Cash/OT2	1 Cash/OT2	1 Cash/OT2
3 OT1/Run/Pres	3 OT1/Run/Pres	3 OT1/Pres	3 DT-OT 1
4 Service Area/OT	7 Runner/Pres	6 Runner/Pres	7 Runner
2 Grill	5 Service Area/OT	9 Presenter	9 Presenter
5 Initiate Side 1	2 Eggs/Meats	10 DT-OT 2	11 DT-OT 2
	4 Initiate Side 1	4 Service Area/OT	5 Service Area/OT

Total Crew

P	A	P	A	P	A	P	A
3		5		8		9	

Hour By Hour

High Utilization / Low Utilization / McCafé Counts

Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC
GB	D	2	GB	W	11	D	W	8	GB	W	23

Positioning For Ops Excellence

Time	Position
08:00-09:00	Second Side
-	Split Function(...)
-	Hashbrown Pe...
-	McCafé Person

Performance Target

Target	Actual
Car Count-Peak	100
OEPE	160
Sandwich Cou...	200
KVS	40

Peak Hour Positioning

08:00-09:00

67 TCs 90% DT

Kitchen layout diagram showing staff positions: DT, KVS, toast-bake, toaster, prep, UHC, HLZ, fries, grill products, grills, McCafé, front counter.

Staffing And Breaks

Name	Shift	Time	Break
------	-------	------	-------

Reviewing the Dynamic Shift Positioning Guide

Shift Information

This section shows you the shift date, shift manager and the start and end times you entered.

Shift Info	TraditionalDT/SidebySide/CrewPour/HOTGandFryerSameWallastheGrills		
Date : 08/07/2023	Shift Manager : <input type="text" value="mc17105"/>	Time Period : 11:00-14:00	

Positioning Schedule

The Positioning Schedule shows the hour-by-hour breakdown of your shift and which crew positions you need to fill. The positions for each area of the restaurant are grouped together and color coded to make it easier for you to see each team. The Dynamic Shift Positioning tool allows you to type in the crew members names prior to printing the Dynamic Shift Positioning Guide, or you can print the guide and write names in by hand. Remember to place your best crew in key positions. If typing, you may want to use copy and paste to add crew from the first hour to additional hours.

Positioning Schedule				
05:00-06:00	06:00-07:00	07:00-08:00	08:00-09:00	09:00-10:00
1 Cash/OT2	1 Cash/OT2	1 Cashier	1 Cash/OT 2	1 Cashier
3 OT1/Run/Pres	3 OT1/Run/Pres	3 DT-OT 1	3 DT-OT 1	3 DT-OT 1
4 Service Area/OT	7 Runner/Presenter	7 Runner	7 Runner	7 Runner
2 Grill	5 Service Area/OT	11 Presenter	10 Presenter	10 Presenter
5 Initiate Side 1	2 Eggs/Meats	13 DT-OT 2	12 DT-OT 2	12 DT-OT 2
	4 Initiate Side 1	5 Service Area/OT	5 Service Area/OT	5 Service Area/OT
	6 Toast Bake Q	12 Delivery/Curbide	2 Eggs/Meats	14 Assembler/Presenter
		14 Hashbrown	4 Initiate Side 1	13 Hashbrown
		2 Round/Folded	6 Toast Bake Q	2 Round/Folded
		4 Initiate Side 1	8 Initiate Side 2	4 Initiate Side 1
		6 Toast Bake Q	11 Meat/Scram	6 Toast Bake Q
		8 Initiate Side 2	★ Production Leader	8 Initiate Side 2
		10 Meat/Scram	9 McCafe	11 Meat/Scram
		★ Production Leader		★ Production Leader
		15 Assemble Side 1		9 McCafe
		9 McCafe		
Pull Forward Runner	Pull Forward Runner	Pull Forward Runner	Pull Forward Runner	Pull Forward Runner
Production Leader	Production Leader	Production Leader	Production Leader	Production Leader
Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead

Reviewing the Dynamic Shift Positioning Guide *continued...*

Secondary Duties

As mentioned earlier, there are two pages to the Dynamic Shift Positioning Guide. The first gives you the primary duties and positions that each crew person needs to cover. The second page of the Dynamic Shift Positioning Guide lists the secondary duties each crew person could perform.

McDonald's has taught for years to assign crew people secondary duties, but it hasn't always been easy, especially for a new shift manager. Secondary duties are all of the duties related to the area of the restaurant that the crew member should back up when they are not busy with primary duties. These duties change depending on the number of crew in the restaurant. There are up to two duties listed per position.

If you typed crew member names in the positioning schedule on the first page of the Dynamic Shift Positioning Guide, you will notice that those names automatically appear with the secondary duties on page two of the guide.

You also have the ability to change the secondary duties. To do this, simply type over the duty that is listed, and it will print that on the sheet instead. (If you decide to override the crew after you have changed duties, you will lose whatever you had typed in.)

Dynamic Shift Positioning Tool

Positioning - Secondary Roles

05:00-06:00	06:00-07:00	07:00-08:00	08:00-09:00
1 Cash/OT2 Guest Hospitality	1 Cash/OT2 Guest Hospitality	1 Cash/OT2 Guest Hospitality	1 Cash/OT 2 Guest Hospitality
3 OT1/Run/Pres Assist OT 2 McCafe	3 OT1/Run/Pres Assist OT 2 McCafe	3 OT1/Pres Assist OT 2 McCafe	3 DT-OT 1 McCafe
4 Service Area/OT	7 Runner/Presenter	6 Runner/Presenter	7 Runner In-Store Assembly
2 Grill	5 Service Area/OT Guest Hospitality Service Production	9 Presenter	9 Presenter Guest Hospitality
5 Initiate Side 1	2 Eggs/Meats Assist Assembler Toast and bake	10 DT-OT 2	11 DT-OT 2
	4 Initiate Side 1 Toast and Bake Assist Eggs/Meats	4 Service Area/OT Guest Hospitality Service Production	5 Service Area/OT Guest Hospitality Service Production
	6 Toast Bake Q	8 Delivery/Curbside Assist assembly	2 Eggs/Meats Assist Initiator
		2 Eggs/Meats Assist Assembler	4 Initiate Side 1 Assist Toast/Bake

Screen shot of Secondary Duties

Dynamic Shift Positioning Guide

Shift Information
Date: 3/15/2019 Shift Manager: Jason Goodin Team Period: 11:58 AM - 6:00 PM

