

# Session 5:

## SHIFT MANAGEMENT:

Store Day and Equipment Training Shift Management System Map

- I. Key Success Factors for Shift Management,
  - A. Danger Zones, Table Touches, Travel Paths, Observe
- II. Pro-Action vs Re-Action,
  - A. Managerial Control (Leadership, Communication)
  - B. Teamwork to ACHIEVE BUSINESS RESULTS.
  - C. What you do MATTERS!
- III. Quizzes:
  - A. People
  - B. Guest Service
  - C. Quality
- IV. Shift Leadership Verification Session:
  - A. Setting Expectations
  - B. Running Great Shifts
- V. **Running Great Shifts Activities:**
  - A. Pre Shift Planning: review of DSPG, Kitchen Efficiency Tool, Pre Shift Checklist
  - B. Does each Crew know expectations for how they impact Customer Service, Quality, Cleanliness?
  - C. What is not ready for Peak Success?
  - D. How might this impact Customer Service and Crew effectiveness during shift?
  - E. Peak Hour Observations
  - F. Management of Danger Zones: Troubleshooting Tool
- VI. Running Great Shifts:
  - A. Communication between Shift Leader, Area Leader, Trainers and Crew across all areas.
  - B. Food Safety Evaluation: Are procedures and all Unannounced Food Safety requirements in place
  - C. Flow of Customers: ETOF Execution As Designed?
  - D. DT Successes and Wins!
  - E. Friendliness and Courtesy of all staff.
  - F. Peer to Peer Communication, Teamwork and Recognition during Peak
  - G. Profit On the Floor Food Cost: What opportunities were identified? Why? Future Actions?
  - H. Skill Level Assessment of Team: What feedback do you have for what you are seeing?
- VII. Post Shift
  - A. Targets
  - B. WWW and EBI
  - C. Digital Results
  - D. DT Results,
  - F. Recognize and Reward Teams
  - G. Plan for Next Shift (What recommendations would you have for Shift Leader?)
  - H. Calculate Scores (Was today's shift Passing or Needs Improvement?)

# What is a Leader?

## At GBS a Leader is:

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**



# 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

### Working day before shift

Read all communications from restaurant team

Review:

- Schedule for next shift and ensure enough staff is scheduled
- Promotions, initiatives

Complete:

- Dynamic Shift Positioning Tool (DSPT) including any training needs

### Pre-shift

Assess restaurant operations prior to taking over the shift

Read all communications from restaurant team

Observe the appearance of the restaurant

Communicate with the outgoing shift manager about opportunities, trends, problems or barriers to take action

### Pre-shift planning

Complete, review, and prioritize shift plan

Conduct a pre-shift checklist and a travel path

Create and prioritize a to do list

Check if any unavailable items & validate with product outage

Review actual Guest Counts and sales for adjustments

Ensure sufficient Initiations points are prepared for volume

Adjust the positioning plan and assign secondary duties

Set and communicate realistic targets

### During shift

Diagnose the business conditions and customer flow of all channels by observing and knowing when you need to adjust

Position crew according to positioning guide

Ensure the safety and well-being of all employees and guests, following set protocols

Prioritize and eliminate any service, production, and quality barriers

Complete daily/monthly Food Safety checklist(s)

Ensure food safety and quality food. Follow up on any food safety related customer complain

Anticipate and react to Danger Zones

Monitor all ordering for maximum efficiency channels throughout the shift

Coach, empower, and assist crew when necessary

Identify potential opportunities and weak areas

Monitor OEPE, R2P and Delivery fulfillment times and review progress towards targets

Openly and visibly recognize and reward crew for performance excellence

Role model hospitality interaction with customers

Conduct regular travel paths to prioritize, delegate, and follow-up with: Health and Wellness, Safety and Security, QSC, Customer Convenience, Appearance

Coordinate breaks according to plan, ensuring crew is engaged

Ensure customers and crew safety and security practices: cash procedures and physical plant

Follow the customer recovery process when necessary and handle complaints promptly and politely

Talk frequently with customers and ask about their experience

### Post-shift

Reflect on how well the restaurant delivered on expectations

Diagnose actual results compared to projected shift targets:

- Guest Counts and sales
- Customer experience and speed of service
- Labor hours used
- Raw and completed waste
- Tasks completion

Transition with the next incoming shift manager and communicate opportunities, trends, problems, or barriers

Reflect and plan for your next shift:

- Customer experience
- People, Equipment, and Product

Openly and visibly recognize and reward crew for meeting shift targets and performance excellence

Thank remaining shift crew for their contribution to the shift

### Signals

#### Set up for success signals

- Customer Feedback - QSC
- Pre-Shift/Post-Shift Hours
- Guest Experience Safety and Sanitation Leader Hours

### Decision making signals

- Kitchen Initiation Points open
- KVS Time per Entrée/Sandwich
- In Store Receipt to Present Time
- DT Order End to Present End Time
- Pull Forward effectiveness
- Delivery fulfillment time

# Guest Service

Score: \_\_\_\_\_/23

1) **When discounting an employee meal on the POS, what should you do with the receipt**

- a. ? Give it back to the employee because you don't need it
- b. Save a copy in the restaurant with the employee's name on it
- c. Throw it away

2) **True or False: Employees and Managers are allowed to eat anywhere in the restaurant.**

- a. True
- b. False

3) **True or False: Employees are allowed to prepare their own meals.**

- a. True
- b. False

4) **What is the proper way to process a refund?**

- a. Give the customer their money back
- b. Process it through the POS
- c. Take the money from the safe

5) **How much time before your shift should you arrive, and for what reason?**

- a. 1 hour, to complete your pre-shift checklist
- b. 15 minutes, to make sure all your employees are positioned
- c. 30 minutes, to complete your pre-shift checklist.

6) **True or False:**  
**Pre-Shift Checklist includes prioritization of People, Product, Equipment, & Cleanliness opportunities in the: Service Area, Production Area, Back Office, Crew Room, Storage Area, Parking Lot, DT Lane, and Corral.**

- a. True
- b. False

7) **How often are you required to complete a Travel Path?**

- a. Whenever you have some time
- b. At least Every 30 minutes
- c. Every 3 hours

8) **Where do you start your travel path?**

- a. In the bathrooms
- b. In the lobby
- c. In the parking lot

9) **There is a spill in the lobby, The Drive-Thru is full, An adult employee needs a break. What is your number one priority?**

- a. The spill in the lobby
- b. The full Drive-Thru
- c. The adult employee who needs a break

**10) True or False: The Shift Leader should communicate targets and results once during their shift to their team.**

- a. True
- b. False**

**11) What is the target OEPE time?**

- a. 90 seconds
- b. 120 seconds**
- c. 60 seconds
- d. 45 seconds

**12) What are the Five steps to handling complaints and recovering a customer?**

- a. Believe, Listen, Apologize while Demonstrating Comprehension, Solve, Thank the Guest**
- b. Ask For receipt, Solve the Problem, Offer a free meal, Thank the Guest, and Invite them back
- c. Replace the food, Find out who made the Mistake, Give them a free Apple Pie, Document the incident, and Thank the guest

**13) What Does E.A.D. Stand for?**

- a. Electronic, Automatic, Defibrillator
- b. Execute, As, Designed**
- c. Eat, At, Dave's

**14) What are the E.A.D. Steps For Table Service:**

- a. Drop Food off With little to no talking to be as Fast, and efficient as possible.
- b. Hand food over, Discuss weather, customers day, your day, leave without waisting any more time on order accuracy or customers needs.
- c. Greet the Guest, ask if guest has everything, have extra condiments straws & napkins ready, Sincere thank you with a smile, And check back within 1-2 minutes.**

**15) What are the E.A.D. Steps For Curbside:**

- a. Drop Food off With little to no talking to be as Fast, and efficient as possible.
- b. Hand food over, pause briefly to see if the customer has any thing to say. Get back asap to run out the next order.
- c. Greet the Guest by Name, insure guest has everything, have extra condiments straws & napkins ready, Sincere thank you with a smile.**

**16) If there is an issue in the restaurant among crew or managers, who should you contact first?**

- a. The Office Manager
- b. The Supervisor
- c.** The General Manager

**17) Where should the Shift Leader be positioned?**

- a.** Observation Post
- b. Running for Drive-Thru
- c. The Manager's Office

**18 There are three managers in the restaurant. The Shift Leader is at the Observation Post. Where should the other two managers be positioned?**

- a. The second manager should be taking orders at the kiosk, and the third manager should be on the second side in the kitchen.
- b.** The second manager should be in the kitchen, and the third manager should be in the service area.
- c. The second manager should be doing Table Service, and the third manager should be floating.

**19 How many employees are allowed to use one cash register?**

- a. 2
- b. 3
- c.** 1

**20) When finishing your shift, one thing each Shift Leader must do is:**

- a. Clean the lobby
- b. Take a meal break
- c.** Count the safe



**21) When Checking on Kiosks we look to see if:**

- a. They're Clean, They're On/Booted up, The printer is Printing, The COD is working.
- b. The COD is Working, Cabinet is looked, They're Clean, The Printer is printing.
- c. They're on/booted up, Crew are leaning on them, The printer door well open.