Positioning Schedule

11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM
2 Cashier + Backlog Runner + Assist Runner	2 Cashier + Backlog Runner + Assist Runner	2 Cashier + Backlog Runner + Assist Runner	2 Cashier + Backlog Runner + Assist Runner	2 Cashier + Backlog Runner + Assist Runner	2 Cashier + Backlog Runner + Assist Runner
3 Frito's + Backlog Runner + Assist Runner	3 Frito's + Backlog Runner + Assist Runner	3 Frito's + Backlog Runner + Assist Runner	3 Frito's + Backlog Runner + Assist Runner	3 Frito's + Backlog Runner + Assist Runner	3 Frito's + Backlog Runner + Assist Runner
4 Order Taker + Backlog Runner + Assist Runner	4 Order Taker + Backlog Runner + Assist Runner	4 Order Taker + Backlog Runner + Assist Runner	4 Order Taker + Backlog Runner + Assist Runner	4 Order Taker + Backlog Runner + Assist Runner	4 Order Taker + Backlog Runner + Assist Runner
5 DT + Backlog Runner + Assist Runner	5 DT + Backlog Runner + Assist Runner	5 DT + Backlog Runner + Assist Runner	5 DT + Backlog Runner + Assist Runner	5 DT + Backlog Runner + Assist Runner	5 DT + Backlog Runner + Assist Runner
6 FC-OT + Backlog Runner + Assist Runner	6 FC-OT + Backlog Runner + Assist Runner	6 FC-OT + Backlog Runner + Assist Runner	6 FC-OT + Backlog Runner + Assist Runner	6 FC-OT + Backlog Runner + Assist Runner	6 FC-OT + Backlog Runner + Assist Runner
7 Frito's + Backlog Runner + Assist Runner	7 Frito's + Backlog Runner + Assist Runner	7 Frito's + Backlog Runner + Assist Runner	7 Frito's + Backlog Runner + Assist Runner	7 Frito's + Backlog Runner + Assist Runner	7 Frito's + Backlog Runner + Assist Runner
8 Initiate Side 1 + Backlog Runner + Assist Runner	8 Initiate Side 1 + Backlog Runner + Assist Runner	8 Initiate Side 1 + Backlog Runner + Assist Runner	8 Initiate Side 1 + Backlog Runner + Assist Runner	8 Initiate Side 1 + Backlog Runner + Assist Runner	8 Initiate Side 1 + Backlog Runner + Assist Runner
9 Frito's + Backlog Runner + Assist Runner	9 Frito's + Backlog Runner + Assist Runner	9 Frito's + Backlog Runner + Assist Runner	9 Frito's + Backlog Runner + Assist Runner	9 Frito's + Backlog Runner + Assist Runner	9 Frito's + Backlog Runner + Assist Runner
10 Frito's + Backlog Runner + Assist Runner	10 Frito's + Backlog Runner + Assist Runner	10 Frito's + Backlog Runner + Assist Runner	10 Frito's + Backlog Runner + Assist Runner	10 Frito's + Backlog Runner + Assist Runner	10 Frito's + Backlog Runner + Assist Runner
11 Frito's + Backlog Runner + Assist Runner	11 Frito's + Backlog Runner + Assist Runner	11 Frito's + Backlog Runner + Assist Runner	11 Frito's + Backlog Runner + Assist Runner	11 Frito's + Backlog Runner + Assist Runner	11 Frito's + Backlog Runner + Assist Runner
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13 Frito's + Backlog Runner + Assist Runner	13 Frito's + Backlog Runner + Assist Runner	13 Frito's + Backlog Runner + Assist Runner	13 Frito's + Backlog Runner + Assist Runner	13 Frito's + Backlog Runner + Assist Runner	13 Frito's + Backlog Runner + Assist Runner
14 Frito's + Backlog Runner + Assist Runner	14 Frito's + Backlog Runner + Assist Runner	14 Frito's + Backlog Runner + Assist Runner	14 Frito's + Backlog Runner + Assist Runner	14 Frito's + Backlog Runner + Assist Runner	14 Frito's + Backlog Runner + Assist Runner
15 Frito's + Backlog Runner + Assist Runner	15 Frito's + Backlog Runner + Assist Runner	15 Frito's + Backlog Runner + Assist Runner	15 Frito's + Backlog Runner + Assist Runner	15 Frito's + Backlog Runner + Assist Runner	15 Frito's + Backlog Runner + Assist Runner
16 Frito's + Backlog Runner + Assist Runner	16 Frito's + Backlog Runner + Assist Runner	16 Frito's + Backlog Runner + Assist Runner	16 Frito's + Backlog Runner + Assist Runner	16 Frito's + Backlog Runner + Assist Runner	16 Frito's + Backlog Runner + Assist Runner
17 Frito's + Backlog Runner + Assist Runner	17 Frito's + Backlog Runner + Assist Runner	17 Frito's + Backlog Runner + Assist Runner	17 Frito's + Backlog Runner + Assist Runner	17 Frito's + Backlog Runner + Assist Runner	17 Frito's + Backlog Runner + Assist Runner
18 Frito's + Backlog Runner + Assist Runner	18 Frito's + Backlog Runner + Assist Runner	18 Frito's + Backlog Runner + Assist Runner	18 Frito's + Backlog Runner + Assist Runner	18 Frito's + Backlog Runner + Assist Runner	18 Frito's + Backlog Runner + Assist Runner
19 Frito's + Backlog Runner + Assist Runner	19 Frito's + Backlog Runner + Assist Runner	19 Frito's + Backlog Runner + Assist Runner	19 Frito's + Backlog Runner + Assist Runner	19 Frito's + Backlog Runner + Assist Runner	19 Frito's + Backlog Runner + Assist Runner
20 Frito's + Backlog Runner + Assist Runner	20 Frito's + Backlog Runner + Assist Runner	20 Frito's + Backlog Runner + Assist Runner	20 Frito's + Backlog Runner + Assist Runner	20 Frito's + Backlog Runner + Assist Runner	20 Frito's + Backlog Runner + Assist Runner
21 Frito's + Backlog Runner + Assist Runner	21 Frito's + Backlog Runner + Assist Runner	21 Frito's + Backlog Runner + Assist Runner	21 Frito's + Backlog Runner + Assist Runner	21 Frito's + Backlog Runner + Assist Runner	21 Frito's + Backlog Runner + Assist Runner
22 Frito's + Backlog Runner + Assist Runner	22 Frito's + Backlog Runner + Assist Runner	22 Frito's + Backlog Runner + Assist Runner	22 Frito's + Backlog Runner + Assist Runner	22 Frito's + Backlog Runner + Assist Runner	22 Frito's + Backlog Runner + Assist Runner
23 Frito's + Backlog Runner + Assist Runner	23 Frito's + Backlog Runner + Assist Runner	23 Frito's + Backlog Runner + Assist Runner	23 Frito's + Backlog Runner + Assist Runner	23 Frito's + Backlog Runner + Assist Runner	23 Frito's + Backlog Runner + Assist Runner
24 Frito's + Backlog Runner + Assist Runner	24 Frito's + Backlog Runner + Assist Runner	24 Frito's + Backlog Runner + Assist Runner	24 Frito's + Backlog Runner + Assist Runner	24 Frito's + Backlog Runner + Assist Runner	24 Frito's + Backlog Runner + Assist Runner
25 Frito's + Backlog Runner + Assist Runner	25 Frito's + Backlog Runner + Assist Runner	25 Frito's + Backlog Runner + Assist Runner	25 Frito's + Backlog Runner + Assist Runner	25 Frito's + Backlog Runner + Assist Runner	25 Frito's + Backlog Runner + Assist Runner
26 Frito's + Backlog Runner + Assist Runner	26 Frito's + Backlog Runner + Assist Runner	26 Frito's + Backlog Runner + Assist Runner	26 Frito's + Backlog Runner + Assist Runner	26 Frito's + Backlog Runner + Assist Runner	26 Frito's + Backlog Runner + Assist Runner
27 Frito's + Backlog Runner + Assist Runner	27 Frito's + Backlog Runner + Assist Runner	27 Frito's + Backlog Runner + Assist Runner	27 Frito's + Backlog Runner + Assist Runner	27 Frito's + Backlog Runner + Assist Runner	27 Frito's + Backlog Runner + Assist Runner
28 Frito's + Backlog Runner + Assist Runner	28 Frito's + Backlog Runner + Assist Runner	28 Frito's + Backlog Runner + Assist Runner	28 Frito's + Backlog Runner + Assist Runner	28 Frito's + Backlog Runner + Assist Runner	28 Frito's + Backlog Runner + Assist Runner
29 Frito's + Backlog Runner + Assist Runner	29 Frito's + Backlog Runner + Assist Runner	29 Frito's + Backlog Runner + Assist Runner	29 Frito's + Backlog Runner + Assist Runner	29 Frito's + Backlog Runner + Assist Runner	29 Frito's + Backlog Runner + Assist Runner
30 Frito's + Backlog Runner + Assist Runner	30 Frito's + Backlog Runner + Assist Runner	30 Frito's + Backlog Runner + Assist Runner	30 Frito's + Backlog Runner + Assist Runner	30 Frito's + Backlog Runner + Assist Runner	30 Frito's + Backlog Runner + Assist Runner