**22) If an employee arrives to work without non-slip shoes, what must the manager do?**

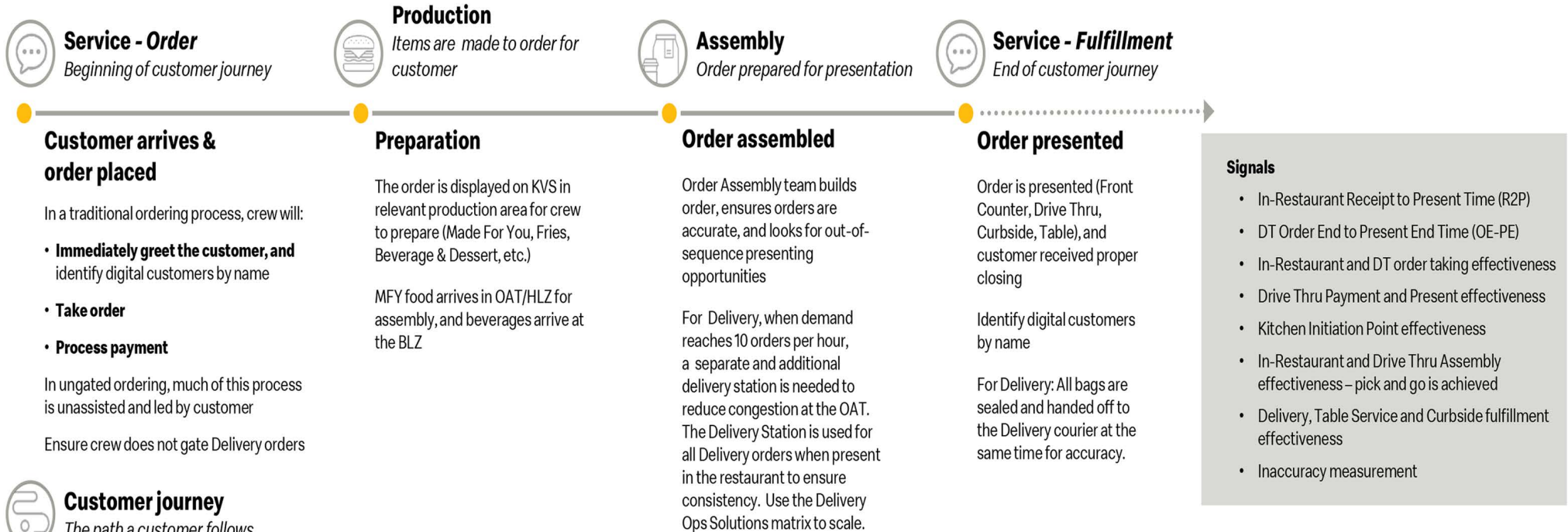
- a. Send them home.
- b. Document the employee and allow them to work.
- c. Allow the employee to work for 4 Days.

**23) What are the E.A.D. Steps for MOP/ROA orders in DT?**

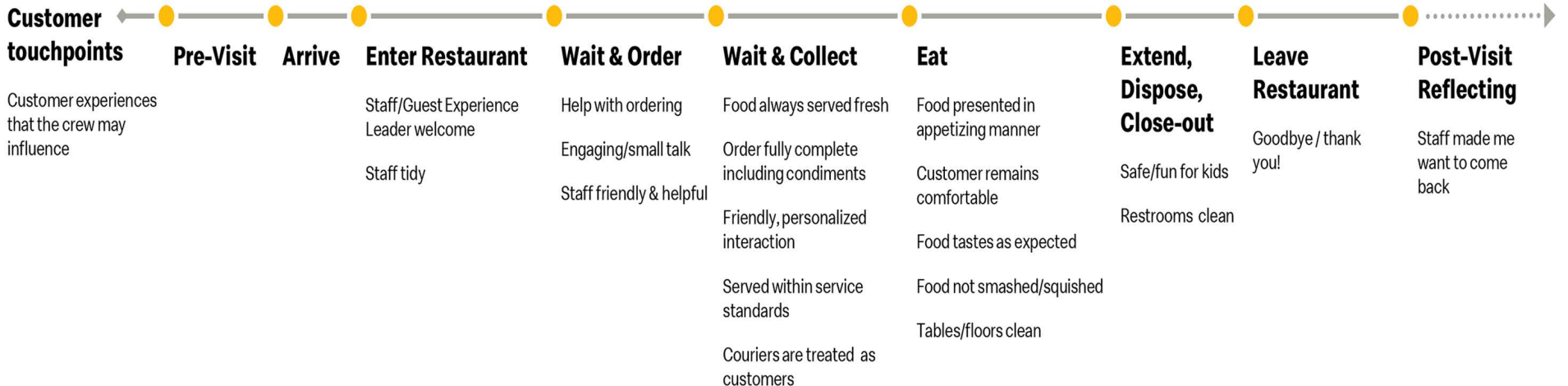
- a. Say "Hi, What ya want today", Guest says they want to use the app, Get a manager to help recall the order, Tell the customer you found their order, Repeat the whole order to be sure it's correct, Wait for the car to drive off.
- b. Say "Hello My Name is \_\_\_\_\_, Will you be using Your Mobile Rewards app today?", "May I have your Code?". Select "Get Mobile Order" Key to recall the order. Greet the guest by name. Ask the guest to confirm the order by saying "If the screen is correct please pull forward to the cash window? Thank you.". When the car passes the merge point store the order.
- c. Finish text. Put down phone. Answer dumb headset. Say "Go ahead..". Tell coworkers about "another stupid mobile order!". Tell the customer "Pull around. They'll do something at the window." Tell a manager. They get angry when they don't know They have a Mobile order to take care of. Pick up your phone. Do something that's more fun than "work".

# Service/Production/Assembly (SPA)

**Objective** | Engaged, empowered employees delivering seamless Customer Experiences, exceeding customer expectations, and delivering outstanding quality and service by operating as designed



 **Customer journey**  
*The path a customer follows*



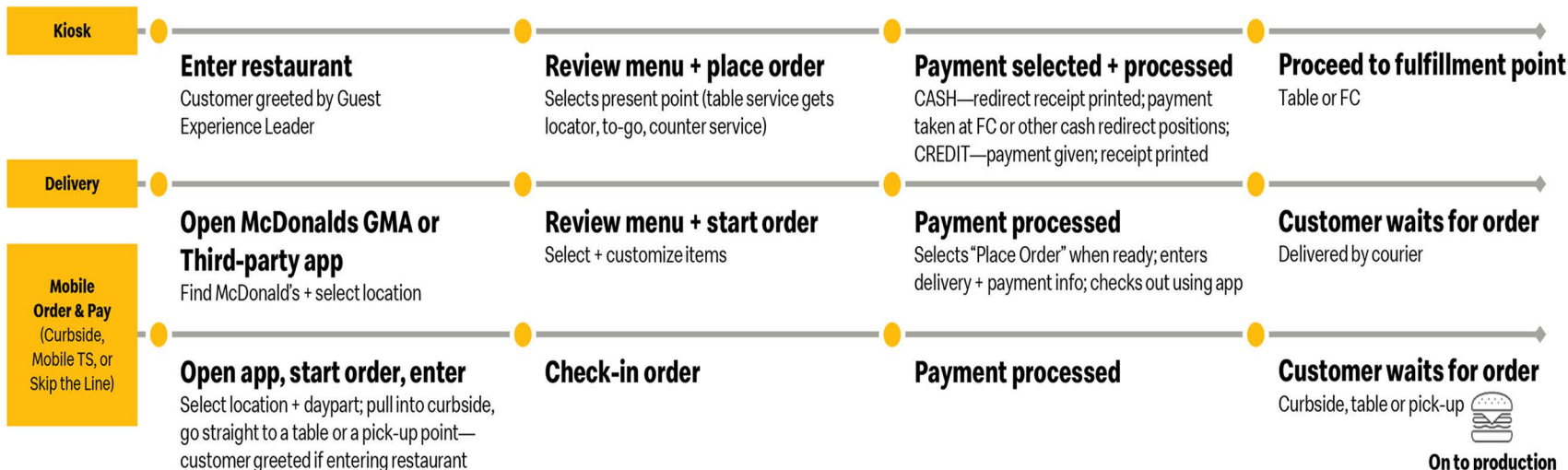
# Service/Production/Assembly (SPA)

**Objective** | Engaged, empowered employees delivering seamless Customer Experiences, exceeding customer expectations, and delivering outstanding quality and service by operating as designed