Printed guide of Secondary Duties

Dynamic Shift Positioning Tool

Shift Managers' Recommended Routines

Pre-Shift

- Generate your Dynamic Shift Positioning Guide -recommended 24 hours prior to the beginning of your shift
- Review your Dynamic Shift Positioning Guide
- Adjust crew numbers
- Assign secondary duties
- Set shift targets

During the Shift

- Track performance against hourly actual guest counts and sales
- Review the Positioning for Ops Excellence section and ensure crew are in the right place at the right time
- Make staffing and positioning adjustments throughout your shift based on sales trends
- Communicate shift targets to service and production team
- Review and track break schedule and track when completed
- Review utilization in the Hour-By-Hour section and reposition crew to eliminate danger zones

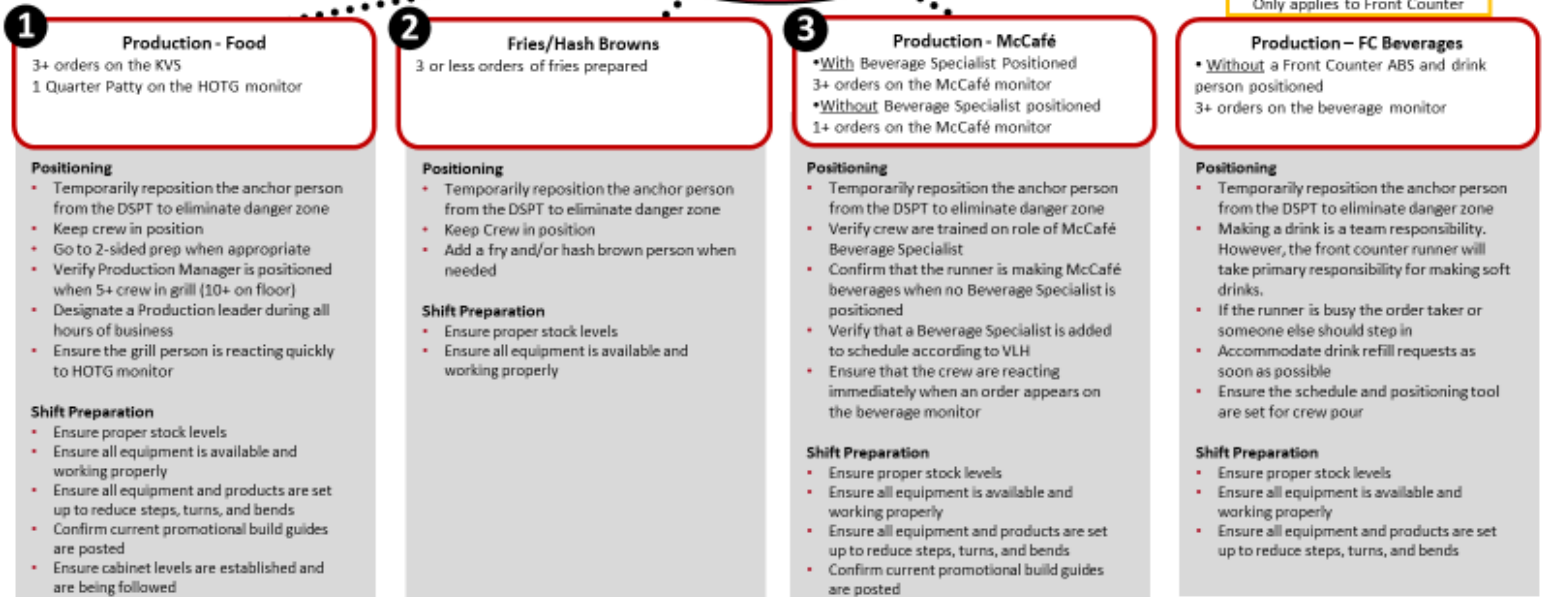
Post-Shift

- Review your shift actual results
- Communicate success to your crew
- Communicate important information via the manager communication tool for your organization (sales trends, staffing information)
- Identify opportunities for future shifts
- Review the Restaurant Positioning Guide for your next shift

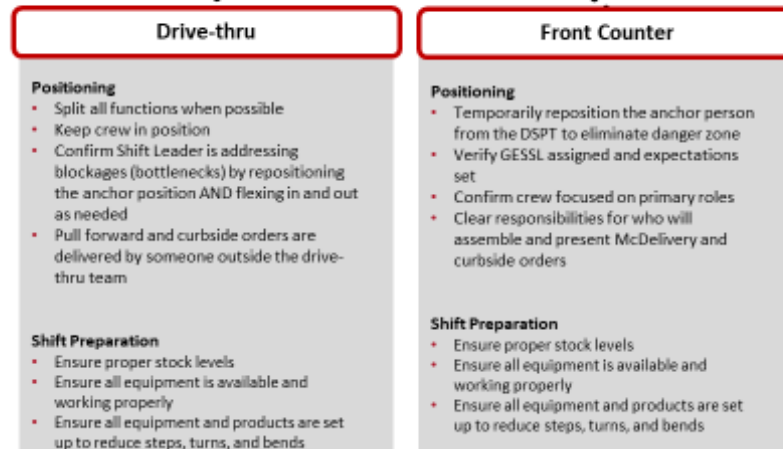
Shift Troubleshooting Tool



Likely Cause:
Product not available
Check...