## Ungated/ Unattended Ordering

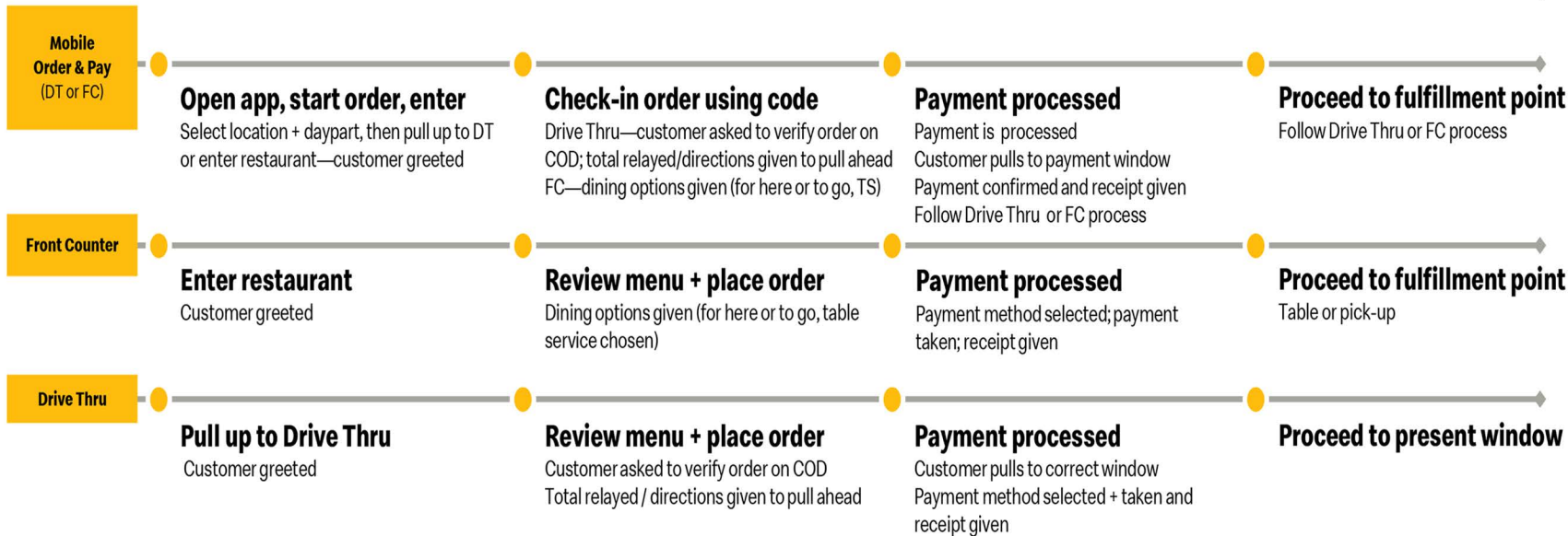
Mostly  
unsupported  
by crew



On to production

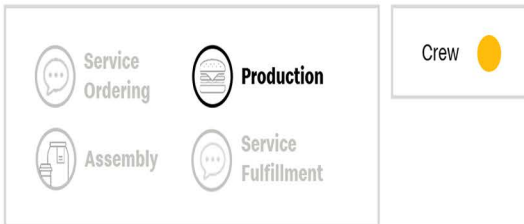
## Attended Ordering

Heavily  
supported  
by crew



# Service/Production/Assembly (SPA)

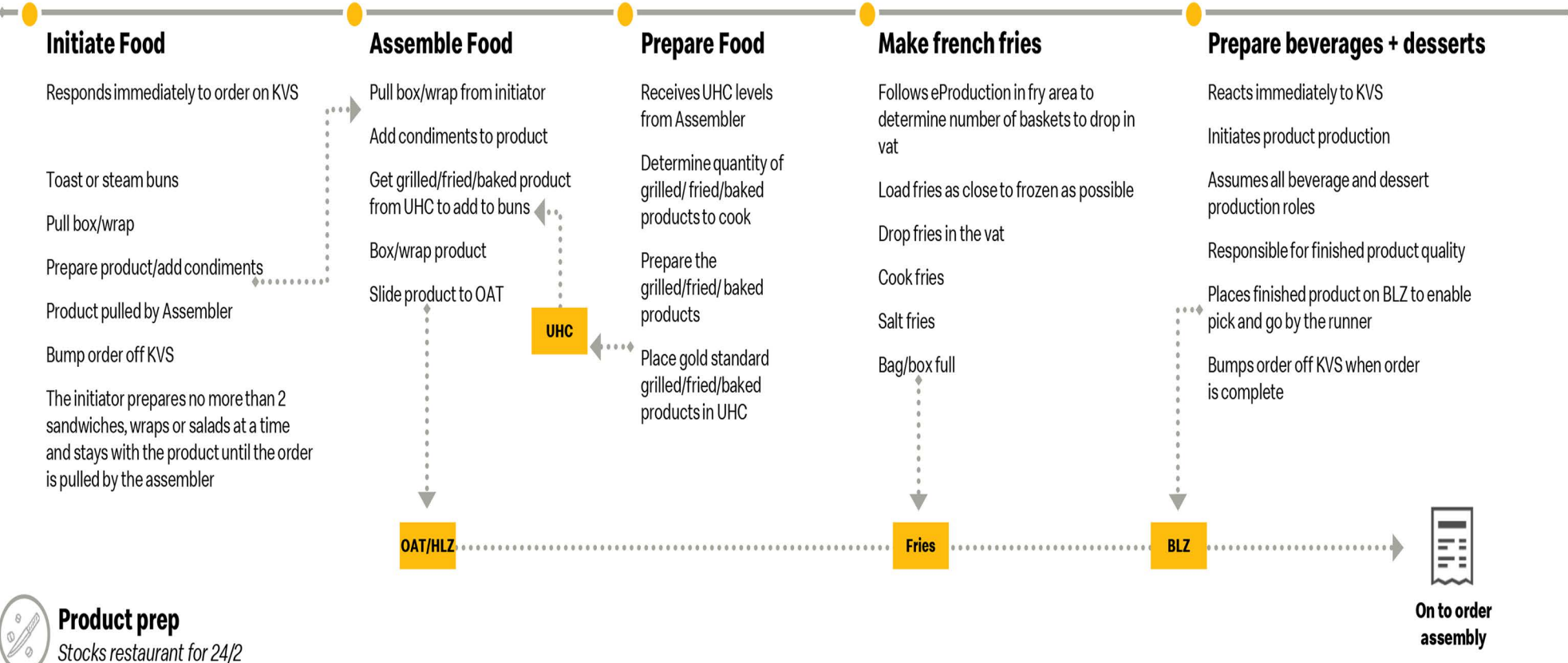
**Objective** | Engaged, empowered employees delivering seamless Customer Experiences, exceeding customer expectations, and delivering outstanding quality and service by operating as designed



**Made for you**  
Burgers/sandwiches + breakfast prep

**Fries**  
French fry prep

**Beverages + Dessert**  
Beverages + dessert (McCafé when applicable)



**Product prep**  
Stocks restaurant for 24/2

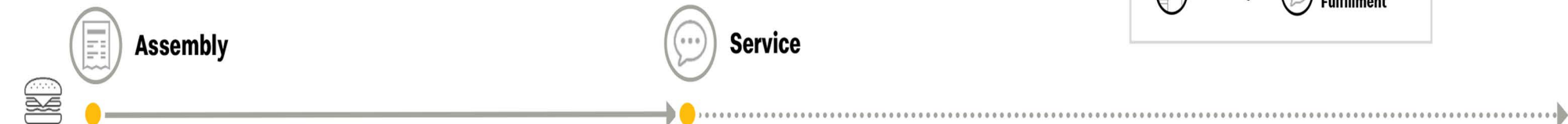


**Signals**

- KVSTimes
- 3 or more orders on initiation KVS screens

# Service/Production/Assembly (SPA)

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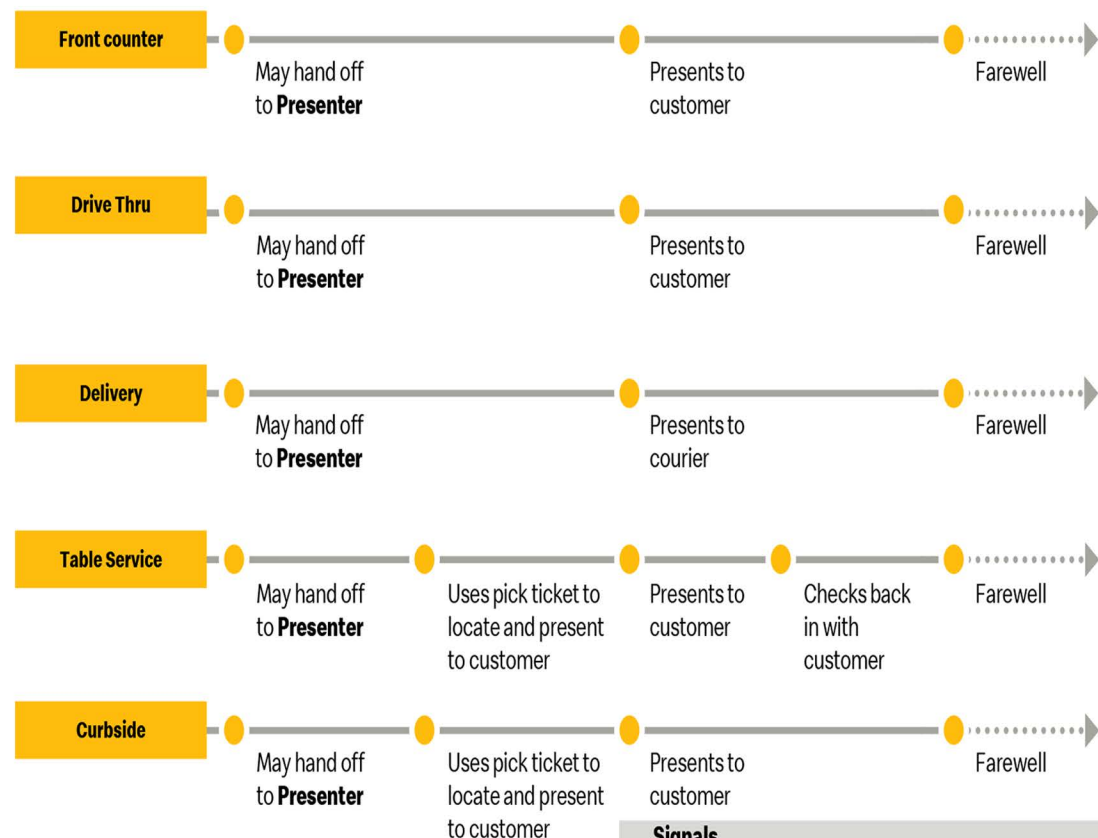
**From production**

**Assemble order**  
 Order should be bumped before leaving OAT, Runner should use pick ticket to assemble and never return to OAT. If Delivery Station is present all sandwiches per order are expedited away from the OAT. Delivery Fries and Drinks are added only at the Delivery Station.