If the Danger Zone persists check...



Targets

Targets are your goals for the shift. Targets help your restaurant to provide fast, accurate, and friendly service. Targets are set for each restaurant by the Leadership as a means to achieve the goals of the restaurant. You will work with your managers to determine targets for each shift.

You are responsible for communicating these targets and working through the crew to meet or exceed them. Targets allow you to evaluate the effectiveness of the crew, celebrate successes, and determine areas for improvement.

TOTAL EXPERIENCE TIME

The target for customer's total experience time is not to exceed 3 minutes, 30 seconds.

PRODUCTION TARGETS

KVS time: KVS time begins when the order appears on the KVS screen and ends when the order is bumped from the KVS. You and your manager will set KVS targets.

KVS targets can be monitored through the POS.

Peak hour sandwich counts: Your Leadership team will set a target for sandwich counts.

By meeting and exceeding production and service times along with providing Gold Standard Service & Product, you will be able to serve more customers.

Ask your manager about the targets available on the Daily Schedule (Line Bar.)

In the Kitchen, Order Prep Time (35 to 50 seconds) begins when the order appears on the Screen and ends when the last sandwich of the order appears in the LZ / OAT.

FRONT COUNTER TARGETS

Service time: Front Counter service time begins when the customer reaches the counter and is ready to order and ends when the order is presented and the customer is thanked. The target is 90 seconds or less.

Peak hour customer counts: Your Leadership team will set a target for customer counts.

By meeting and exceeding production and service times along with providing Gold Standard Service & Product, you will be able to serve more customers.

Ask your manager about the targets available on the Daily Schedule (Line Bar.)

At the Front Counter, total experience time (3:30) begins when the customer gets in line and ends with the completion of the transaction.

DRIVE-THRU TARGETS

Order End Present End: (OEPE) begins when the customer car crosses the Merge point line (the order is stored), and ends when the food is presented and the customer is thanked. The target is 120 seconds or less.

Peak hour car counts: Again, meeting production and service times targets along with providing Gold Standard Service & Product will allow you to meet car count targets.

At the Drive-thru, total experience time (3:30) begins when the car stops in the Drive-thru lane and ends with the completion of the transaction.

Targets can be more than just numbers.

For example, you can have a target or goal that everyone stays in place during the shift, or a target that the UHC cabinet stays stocked.

You should monitor targets throughout the shift. Don't forget to provide feedback when targets are met or not met. At the end of your shift, compare your results to targets. Celebrate success, and determine opportunities for improvement if targets are missed.

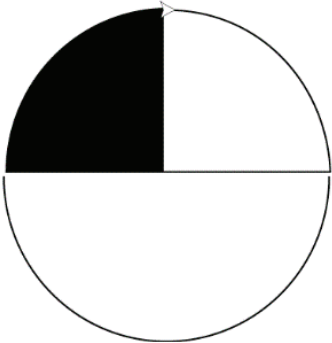


Off-the-Floor Activity

What's In It For You?

1. Pre-shift planning begins when you conduct a travel path and Pre-Shift Checklist about _____ minutes before you are responsible for a shift.
2. Use the Pre-Shift Checklist to create a “to do” list as you review these three areas:
 1. _____
 2. _____
 3. _____
3. To maximize crew productivity, assign secondary duties such as restocking and cleanup tasks during _____ volume times in the shift.
4. Your goals for the shift are called targets. In Production, the order prep time target range is _____ seconds to 50 seconds.
5. For both Front Counter and Drive-thru, the target for service time is _____ seconds or less.
6. Based on this section, what are the ways you benefit from completing the Pre-Shift Checklist?

Post-shift



Handing off the shift appropriately is one of your responsibilities as area manager. Talk with the next area manager and your Shift Leader about any issues or problems that you were unable to resolve and that may affect their shift or other shifts. Put an entry into the Communication Log. Even if nothing significant occurred during your shift, it is good to write “nothing happened” as a way of keeping a record.

Use post-shift analysis as a way to evaluate how well you did on the job by asking yourself the following questions:

- What did I do well? How can I be sure to do it again?
- What would I do differently next time?
- What did I learn?
- What problems can I prevent from happening again?
- What can I do to make sure others will see me as a good Shift manager?
- What can I do to better motivate employees?

The post-shift analysis is extremely important, and it doesn't need to take much time. You can ask yourself these questions on your way home.

When outstanding managers were asked how they got so good at their jobs, most of them said the same thing: “I made mistakes. Lots of them. But I never made the same mistake twice.”

Keep this in mind: your area affects and is affected by other areas. All areas are linked to each other in meeting the same goal: *giving the customer a great experience.*

It's different when you're running the Front Counter, Nigel!

This happened several years ago when I was first learning to run the Front Counter. A customer was waiting for her food. I was concerned about this and began asking Nigel, the manager in the Production area, how long it was going to take for the food to be ready. He replied that it would be up in a minute. I waited what seemed like a minute and then began complaining to Nigel that it was taking too much time. We began to argue about it until finally I said, "It's different when you are running the Front Counter, Nigel!" He replied, "It's different when you are running the kitchen, Jamie."

*** Moral of the story:**

Learn to see beyond your own area. We all need to work together to serve the customer.



1. Complete DSPT / DSPG "Practice & Grow".
2. Complete Travel Path "Practice & Grow".
3. Complete Targets "Practice & Grow".
4. Complete Team work / Coaching "Practice & Grow".
5. Complete Engaging People Practices "Practice & Grow".
6. Complete Connecting With Customers "Practice & Grow".
7. Complete Customer Recovery "Practice & Grow".
8. Answer Shift Leadership Questions.

PRACTICE & GROW



Dynamic Shift Positioning Tool (DSPT) & Dynamic Shift Positioning Guide (DSPG)

WHY DO I DO IT?

In order to manage a great shift you need to be able to manage changes. As a Shift Leader you need to make sure your shift is properly staffed, scheduled at the right time and positioned in the right places.

The Dynamic Shift Positioning Tool is used to forecast and communicate the best crew positioning for every shift.