**Deliver order**

- A With Expeditor**
- Expeditor**
  - Positioned at OAT/HLZ
  - Gets info from Expeditor Monitor
  - Sorts product at OAT/HLZ
  - Places on tray for eat-in or on bags for to-go
  - Bumps order from monitor and prints pick ticket
  - Places pick ticket with food so runner can read
  - Runner / DT runner**
  - Refers to pick ticket for remaining items
  - Determines what size bag is needed
  - Picks up Fries, Beverage & Dessert

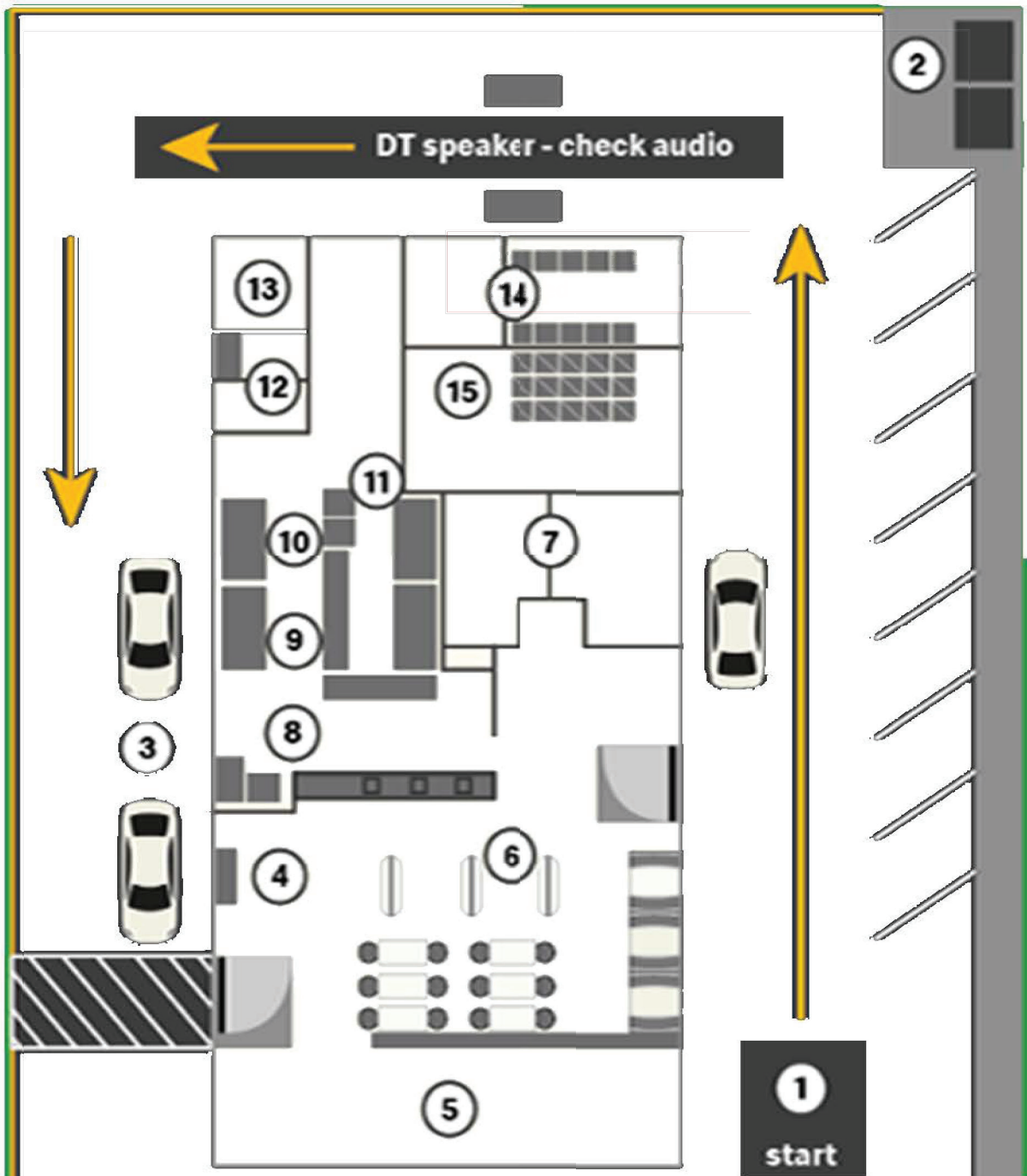
- B Without Expeditor**
- Runner / DT runner**
  - Starts at OAT/HLZ
  - Selects bag or tray
  - Assembles per McDonald's assembly sequence
  - Places condiments on tray / in bag
  - Refers to pick ticket for remaining items
  - Picks up Fries, Beverage & Dessert



**Signals**

- Expo Times

# Travel Path



- |                         |   |                            |
|-------------------------|---|----------------------------|
| 1. Exterior lot         | 7. Restrooms                              | 11. Prep area              |
| 2. Corral and back yard | 8. Front Counter &<br>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               |   |                            |



# Your DRIVE THRU Racing Brief



## Today's Track Goal:

### Improving Drive Thru by getting "Back to Basics" with Smart Order Taking

Sometimes called Back to Basics, Smart Order Taking is a best practice to help take guests' orders efficiently. It avoids asking open-ended questions, reduces order times *and* allows restaurants to serve guests more quickly. For example (or make it your own and use a different response):

**Remember**

- All questions are asked at the end. DO NOT interrupt the guest!
- The guest can always clarify, but be specific with your questions to improve the entire order process.

The Guest says	Reply
I'd like a 10-piece McNuggets.	Would that be BBQ sauce for the McNuggets?
I'd like a Number 3 Meal.	Will that be Large with a Coke?
I'd like a Number 4 with a Diet Coke.	Will that be the Crispy Chicken Deluxe meal?
I'd like a frappe.	Will that be a Large Caramel?
I'd like a Happy Meal.	Will that be a 6-piece McNugget meal with BBQ sauce and a Barbie toy?



## TARGET your Lunch Peak Period (11-2)

CURRENT order taking time

TARGET order taking times

Week 1	Week 2	Week 3	Week 4
--------	--------	--------	--------

CURRENT Car Count

TARGET Car Counts

Week 1	Week 2	Week 3	Week 4
--------	--------	--------	--------

Keep working to beat the previous week's average. Recogniz your team when they hit their new targets!





S- SMILE

H- HOST NOT SERVE

I- I AM NOT RUDE

N- NAME (YOURS & THEIRS)

E- EXECUTE AS DESIGNED





# Customer Recovery Steps

**Have a BLAST!**

**“B” Believe the customer**

**“L” Listen attentively**

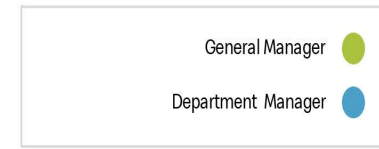
**“A” Apologize,  
demonstrating understanding**

**“S” Solve the Problem &  
Make it Right**

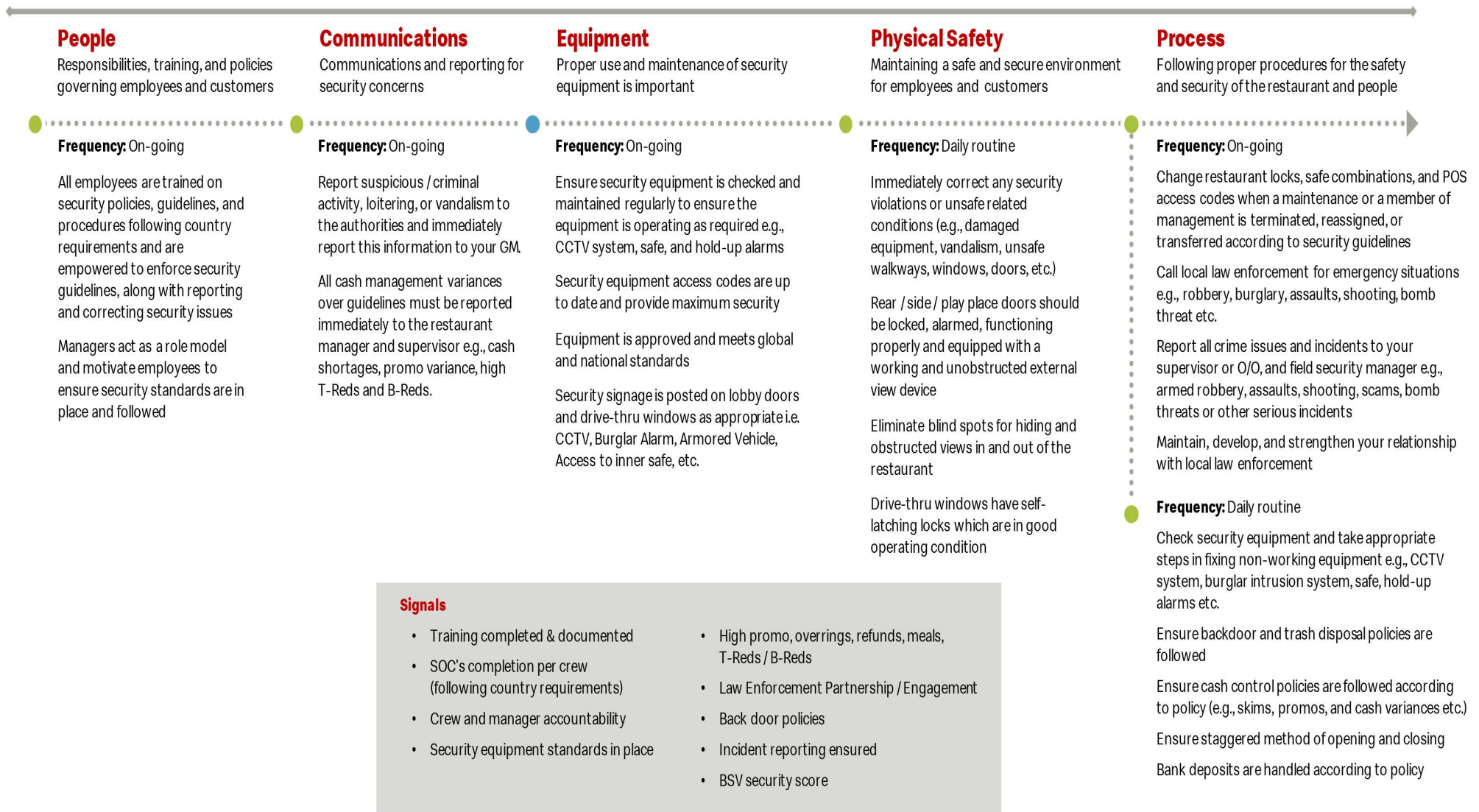
**“T” Thank the GUEST!**

# Safety and Security

**Objective** | A safe and secure environment that enhances your customer and employee experience while adding value to the business



## Security Restaurant conditions



Name: \_\_\_\_\_

People Score: \_\_\_\_/8

Date: \_\_\_\_\_

Restaurant Number: \_\_\_\_\_

People Department

**1) What website is used to train new crew members?**

- a. www.FREDatMcD.com
- b. www.eLearning.com
- c. www.mcdcampus.sabacloud.com

**2) What is the best time to train a new crew member?**

- a. during peak hours.
- b. When time is appropriately scheduled.
- c. During the overnight when it is slow.