The dynamic position feature of this tool makes the information it uses unique to your restaurant. The information that the tool creates is called the Dynamic Shift Positioning Guide. The DSPG is based on a variety of different factors including the Variable Labor Hour Guide and your restaurant's sales history.

Using the DSPT is a key ingredient to your success as a Shift Leader.

WHEN & HOW DO I DO IT?

To prepare your DSPG you need to launch the DSPT from your ISP. This should be done at least 24 hours before the start of your shift.

Review & Practice

[Time to allow: 1.5 hours]

Work with your coach on the following:

- How to access the DSPT and DSPG.
- How to properly position crew for your shift.
- How to prepare for and create your DSPG.

PRACTICE & GROW



TRAVEL PATH

WHY DO I DO IT?

A travel path helps identify any issues that could impact your shift and includes all areas of the restaurant.

WHEN DO I DO IT?

A travel path begins before your shift during your pre-shift routine and should take place several times throughout your shift (preferably every half hour during non-peak periods and every hour during peak periods).

HOW DO I DO IT?

Follow the four-step decision making model:

- Observe: use your five senses to identify problems.
- Prioritize using the following criteria in this specific order:
 - Safety
 - Food and service quality
 - Customer convenience
 - Restaurant appearance
- Decide what to do and who is going to do it.
- Communicate your expectations to the person who will handle the problem.

Review & Practice

(Time to allow: 1 hour)

Work with your coach on how to conduct a travel path. During this time ask your coach the following:

Q- During your travel path, prioritize any issues you see. Then work with your coach on your decision making skills.

[Coaches: have your Shift Leader help prioritize any issues you encounter during your travel path.]

Q- What are best practices when conducting a travel path?

Remember, the more you practice the better you'll get. Continue shadowing

PRACTICE & GROW



TARGETS

WHY DO I DO IT?

Targets are set for each shift to meet the QSC and V our customers accept. Targets help you focus on your restaurant's most important customer expectations. Having targets also gives you specific information to communicate with to your crew.

1. When the shift begins
2. During the shift
3. Recognize when they achieve them

WHEN & HOW DO I DO IT?

As a Shift Leader, you need to communicate the targets before the shift begins. Communicate the shift targets to your crew on the floor.

To meet targets your crew will need a great leader that communicates and supports them by removing barriers and communicating achieved results.

When setting targets, keep these tips in mind:

- Keep them few in number, ideally one.
- Make it S.M.A.R.T
- Write it down and make it visible; use a whiteboard or a piece of paper where everyone can see it.
- Review it frequently and update the team to keep them engaged and motivated.
- Communicate the results at the end of the shift. If achieved, recognize the crew. If not, recognize the effort and communicate one thing you would do differently next time.

Review & Practice

(Time to allow: 1 hour)

Work with your coach on how to fill in the targets below for your restaurant. At the end of the shift, compare targets to actuals. Select one target to discuss with your coach.

Service Time: Front

Counter

Target____ Actual____

Service Time: Drive-Thru

Target____ Actual____

KVS

Target____ Actual____

Peak Hour CC: Drive-Thru

Target____ Actual____

Peak Hour CC: Front

Counter

Target____ Actual____

PRACTICE & GROW

Teamwork & Coaching

REFLECTION

Answer the questions below. Then schedule time with your coach to discuss them.

What is your biggest concern about coaching?

Think about the coaching situations from your last shift. Were any of them difficult? If so, describe the situation.

Think about the situation above. What didn't go well? What could you do differently next time?

TIPS FOR LEADING EFFECTIVE TEAMS AND SHIFTS!

Remember, it's up to you to lead a strong, well-organized team **every** shift! Following through in key areas like the ones listed here will help your team deliver excellent QSC&V. Hold yourself accountable to lead by being consistent—**every** shift.

- Set **one** goal/target for every shift and communicate it.
- Evaluate the goal/target at the end of the shift.
 - If you met the goal, give specific recognition.
 - If you didn't meet the goal, why not? Communicate!
- Coach one person in each area (Grill, Front Counter and Drive-thru) every shift.
- Listen to and observe your crew. What do you hear/notice? Use this information to plan for future shifts and make changes as needed.
- Huddle with other shift managers to keep communication open.

Coaching: Review and Practice (Time to allow: 1.5 hours)

Purpose:

- Help crew learn
- Help crew improve skills
- Give recognition

When to coach:

- During orientation
- During the shift
- When crew seek growth opportunities

Benefits of coaching:

- Motivates crew
- Helps crew develop skills and knowledge
- Leads to better performance and improved operations
- Increases crew satisfaction

Basic Steps:

- Observe
- Listen/Communicate
- Show correct procedures
- Agree
- Follow-up

Review the coaching information on this page; then set up time with your coach to discuss ways to improve your coaching effectiveness.

PRACTICE & GROW

Engaging People Practices

WHY?

You just learned about how to effectively engage with the team and customers. Now let's practice some of those skills by completing the challenges below.

As you are completing the challenges be sure to report back to your coach. Your coach will provide feedback and help further improve the skills you need to handle such situations that occur during a shift. Like the challenges, also complete the **DAILY PRACTICE** tasks outlined in the right margin area. **Not taking the opportunity to practice these skills can impact the success of the shift.**

Remember it's only practice! You will continue to learn and build upon these skills. If you have any questions, be sure to ask your coach as they are here to assist you throughout your entire journey.

3-STAR QUICK CHALLENGES ★★★★★

Challenge yourself by completing these tasks through your shift. After completing each task, give yourself a score on how you believed you handled the situation. When possible, be sure to have your coach observe your performance and provide feedback.

	1-Star: Below Expectation	2-Stars: Developing	3-Stars: Excellent	Score:
Customer: Handle an incident involving a customer	Did not properly handle the situation and made matters worse.	Partially handled the situation with little assistance.	Successfully resolved the issue on their own.	
Team: Address an issue involving the team	Did not properly handle the situation and made matters worse.	Partially handled the situation with little assistance.	Successfully resolved the issue on their own.	
Business Impact: Communicate targets & goals with team	Did not effectively communicate targets and goals to the team.	Partially communicated targets and goals with the team.	Successfully communicated targets and goals along with explaining business impact.	
Total Stars : _____ out of 9				

DAILY PRACTICE!!!

After completing the Engaging People Practices e-Learning course – practice the following shoulder-to-shoulder tasks with your coach. **Be sure to continue to practice these tasks over the next few weeks.**

PRE SHIFT TASKS:

Pre-shift: Taking over the shift

- Review the Communication Log

DURING THE SHIFT:

Providing appreciative feedback to a member on the team

Providing constructive feedback to a member on the team

**Note: Coach should talk about good vs. bad ways of giving feedback)*

Completing the communication log for the entire week

1.- What was your score on the 3- Star Quick Challenges?

2.- What things will you do differently in order to improve your score?

3.- What is a Shift Hand-off?

PRACTICE & GROW



CONNECTING WITH CUSTOMERS

PRACTICE SHINE HOSPITALITY TABLE TOUCHES!
This is the MOST ISSUED ITEM ON SHIFT VERIFICATIONS:

IF YOU DO YOUR CUSTOMERS WILL NOTICE!!!

WHY DO I DO IT?

Customers are at the heart of everything we do!
By focusing on them and learning how to connect with them we can show them how important they are to us.

WHEN & HOW DO I DO IT?

As a Shift Leader, you need to be a role model for the crew. Consider incorporating these tips into your routines, every day, on every shift!

THE APPROACH

- Have a friendly smile and make good eye contact.
- Read the customer. If they seem to be in a hurry, keep it short.
- Introduce yourself.
- Ask for the Customer's name. (Remember it & use it).
- Use "props" to help as "icebreakers" to get the conversation started. Some examples may be: a pot of coffee for refills; premiums for the kids; a sample or information on a new product.
- Start small. Your conversations should only take one or two minutes.

THE CONNECTION

Have some casual conversation to get the ball rolling.
For example, you may say:

"Hi! Thanks for stopping at our McDonald's today. How was your meal?" or **"Good afternoon! What lousy weather we are having lately!"**

- Stand at the table or near the customer, but be aware of their "space". Don't make them uncomfortable
- If a customer is willing to talk, ask open-ended questions to get some valuable feedback about your restaurant.

Sample questions to get you started could include:

- What could we do to improve your meal today?
- How would you rate the service you received today?
- We have been really focused on friendliness

Review & Practice [Aloted Time: 1 Shift]

Share these tips with your coach and work together to practice during your shift. Your coach can give you feedback to let you know how you are doing. Take time to discuss your progress with your coach and ask how you can improve.

Be friendly and make a connection with your customers.

It's our priority to keep our customers happy!

Thoughtful service makes an Impression!

PRACTICE & GROW



CUSTOMER RECOVERY - L.A.S.T.

WHY DO I DO IT?

Customers are the heart of everything we do! It's our priority to keep our customers happy. There are times though when the customer is unhappy. To help ensure we recover customers, we've created a four step recovery guide. We've made it easy to remember by calling it **L.A.S.T.**

WHEN & HOW DO I DO IT?

As a Shift Leader, you are a role model for the crew. Consider incorporating this model whenever you are handling a customer complaint.

L

Listen Attentively

- Introduce yourself with your name and position to establish a relationship with your customer.
- Ask the customer for their name (if applicable) and use it throughout your conversation.
- Do not interrupt the customer or become defensive.
- Let the customer express his or her concerns.
- Nod your head and use affirming words to show you are listening.

A

Apologize

- Apologize sincerely – never argue.
- If necessary, repeat back the main issues to make sure you understand the customer.
- Show genuine concern in your body language and tone of voice.
- Take the customer at their word and do not question their motives.

S

Solve the Problem. Make it Right.

- Satisfy the customer **ON THE SPOT**, if you can.
- Clearly state the actions you are going to take, if appropriate.
- If needed, ask the customer what you can do to satisfy him or her.
- Check that the customer is satisfied with your solution.
- Follow-up operationally to address the problem so future customers aren't dissatisfied.

T

Thank the Customer

- Thank the customer for bringing their concerns to your attention.

Review & Practice

(Time to allow: 1 shift)

Use the L.A.S.T. model anytime you are dealing with an unhappy customer. Work together with your coach to practice during your shift. Your coach can give you feedback to let you know how you are doing. Take time to discuss your progress with your coach and ask how you can improve. Be sure that your crew is using this model too.

If used effectively, this will allow you to make a **LASTing** impression on our customers.

It's our priority to keep our customers happy!

Thoughtful service makes an impression!

You can make a difference!

Shift Leadership at McDonald's

1. Describe the roles and responsibilities of a Shift Leader.

2. Describe how your performance will be evaluated during the Shift Leadership Program.

3. Answer the following questions regarding McDonald's history:

What business was Ray Kroc in when he met the McDonald brothers?

Where was Ray Kroc's first McDonald's restaurant located?

Name the education facility that opened in 1961 to ensure consistent training throughout McDonald's systems?

Where was the first McDonald's opened outside of the United States?

What two famous menu items were created by franchisees?

4. Describe McDonald's vision and values.

5. What are some current laws and policies that relate to a respectful workplace?

6. How do you receive current information on staffing, retention, labor relations, and employment standards?

SHIFT MANAGEMENT



RESOURCES

Acronyms McLingo
Guest Experience Leader
Example Target Sheets
Rewards App AAG
Pre-Shift Checklist DSPT
FAQ

Acronyms/McLingo

A/B SW	A/B Switch Box <i>(OTP abbreviation)</i>
ABS	Auto Beverage System
ACK	Acknowledge <i>(OTP abbreviation)</i>
ACSE	Add Change Restaurant Employee <i>(OTP abbreviation)</i>
ADA	Americans with Disabilities Act
ADB	All Day Breakfast
ADDS	ADDS Box KVS Setups <i>(OTP abbreviation)</i>
ADV	Advise <i>(OTP abbreviation)</i>
AMCD	AccessMCD
AVR	Average Hourly Rate
BB	Bump Bar
BB	Bun Buffer
BB BB	Bun Buffer Bump Bar <i>(Restaurant Technology Equipment)</i>
BBLZ	Bun Buffer landing Zone
BEC	Bacon Egg and Cheese Biscuit
BHOT	Benefits, Hiring, Orientation, Training
BHOT'R	Benefits, Hiring, Orientation, Training and Retention
BM	Big Mac
BOG	Be Our Guest <i>(free item to our customer)</i>
BOGO	Buy One Get One
BOGOF	Buy One Get One Free
BSV	Brand Standards Visits <i>(part of the ROIP process)</i>
BVS	Beverage Video System
BWS	Be Well Served
BZ	Busy
C/B	Call Back
C/D	Cash Drawer
CEV	Customer Experience Visit
CC	Customer Count
CDO	Cleared Drive Thru Orders <i>(OTP abbreviation)</i>
CDP	Crew Development Program
CO	Cashier Order Taker Register <i>(OTP abbreviation)</i>
COHS	Career Online High School <i>(Archways to Opportunity diploma program)</i>
COS	Customer Order System
CPOY	Crew Person of the Year
CRS	Customer Recovery System
CRT	Cash Register Topper
CS	Customer Service
CSAT	Customer Satisfaction Survey
CSD	Carbonated Soft Drink
CSD	Company Service Date
CSS	Customer Satisfaction Survey
CTT	Crew Training Tracking
CY	Current Year
CYT	Create Your Taste <i>(formerly Build Your Burger)</i>
DAR	Daily Activity Report
DC	Distribution Center
DCD	Drawer Count Down
DMB	Digital Menu Board
DMM	Dollar Menu and More