**3) If a new crew member is not following the proper procedures, what steps should you take?**

- a. Send them home immediately.
- b. Send them to break.
- c. Explain & demonstrate the proper procedures. Have them demonstrate to insure they understand.

**4) When should you complete your DSPT (Dynamic Shift Positioning Tool)?**

- a. 24 hours before the shift begins.
- b. 8 hours before the shift begins.
- c. 12 hours before the shift begins.

**5) You must position the crew members in the DSPT where:**

- a. They are needed.
- b. They are trained and certified.
- c. Where you think they will do the best job.

**6) All minors must abide by all the Child Labor Laws.**

- a. True
- b. False

**7) A minor must take a break if they work \_\_\_\_ or more hours.**

- a. 6
- b. 4
- c. 5

**8) For any technology related issues, what steps should you take?**

- a. Turn off all the equipment and close the restaurant.
- b. Call your General Manager.
- c. Troubleshoot first and call ATOS when needed.



Name: \_\_\_\_\_

Kitchen Score: /26

Date: \_\_\_\_\_

Restaurant Number: \_\_\_\_\_

Instructions: Please circle the correct answer.

Kitchen Department

**1) What is the best way to determine if the oil in the vats needs to be changed?**

- a. Use your best judgment.
- b. Ask your Kitchen Manager.
- c. Use the Oil Quality Dropper/Tester.

**2) How often should the McCafe machine be cleaned?**

- a. Every other day. Depending on sales volume. (Follow screen prompts.)
- b. At Least Once a day. Depending on sales volume. (Follow screen prompts.)
- c. Every other week. Depending on sales volume. (Follow screen prompts.)

**3) When dialing in, each second adjusted represents approximately how many degrees?**

- a. 2
- b. 4
- c. 1

**4) How often should you skim the fryers to preserve oil quality?**

- a. Once every hour.
- b. Once every 30 minutes.
- c. Once every 4 hours.

**5) How often should you scrape and steam the grills?**

- a. Scrape every 30 minutes, and steam every 30 minutes.
- b.** Scrape every time you use the grill, and steam every 15 minutes.
- c. Scrape once every hour, and steam every 30 minutes.

**6) What is the easiest way to find the phone number to the vendors that service your restaurant?**

- a. Call your General Manager or the Office.
- b. Check [www.AccessMcD.com](http://www.AccessMcD.com).
- c.** Refer to your Vendor List.

**7) If a piece of equipment breaks, what is the first step?**

- a.** Troubleshoot.
- b. Call a technician.
- c. Call your General Manager.

**8) How often should Food Safety be completed?**

- a. 3 times per week.
- b. 1 time per day.
- c.** 2 times per day.

**9) How do you test the calibration of your pyrometer?**

- a.** Fill a small cup to the top with ice and water from the ABS.
- b. Fill the cup with cold water from the sink.
- c. Fill a small coffee cup with ice to the top and water from the sink.

**10) Who is responsible for completing food safety?**

- a. The Shift Leader.
- b. The Shift Leader, along with a crew trainer.
- c. The General Manager.

**11) If product on the grill does not meet the correct temperature, what should you do?**

- a. Cook the product longer on the grill so that the correct temperature is met.
- b. Put it in the UHC.
- c. Waste the food, sanitize utensils, insure clean Grill surfaces & Proper procedure use. Then "dial in" the cook time. Start the process again. Repeat until product meets the correct temperature.

**12) What is the target temperature for Fresh Beef (4:1 meat)?**

- a. Target: 175-190°
- b. Target: 160°
- c. Target: 185°

**13) How often should you check the sanitation levels for the towel buckets, and how often should you change the water and sanitizer in the towel buckets?**

- a. Check: every hour, Change: at least every 4 hours.
- b. Check: every 2 hours, Change: at least every 4 hours.
- c. Check: every half hour, Change: at least every 2 hours.

**14) At minimum, how often should all employees and managers wash their hands?**

- a. Every 2 hours.
- b. Only after they use the restroom.
- c. Every hour.



- 15) Who is responsible for ensuring there is no expired product in the restaurant, including the prep table, all refrigerators, and all stock areas?**
- a. The Shift Leader.
  - b. The General Manager.
  - c.** All Managers in the restaurant.
- 16) Who should you call if the Health Department, Ecosure, or the Business Consultant arrive during your shift?**
- a. Call the Office.
  - b. There is no need to call anyone, you got this!
  - c.** Call your General Manager.
- 17) Which of these is not considered one of the “BIG 7” reportable illnesses?**
- a. E.coli.
  - b. Norovirus.
  - c.** HIV/AIDS.
- 18) What do you use to know how much product to keep in the UHC at any given moment?**
- a.** eProduction.
  - b. DSPT (Dynamic Shift Positioning Guide).
  - c. Ask your strongest kitchen crew person.
- 19) What do white borders on the UHC Monitor Tiles indicate?**
- a. Increase the number of trays
  - b.** The number of Trays, or items in trays have increased.
  - c. Increase of number of items in each tray

**20) What should you do if you notice inconsistencies with prepared product like McCafee Beverages, or products coming off the prep line?**

- a. Make a note and talk to your General Manager about it when you have time.
- b. Find the source and address (Coach/Develope) the issue immediately.
- c. Fix the issue yourself whenever you see something wrong.

**21) When the Martin Brower delivery arrives, who must accept the truck?**

- a. Any trained crew member, crew trainer or manager.
- b. A Shift Leader.
- c. The maintenance man.

**22) What should you do if there are missing items from the delivery?**

- a. Note it down on the invoice slip, notify the: truck driver, Supplier rep on Sync, Kitchen Department Manager and the General Manager immediately.
- b. Let the truck driver know.
- c. Note it down on the invoice slip, and there is no need to take further action.

**23) When is the correct time to ensure you have enough product for your shift?**

- a. When completing your Pre-Shift checklist.
- b. During your shift when you need to restock.
- c. Ask the Shift Leader who is at the restaurant when you arrive.

**24) If you run out of product, what should you do?**

- a. Call Martin Brower and ask for a special delivery.
- b. Leave a note in the office for the Kitchen Department Manager to resolve the issue on their next work day.
- c. Call your nearest McDonald's within the organization and ask if they can transfer out what is needed.

**25) How often should the waste be counted?**

- a. Once per day.
- b.** Once per shift.
- c. Once every hour.

**26) What items are inventoried on a daily basis?**

- a.** Top opportunity items for your restaurant.
- b. All items in the restaurant.
- c. Bacon, Chicken McNuggets, and Fries.

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

Service Standards	Y	N	Comments
<b>Results vs. targets:</b> In Store GCs +/-			
<b>Results vs. targets:</b> Drive-Thru Car Count +/-			
<b>DT service times</b> - Restaurant targets			
<b>R2P</b> Restaurant targets			
Employees interact with <b>customers in a polite, friendly and effective manner.</b> Crew look for opportunities to <b>create feel good moments</b>			
Ensures <b>Digital Ambassador is in place</b> , maintain cleanliness, sanitation and engaging with guests			
Ensures Crew Members provide a digital prompt at all order points and uses customer's name <b>when they use the app</b>			
Orders <b>accurately and properly assembled</b> including condiments, napkins, straws etc.			
McDelivery orders are <b>properly assembled, packaged, &amp; double checked for accuracy</b>			
Proper procedures for <b>MOP Orders</b> are followed – designated person to handle orders			
<b>Guest Recovery Process</b> in place, understood and followed using BLAST.			
<b>Use back to basics order taking.</b>			
<b>Crew are attentive to the guest:</b> table touch backs, assisting guests, greetings and farewells			
Cars - <b>pull forward happening</b> – and proper procedures used (Including the 3 W's)			
<b>Service - Need 11 out of 14 to pass</b>			<b>Total</b>

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

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

## 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

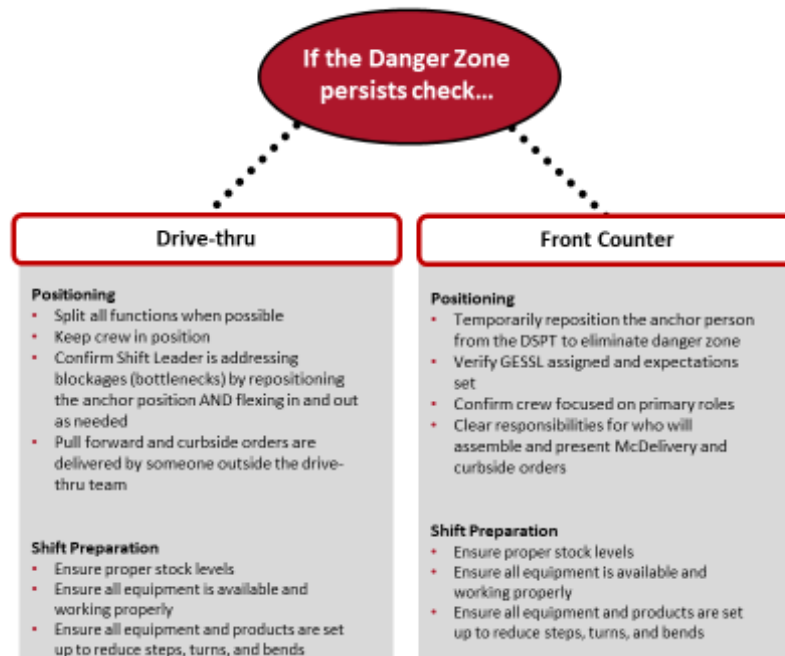
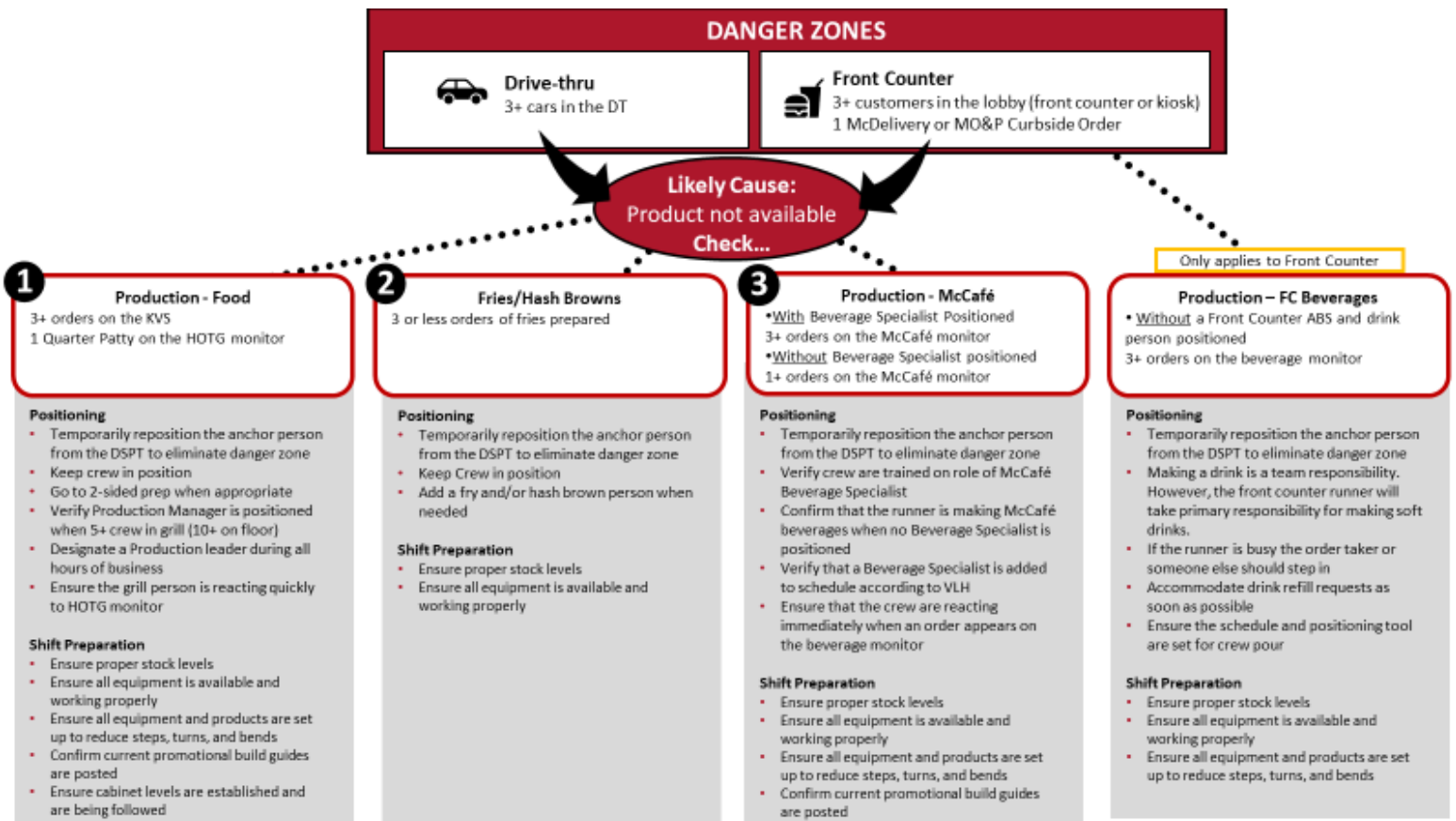




# Optional Space to Record Progress

**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](#).

# Shift Troubleshooting Tool





# Homework

1. Practice Using the DSPG.
2. Practice planning for breaks.
3. Practice Pre-shift Check list.
4. Practice All hands on Deck.
5. Practice Travel Paths & Table touches.
6. Practice "Post Peak" Restock & Clean up.
7. Learn & Practice Minor Labor Laws.
8. Practice CIT Administrative Duties.
9. Practice Post Shift analysis (WWW & EBI).

# SHIFT MANAGEMENT



## RESOURCES

3D's Health Check  
MOP Health Check  
McCafé Health Check  
CFV (Customer First Visit)  
GBS TRAINING COURSES 2024  
GBS Growth Agreement

# 3Ds Health Check

Drive Thru



Digital



Delivery



## 3D [DRIVE THRU - DIGITAL - DELIVERY] Foundations

Yes

NO

Are crew trained properly on correct procedures per [MOP with ROA](#), [MMR Simulator](#), [Smart Order Taking](#), [Pull Forward](#)?

Is a 3D leader identified, in place, and providing coaching during peaks, e.g., Digital Ambassador, Delivery lead, DT lead, and Curbside?

Has a Pre-Shift Checklist been completed and followed up on? Are targets set (e.g., GMA GCs, Delivery GCs, cars over last year/OEPE), posted, communicated, and results shared?

Are all areas set-up according to [Be Well Served](#)?

Are all areas staffed to according to [VLH guidelines](#), crew positioned effectively, and the [DSPT](#) used correctly?

Are MOP/Delivery/DT/ Kiosk equipment clean and in good repair (i.e., 3PO tablets, digital assembly carts, table markers, monitors, COD, printers, cashless devices, scanners, headsets, speakers, and signage)? For Digital/Delivery, are [RFM](#) hours aligned with hours of operations?

Are [Digital Channel Wayfinding](#) elements in place?

- Marketing elements and signage visible, clear, effective, current, and in good condition, e.g., MOP/Curbside signage, McDelivery window decals, DT menu board merchandising
- Curbside, DT and Courier stalls located to maximize guest convenience? (Minimum of 2)



### Drive Thru

Yes

NO

#### Order Taking:

- Do Order Takers greet guests within 10 seconds with a friendly voice, use digital crew prompt, properly execute Smart Order Taking, and then thank the guest?



**Drive Thru Execution:**  
Experience, Digital, and Delivery

#### Cash:

- Are guests greeted with a smile, eye contact, and Recommended Responses?
- For GMA orders, does the cashier greet the guest by name?

#### Runner/Assembler:

- Are Runner/Assemblers [assembling orders](#) and double-checking for accuracy, leaving bags open before providing the order to the presenter?

#### Present:

- Are guests greeted with a smile, eye contact, and Recommended Responses?
- Are Presenters checking for accuracy, confirming an item in the order, presenting food first with an open bag, followed by drinks, and then thanking guests?



### Digital

Yes

NO

#### Curbside:

- Is someone assigned to monitor curbside orders for speed?
- Are crew wearing a safety vest and using an apron/caddy for condiments?
- Is the bag left open and a pick ticket on the bag?
- Do crew greet the guest by name, ask if they need anything else, and thank them?



**Digital Resource Center:**  
Own the Ambition

#### Front Counter – Unassisted:

- Are all food, drink, and requested condiments included in the bag?
- After calling out the guest's name (if they are not present), is the order sealed properly and placed in the mobile pick-up area with the pick ticket?

#### Front Counter – Assisted:

- Do crew call out the guest's name, leave the bag open, include the pick ticket, and ask if they need anything else?
- If guest is not at the restaurant, does the crew seal the bag and place the order in the dedicated staging area?

#### Table Service:

- Did crew deliver the guest's accurate order including filled drinks with the pick ticket on the side of the tray?
- Do crew ask guests if they need anything and complete a check back during their visit?



### Delivery

Yes

NO

Does the team assemble the order when it is complete, with fries added LAST?



**McDelivery Homepage:**  
Experience, Digital, and Delivery

Is ketchup automatically given with every order of fries (Small =1, Medium = 2, Large =3)?

Is the team double checking for accuracy by utilizing the pick ticket?

Are they using yellow-roped handle bags, sealed properly using 3 tamper-proof stickers and a pick ticket?