DPS	Dual Point Service (<i>platform running in the restaurants</i>)
DQPC	Double Quarter Pounder w/ Cheese
DPT	Dual Point Testing
DSPT	Dynamic Shift Positioning Tool
DSS	Data Security Standard (<i>part of overall PCI</i>)
DT	Drive Thru
DT-C	Drive Thru Cash (<i>restaurant zone</i>)
DTO	Drive Thru Optimization
DT-P	Drive Thru – Present (<i>restaurant zone</i>)
DTW	Drive Thru Window
e*RDM	e*Restaurant module enabling Restaurant Department Leadership
EEOF	Employee Experience of the Future
EOTF	Experience of the Future
EAF	Employee Action Form (<i>term used by restaurant managers</i>)
EMM	Egg McMuffin
EOM	End of Message
EOM	End of Month
EOY	End of Year
EVM	Extra Value Meal
F&P	Food & Paper
F&S	Facilities & Systems (<i>now called Workplace Solutions</i>)
F/C	Food Cost
F2F	Face to Face
FA	Fixed Assets
FAF&F	Fast Accurate Friendly and Fries
FAFF	Fast Accurate Friendly and Fries
FC	Front Counter
FDA	Food & Drug Administrative
FFN	Family Fun Night
FIFO	First In, First Out
FOB	Food Over Base
FOF	Filet o’ Fish
FP43	Drive Thru Menu Board
FSS	Free Standing Restaurant
FTE	Full Time Employee
GEL	Guest Experience Lead
GC	Guest Count
GM	General Manager
GMA	Global Mobile App (<i>consumer facing product</i>)
GSQ	Gold Standard Quality
H2W	Hiring to Win
HACCP	Hazard Analysis Critical Control Points
HB	Hashbrown
HBO	Hang Bag Out
HLZ	Heated Landing Zone
HM	Happy Meal
HTW	Hiring to Win
HU	Hamburger University
HVAC	Heating Ventilation Air Conditioning
IDP	Individual Development Plan
ISP	In-Restaurant Processor
IT	Information Technology
ITS	IT Solutions
ITSD	IT Service Desk (<i>a.k.a. x5000 line</i>)

KPA	Key Position Assignment
KPI	Key Performance Indicator
KVS	Kitchen Video System
LSM	Local Restaurant Marketing
LTO	Limited Time Only
M&R	Maintenance & Repair
MB2K	Menu Board 2000 (<i>name of interior menu board</i>)
McD	McDonald's
McDC	McDonald's Distribution Center
McOpCo	McDonald's Operations Company
MFY	Made For You (<i>platform running in the restaurants</i>)
MOT	Mobile Order Taker
MRC	Maintenance Requirement Card
MTD	Month to Date
NABIT	Nuts and Bolts Integration Team
NP6	NewPOS (version 6)
O&T	Operations and Training (Manual)
O/O	Owner/Operator
OLC	Off-Line Computer (<i>can take over for the CCU if it fails</i>)
ONLC	OTP National Leadership Council
OT	Order Taking
P&L	Profit and Loss
PAC	Profit After Controllables
PAR	ParTech (<i>US POS vendor</i>)
PCAP	Post Class Action Plan
PM	Planned Maintenance
PMIX	Product Mix
PO	Purchase Order
POC	Point of Contact
POS	Point of Sale (<i>register system</i>)
PQRG	Pocket Quality Reference Guide
PR	Performance Review
QCR	Quality Cost Report
QPC	Quarter Pounder with Cheese
QSR	Quick Service Restaurant
R2D2	Regional Restaurant Data Diagnostics
RFM	Restaurant File Maintenance
RMH	Ronald McDonald House
RMHC	Ronald McDonald House Charities
ROI	Return on Investment
ROIP	Restaurant Operations Improvement Process
RTS	Restaurant Technology Services LLC (<i>formerly known as SEI –now Xerox</i>)
SBS DT	Side By Side Drive Thru
SIO	Shift in to Overdrive
SMART	Specific, Measurable, Attainable/Achievable, Relevant/Realistic, Time Bound (<i>Goals</i>)
SME	Sausage McMuffin w/ Egg
SME	Subject Matter Expert
SMM	Sausage McMuffin
SMX	Shift Leadership Excellence
SOAR	Sales Opportunity Analysis Report
SOI	Restaurant Operating Income
SOK	Self-Ordering Kiosk
SOT³	Start on Time, Stay on Track, Stop on Time

Drive Through

Day part	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual
7-8 am						
8-9 am						
Lunch						
11am-12pm						
12-1pm						
Snack						
2-3pm						
3-4pm						
Dinner						
5-6pm						
6-7pm						

Post in Drive Through.

Cut on lines, and stick to registers, and DT KVS screen.

Drive Through

Time	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual

Drive Through

Time	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual

Drive Through

Time	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual

Production

Day part	Sandwich Count		KVS	
	Projected	Actual	Target	Actual
7-8 am				
8-9 am				
Lunch				
11am-12pm				
12-1pm				
Snack				
2-3pm				
3-4pm				
Dinner				
5-6pm				
6-7pm				

Post in high traffic area of kitchen.

Cut on lines, and stick to KVS Screens.

Production

	Sandwich Count		KVS	
Time	Projected	Actual	Target	Actual

Production

	Sandwich Count		KVS	
Time	Projected	Actual	Target	Actual

Production

	Sandwich Count		KVS	
Time	Projected	Actual	Target	Actual

In store Guests

Day part	Guest Count		Service Time	
	Projected	Actual	Target	Actual
7-8 am				
8-9 am				
Lunch				
11am-12pm				
12-1pm				
Snack				
2-3pm				
3-4pm				
Dinner				
5-6pm				
6-7pm				

Post In Front Counter area out of customers eye line.

Cut on Lines, and stick to registers & Front Counter KVS Scree.

In Store

	Guest Count		Service Time	
Time	Projected	Actual	Target	Actual

In Store

	Guest Count		Service Time	
Time	Projected	Actual	Target	Actual

In Store

	Guest Count		Service Time	
Time	Projected	Actual	Target	Actual

At-A-Glance for Managers

MyMcDonald's Rewards



Overview

What?

MyMcDonald's Rewards is the new loyalty program available in the McDonald's app!

- It's a simple program with one membership level and no credit card is required.
- Everyone can participate and has the same access to all rewards, opportunities and benefits.



Customers **earn** 100 points for every \$1 they spend at McDonald's. They can then **redeem** those points for FREE food on a future visit.

Why?

Many companies and most Quick Service Restaurants offer reward programs — and many customers expect them.