# 3Ds Health Check

Drive Thru



Digital



Delivery



Completed on:

DATE

By:

NAME

For:

RESTAURANT/ORGANIZATION

## Action Planning

**Action 1:** Attach Action Plan with start/end dates

Who will write? \_\_\_\_\_

Who will own? \_\_\_\_\_

Who will follow up? \_\_\_\_\_

When? \_\_\_\_\_

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**Action 2:** Attach Action Plan with start/end dates

Who will write? \_\_\_\_\_

Who will own? \_\_\_\_\_

Who will follow up? \_\_\_\_\_

When? \_\_\_\_\_

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# Mobile Order & Pay (MOP) Health Check

## Leading with Hospitality

- Review Organizational Digital Plan
- Observe DT, Curbside, & Dine-In from the outside and inside
- Place a mobile order
- Coach to Success
- Execute fast, accurate, and friendly MOP operations

- Step 1 – Complete monthly (Supervisor, GM and/or GSM)
- Step 2 – Answer questions either Yes (Y) or No (N)
- Step 3 – Decide should you Fix it Now (FN) or add to Action Plan (AP)
- Step 4 – Choose 1-2 items below make a plan to improve
- Step 5 – Follow up on the plan

## Place a mobile order on the McDonald's App & evaluate your experience as a customer.

	Y/N	FN/AP
Are all McDonald's products available on the GMA?		
Was the order in the correct packaging and presented correctly?		
Was the order accurate? (including condiments, napkins)		
Was the order Gold Standard Quality?		
Was the MOP service experience time within customer expectation (the target is 4:00 or <)?		
Did the employees interact with you in a friendly manner and attentive to you as a customer?		
Was the restaurant clean and were all safety practices followed?		
How would you rate the MOP overall customer experience (1 to 5, with 5 being excellent)?		

## In Restaurant Health Check:

	Y/N	FN/AP
<b>PEOPLE</b>	<a href="#">o Have all crew members completed MOP training on FRED?</a>	
	<input type="radio"/> Is there a crew person assigned to manage Delivery & Mobile Order duties (recommended during peak hours)?	
	<input type="radio"/> Does the restaurant position a MOP Ambassador or a dedicated service experience lead?	
	<input type="radio"/> Are crew comfortable with using the GMA and MOP features?	
	<input type="radio"/> Are managers familiar with how to process customer requested refunds?	
	<input type="radio"/> Does the service staff understand the basics of MOP troubleshooting?	
<b>SERVICE: IN-STORE</b>	<input type="radio"/> Can the service staff distinguish between attended and unattended orders?	
	<input type="radio"/> Does the service staff know how to recall mobile orders?	
	<input type="radio"/> Can the service staff process understand how to process order modifications?	
	<input type="radio"/> Do guests receive a hard copy receipt when placing an attended order at the Front Counter?	
	<input type="radio"/> Is MOP Table Service executed to standards?	
<b>SERVICE: DRIVE-THRU</b>	<input type="radio"/> When a guest says they have a Mobile Order, does the crew person ask them for their mobile order code?	
	<input type="radio"/> Does the crew person ask the customer for their Mobile Order code, then greets customer by name?	
	<input type="radio"/> Does the crew person know how to handle order modifications?	
	<input type="radio"/> Did you receive a hard copy receipt when placing an attended order at the Drive-thru?	
<b>SERVICE: CURBSIDE</b>	<input type="radio"/> Is MOP curbside signage visible, clear, effective and in good condition?	
	<input type="radio"/> Are the MOP Curbside stalls located in locations that maximize customer convenience?	
	<input type="radio"/> Do the number of MOP Curbside stalls maximize customer convenience (minimum of 2)?	
	<input type="radio"/> When presenting the completed order, is the picklist adhered to the exterior of the double folded bag?	
	<input type="radio"/> Does curbside runner use a condiment apron and safety equipment?	
	<input type="radio"/> Does curbside runner greet you by name & thank you for your mobile order?	
	<input type="radio"/> Was the customer experience wait time over 4 minutes? If Yes, was the customer notified of longer wait time?	
<b>MARKETING</b>	<input type="radio"/> Is proper MOP signage in place and visible to customers? (i.e. Window and Door decals)	
	<input type="radio"/> Is curbside parking signage visible and does it clearly guide customers to MOP parking stalls?	
	<input type="radio"/> Are Mobile Order & Pay parking stalls clearly marked, visible, & easily accessible?	
<b>TECHNOLOGY</b>	<a href="#">o Do the restaurant operating hours in the GMA match the hours posted in eRestaurant?</a>	
	<a href="#">o Does the MOP check-in availability match the hours posted in RFM?</a>	
	<input type="radio"/> Do current menu items in the GMA accurate & priced correctly?	
	<input type="radio"/> Are the headsets and speakers working and clear-sounding?	
	<input type="radio"/> Are safety vests and apron(s) available, neat, and clean?	
	<input type="radio"/> Do crew/managers know how to use the Out of Product feature on the POS?	
	<input type="radio"/> After the guest checks-in, does the order auto release to the FC EXPO screen with appropriate MOP header?	
<a href="#">o Are online business listings up to date and accurate (e.g. Google Maps, Yelp, etc.)?</a>		

## Developing your digital plan - Choose 1 to 2 on above outcomes

<b>Action 1:</b> _____	<b>Action 2:</b> _____
Who will own and write a plan?	Who will own and write a plan?
Attach plan & start & end dates:	Attach plan & start & end dates:
Who will follow up and when?	Who will follow up and when?



## McCafé Premium Roast Coffee\*, Iced Tea and Iced Coffee Health Check (\*Page1 only)

- People
- Optimized Equipment Layout
- Coffee Production
- Delivering a Great Guest Experience

- Step 1** – Complete monthly with Supervisor and General Manager.  
**Step 2** – Answer questions either Yes (Y) or No (N).  
**Step 3** – Decide should you Fix it Now (FN) or add to Action Plan (AP).  
**Step 4** – For any “No” answers, determine if root cause is Knowledge, Resources or Motivation (K/R/M).  
**Step 5** – Choose 1-2 items below and make an improvement plan.

		Y/N	FN/AP	K/R/M
<b>People</b>	Was a pre-shift checklist completed and followed up on? <a href="#">Pre shift Checklist</a> -			
	Has a Beverage Lead been identified and are they in place and providing training and coaching?			
	Is the Beverage Cell staffed and positioned effectively using Staffing, Scheduling & Positioning Guide? <a href="#">Staffing</a>			
	Are crew reacting immediately to the Beverage Monitor when a drink appears?			
	Have the crew been trained on brewing, holding and serving premium roast coffee, iced tea and iced coffee? <a href="#">McCafé Fred</a>			
<b>Procedures</b>	Is premium roast coffee, iced tea and iced coffee being timed correctly and is product wasted if it's not served within its holding time? (premium roast coffee 30 minutes in glass decanter / 1 hour in thermal decanter, iced tea 8 hours, iced coffee 12 hours)			
	Are crew stirring all premium roast coffees with four (4) or more sweeteners?			
	Do premium roast coffees and iced coffees have a beverage sticker applied to the cup for accuracy?			
	Are crew following the new <a href="#">Single Spoon</a> procedures for premium roast coffee and iced coffee?			
	Are crew using the new ice container for iced tea and iced coffee?			
	Are crew adding the correct amount of ice before brewing iced tea and iced coffee? (Full container)			
	Are empty BIBs of MIS being replaced immediately when display reads "REPLACE BIB!" in order to prevent having to prime the brewer?			
<b>Equipment McCafé Premium Roast</b>	Is the Beverage Cell laid out according to Be Well Served? <a href="#">Be Well Served</a>			
	Use the <a href="#">Coffee Capacity Tool</a> to ensure you have enough brewers.			
	Use the Coffee Prep Chart to determine how many pots of coffee to brew every 30 minutes. <a href="#">Coffee Prep Chart</a>			
	Have you performed daily and weekly calibration of your coffee brewer? <a href="#">Coffee Brewer Calibration</a>			
	Are coffee pots and brew baskets cleaned daily using the Kay Filter Pouch cleaner?			
	Is your timing system in place and working? <a href="#">Timing System</a>			
	Are both your <a href="#">beverage printer</a> and <a href="#">monitor</a> working?			
	Equipment <a href="#">contact</a> information			
Are any coffee smallwares or replacement parts for your coffee equipment needed? <a href="#">H&amp;K Franke</a>				



<b>Equipment Iced Tea Iced Coffee</b>	Are all dispensers and lids clean, in good repair and have a working locking device?			
	Are the dispenser wraps and/or stickers in good condition?			
	Is the correct ice container being used to brew iced tea and iced coffee?			
	Are the iced tea and iced coffee brew baskets clean (not stained) and in good repair? Is restaurant using Kay Filter Pouch Cleaner weekly on the tea and iced coffee brew baskets?			
	Have you performed the monthly calibration on your iced tea/iced coffee brewer?			
	Have you cleaned and sanitized the sweetener lines on your iced tea/iced coffee brewer?			
	Have you used the <a href="#">Dispenser Estimator tool</a> to ensure you have enough dispensers for sweet tea, iced tea and iced coffee?			
	Have you added Sweet Tea, Iced Tea and Iced Coffee to your prep charts to determine number of batches of each product is needed daily?			
	Is the ABS dispensing a full cup of ice for iced tea?			
<b>Product Iced Tea Iced Coffee</b>	Are the BIBs of MIS stored at room temperature and hooked up properly at the brewers (top side up/spout down)?			
	Are all dispensers of brewed sweet tea, iced tea and iced coffee at or below 70°F?			
	Is the restaurant using the correct iced coffee? Smooth WRIN# 00093-114 Bold WRIN# 13257-001			

<b>Who will own and write a plan #1:</b>	<b>Who will own and write a plan #2:</b>
<b>Attach plan start and end dates:</b>	<b>Attach plan start and end dates:</b>