They're an opportunity to personalize the customer's experience, provide great value and encourage future visits.

How?

New and existing customers can enroll via the McDonald's app (also referred to as GMA).

Once enrolled, customers can start earning points right away at all order points (except McDelivery).



Benefits of MyMcDonald's Rewards

For Customers

- Customers can earn points on all eligible items to save toward a range of delicious, free foods.
- Rewards are integrated into the app with deals, making it easy to navigate.
- Using the data gathered when customers identify themselves allows McDonald's to provide a seamless and more personalized experience.

For Restaurants

- Integrates with existing service platforms across all channels/order points (except McDelivery, which will be added in future).
- Drives digital transactions, which reduce questions, order inaccuracies and customer complaints.
- Just like McDonald's customers, restaurant employees can save their own points to use for rewards and also gain experience using MyMcDonald's Rewards to better answer customer questions.

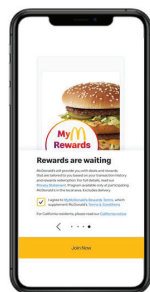
For McDonald's Business

- Drives guest identification, which increases engagement and can generate greater profits. This provides a greater understanding of customers to use in many other areas of McDonald's business.
- Builds sales by increasing the number of visits of high- and medium-frequency QSR customers, which improves incremental trips and spend.
- Reduces dependence on deals by providing strategic incentives and using points as currency.

MyMcDonald's Rewards

SIGN UP

- On the McDonald's app
- Start earning points right away
- Introductory tutorial available



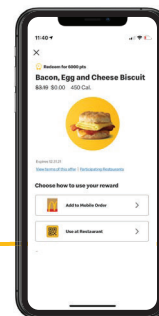
EARN

- Use McDonald's app to receive points
- Earn 100 points for every \$1 spent on eligible food purchases



REDEEM

- Use points earned to get FREE food on the Rewards Menu.
 - Can redeem 1 reward per transaction
- 4 tiers of products at a range of points.
- 4 products per tier for a total of 16 products
 - 4 food items during **breakfast** (1 per tier)
 - 2 beverages available **all day**
 - 10 food items **rest of day**



Rewards Menu

Points	Products	Breakfast	All Day	Regular Menu
1500	Hash Brown, Vanilla Cone, Cheeseburger, McChicken (Regular + Hot N' Spicy)			
3000	Sausage Burrito, Large Iced Coffee, Medium Fries, 6 pc. McNuggets			
4500	Sausage McMuffin with Egg, Large Frappe, Filet-O-Fish, Large Fries			
6000	Bacon, Egg & Cheese Biscuit, Quarter Pounder with Cheese, Big Mac, Happy Meal			



Guest Experience Leader

GEL Overview:

- Face of your Restaurant – They are the welcoming and helpful hospitality leaders of the restaurant
- Genuinely engages all guests at four points – welcome, assistance, check backs and thanking the guest and saying good-bye
- Empowered to resolve guests' concerns and answer their question

GEL Standards:

- Trained using Guest Experience Leader Training on Fred@ McD and Creating Feel Good Moments
- Wears a clean and appealing uniform. We recommend that The **GEL also wears the EOTF apron**

GEL Characteristics Needed:

- Friendly
- Smiles
- Knowledgeable of kiosk
- Strong Interpersonal Skills - People Person
- Multi-tasker
- Exceptional Appearance

GEL Job Description:

- Greeting Guests
- Checking in with Guests – to ensure they have what they need
- Handling guests' concerns and questions
- Experts with the self-ordering kiosk - assists guests to place orders on kiosks as needed
- Engage with children, as well as assists parents, creating a welcoming, family-friendly atmosphere
- Hands out kid's treats (i.e. balloons, smiley faces, stickers, coloring books, kid cones, etc.

GEL Gold Standard Practices:

- Strong interpersonal skills
- The role is used as an entry point for a manager
- Well-trained/experienced

GEL Staffing Recommendations:

note:

- **Recommendation** - Fixed Hours on the schedule, depending on volume 6 - 9 hours

Dynamic Shift Positioning Tool

Frequently Asked Questions

What is dynamic shift positioning?

It is creating a custom shift floor plan for the selected shift length to best position crew based on restaurant conditions.

Why is the anchor icon that I see each hour?

The anchor position shows the last position on for that hour. It is recommended that the manager positions a cross trained person in that position. The manager could then flex that person in/out of that position to eliminate danger zones.

Numbers with solid boxes indicate where to place your next two crew members if the shift manager is building peak volume sales.

How do you adjust crew positions if someone calls in sick at the last moment?

if one crew member calls in ill, the shift manager can manually make the change to the guide with a pencil and utilize the last position on (outlined box). If several adjustments are required to the positioning guide, refer to the execution and manual and review the “override” feature.

Why are there different shades of gray (or color if color printer is used) for the positions on the positioning guide?

The different shades of gray or color are used to help the shift manager see the different teams working the shift (Drive-thru, Front Counter, Production, Fries/Hashbrowns and McCafé).

Does the total crew shown in each column include the maintenance or prep person?

No. Total crew members include employees that are positioned to directly service the customers (Drive-thru, Front Counter, Production, Fries/Hashbrowns and McCafé).

Can the Dynamic Shift Positioning Tool automatically insert names into the positions?

No. The schedule only calls out crew by area (DT) not by what position the crew member would work in that area. the shift manager knows best the crew members' strengths and the best places to position so maximum crew productivity are achieved.

Dynamic Shift Positioning Tool

Frequently Asked Questions

The total number of crew shown in the “Total Crew” section of the Dynamic Shift Positioning Guide does not match the total number shown on the crew schedule. Why?

The Dynamic Shift Positioning Tool (DSPT) is not tied to the labor schedule program. DSPT will show you how many crew members are recommended for each hour based on the restaurant's sales projections. You may see differences in the numbers if your scheduling manager has edited the crew schedule to add or delete shifts.

What should I do when I receive an error message when regenerating a positioning guide for a six-hour shift and the crew total actual calls for sixteen or more crew members during the peak hour?

if the shift requires more than eighteen crew member positions and your shift length is six hours, you will need to adjust the shift length to five hours to allow the DSPT additional space to generate the needed positions.

What should I do if the Fried Product area shown under Peak Hour Positioning doesn't match my restaurant layout?

Talk with your restaurant manager/supervisor. the information recorded in the restaurant set up configuration may be inaccurate.

What should I do if the restaurant positioning guide doesn't show any Drive-thru positions?

Talk with your restaurant manager/supervisor. the information recorded in the restaurant set up configuration may be inaccurate.

What should I do when the DSPT does not print a restaurant positioning guide after putting in shift length and selecting the “Generate Position Guide” icon?

contact Atos. it is likely that you are missing files that should have downloaded to the BOS during the installation of DSPt.