# Customer First Visit 2024

## Drive-thru

Cleanliness	DT1-US	<p><b>Cleanliness:</b> Is the exterior of the restaurant clean?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Parking lot not clean</li> <li><input type="radio"/> Landscape not clean</li> <li><input type="radio"/> Drive-thru not free of litter</li> <li><input type="radio"/> Drive-thru windows not clean</li> <li><input type="radio"/> Sidewalks not clean</li> <li><input type="radio"/> Trash receptacles overflowing/full</li> <li><input type="radio"/> Menuboard not clean</li> <li><input type="radio"/> Corral area not clean</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b> Comments:</p>
	DT2-US	<p><b>Cleanliness:</b> Were crew and managers wearing uniforms that are clean and in good condition?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Employee uniforms dirty or stained</li> <li><input type="radio"/> Employee uniforms were wrinkled</li> <li><input type="radio"/> Employee uniforms were torn/ripped</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b> Comments:</p>
Service	DT3-US	<p><b>Order:</b> Did Order Taker interact in a prompt, friendly and effective manner? Is order displayed clearly on the <b>COD / Digital Menu Board</b>?</p> <ul style="list-style-type: none"> <li><input type="radio"/> A genuine and sincere greeting not provided</li> <li><input type="radio"/> <b>A greeting not provided promptly (within 10 seconds)</b></li> <li><input type="radio"/> Order Taker could not answer questions</li> <li><input type="radio"/> Order Taker interrupted me</li> <li><input type="radio"/> Order Taker did not ask to check my order on the screen</li> <li><input type="radio"/> <b>Order Taker didn't know how to recall Mobile orders</b></li> <li><input type="radio"/> <b>Order Taker did not know how to earn points or redeem deals and rewards</b></li> <li><input type="radio"/> Poor audio quality</li> <li><input type="radio"/> <b>COD / Digital Menu Board screen</b> poor quality / not working</li> <li><input type="radio"/> Items not entered on the cash register as ordered</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p> <p>Check that Order Taker greets you promptly and takes your order in a friendly manner, without interrupting. They are able to answer any questions. The audio/video quality enables a clear and effective communication process. Note: the order-taking principles will apply, regardless of DT configuration (e.g. HHOT, Auto-greeter, etc.). Checking for order displayed on screen is not applicable when using HHOT.</p>
	DT3-US-01	<p><b>Order:</b> Did Order Taker provide a digital prompt and acknowledge you by name?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Digital prompt not provided</li> <li><input type="radio"/> Name not used</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b> Comments:</p>
	DT3-US-02	<p><b>Order:</b> Was product outage managed correctly?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Product outage not managed correctly</li> <li><input type="radio"/> Item ordered not available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b> Comments:</p> <p>If there are no issues, the question will meet standards. Do not look for product outage.</p>
	DT4-US	<p><b>Pay:</b> Did employee(s) promptly interact in a polite, friendly and effective manner, including using your name to connect, and provide clear instructions?</p> <ul style="list-style-type: none"> <li><input type="radio"/> I was not greeted promptly</li> <li><input type="radio"/> Employee(s) did not provide a friendly greeting to connect</li> <li><input type="radio"/> Employee(s) did not <b>use my name</b> to connect</li> <li><input type="radio"/> Employee(s) did not provide eye contact</li> <li><input type="radio"/> I was not thanked</li> <li><input type="radio"/> Not providing clear instructions</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p> <p>Observe if employees are providing clear instructions if needed/appropriate. These may include how to use cashless/contactless, outside cash, etc.</p>
	DT5-US	<p><b>Present:</b> Were the employees you came in contact with friendly? If pulled forward, were you provided with the 3 Ws (why, wait, where)?</p> <ul style="list-style-type: none"> <li><input type="radio"/> I was not greeted promptly</li> <li><input type="radio"/> Employee(s) did not provide eye contact</li> <li><input type="radio"/> I was not thanked</li> <li><input type="radio"/> Presenter did not provide a farewell</li> <li><input type="radio"/> Pull Forward: I was not explained the 3 Ws (why, wait, where)</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p> <p>If car is pulled forward, the 3 W's must be provided; explain <b>why</b> they are waiting, what is the <b>wait</b> time and <b>where</b> to pull forward to.</p>

DT6-US	<p><b>Speed:</b> Was "Line Time from the 3rd car behind the order point" 70 seconds or less? (<i>Line Time begins when your wheels stop as the 3rd car behind the order point, not including the car at the order point, and ends when you arrive at the order point. If the line is less than 3 cars behind the order point, begin timing when your wheels stop.</i>)</p> <ul style="list-style-type: none"> <li><input type="radio"/> Line ahead of the order point stalled / not advancing</li> <li><input type="radio"/> Large or complex orders</li> <li><input type="radio"/> Tandem or Side by Side Drive-thrus did not have 2 assigned order takers</li> <li><input type="radio"/> Customer not guided to the appropriate order point</li> <li><input type="radio"/> COD/headsets not working properly/poor speaker quality</li> <li><input type="radio"/> Extreme high arrival rate</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments: Record Time: _____</p>
DT7-US	<p><b>Speed:</b> Was 'Order End Present End' time 120 seconds or below? (<i>OEPE time begins when employee states "Your total is..." and ends when the last item is presented to you.</i>)</p> <ul style="list-style-type: none"> <li><input type="radio"/> Order taker/cashier multitasking</li> <li><input type="radio"/> Presenter multitasking</li> <li><input type="radio"/> Cars not pulled forward</li> <li><input type="radio"/> Waiting on food/beverage</li> <li><input type="radio"/> Order not ready upon arrival at present booth</li> <li><input type="radio"/> Large or complex orders</li> <li><input type="radio"/> Extreme high arrival rates</li> <li><input type="radio"/> Other</li> </ul>	<p><b>8</b> Comments: Record Time: _____</p> <ul style="list-style-type: none"> <li>• 120" or less - 8 pts</li> <li>• 121"-140" - 7 pts</li> <li>• 141"-160" - 5 pts</li> <li>• 161"-180" - 3 pts</li> <li>• 181"-190" - 1 pts</li> <li>• 191" or greater - 0 pts</li> </ul>
DT8-US	<p><b>Speed:</b> Record the Total Experience Time. <i>Total Experience Time begins when your wheels fully stop at the back of the line or at the COD, and ends when the order is presented - non scored</i></p>	<p>— Comments: Record Time: _____</p>
DT9-US	<p><b>Accuracy:</b> Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Missing sandwich/entrée</li> <li><input type="radio"/> Missing fries/hash browns</li> <li><input type="radio"/> Missing dessert item</li> <li><input type="radio"/> Missing drink</li> <li><input type="radio"/> Received wrong sandwich/entrée</li> <li><input type="radio"/> Received wrong drink</li> <li><input type="radio"/> Received wrong dessert item</li> <li><input type="radio"/> Received wrong size sandwich/fries/beverage</li> <li><input type="radio"/> Item was underfilled</li> <li><input type="radio"/> Requested item not available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>8</b> Comments:</p> <p>Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>
DT10-US	<p><b>Accuracy:</b> Did you receive <b>the</b> condiments (if required or requested), along with <b>a receipt</b>, utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any napkins</li> <li><input type="radio"/> Missing straw(s)</li> <li><input type="radio"/> Missing utensils</li> <li><input type="radio"/> Condiments/dressing incorrect or missing</li> <li><input type="radio"/> <b>Missing receipt</b></li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p> <p>Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</b></p>

## Quality

DT11-US	<p><b>Quality:</b> Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Sandwich/entrée not at proper temperature</li> <li><input type="radio"/> Sandwich/entrée did not taste good</li> <li><input type="radio"/> Sandwich/entrée not neat</li> <li><input type="radio"/> Bun not soft resilient and moist</li> <li><input type="radio"/> Bun/muffin not properly toasted/steamed</li> <li><input type="radio"/> Biscuit dry/hard/not flaky</li> <li><input type="radio"/> Beef/chicken/fish/sausage not tender</li> <li><input type="radio"/> Cheese not properly tempered</li> <li><input type="radio"/> Lettuce/tomato/onions not fresh</li> <li><input type="radio"/> Ingredients are not well distributed</li> <li><input type="radio"/> Bacon not crisp</li> <li><input type="radio"/> Eggs not fluffy and moist</li> <li><input type="radio"/> Other</li> </ul>	<p><b>6</b> Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.</p> <p>Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starred, mustard first, etc.</p>
DT12-US	<p><b>Quality:</b> Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Fries/hash browns not hot</li> <li><input type="radio"/> Fries/hash browns did not taste good</li> <li><input type="radio"/> Hash browns not crisp</li> <li><input type="radio"/> Fries not properly salted</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p>
DT13-US	<p><b>Quality:</b> Was your drink served neat, at the proper temperature and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Drink not neat</li> <li><input type="radio"/> Drink not at proper temperature</li> <li><input type="radio"/> Drink expired</li> <li><input type="radio"/> Drink did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b> Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item. Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding <u>not</u> to the customization. Sodas speak to not being flat, etc.</p>
DT14-US-01	<p><b>Quality:</b> Was your dessert served neat, at the proper temperature, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Dessert item not neat</li> <li><input type="radio"/> Dessert item not at proper temperature</li> <li><input type="radio"/> Dessert item expired</li> <li><input type="radio"/> Dessert item did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b> Comments:</p>

**Total Drive-thru Points**

**60**

# Customer First Visit 2024

		Where was order taken?	Counter	Kiosk	MOP
		Where was order delivered?	Counter	Table Service	
In-restaurant					
Cleanliness	IR1-US	<b>Cleanliness:</b> Was interior of the restaurant clean? <input type="radio"/> Floors not clean <input type="radio"/> Dining room windows were not clean <input type="radio"/> Beverage bar station not clean <input type="radio"/> Lobby seating and tables not clean <input type="radio"/> Playplace not clean <input type="radio"/> Trash receptacles overflowing <input type="radio"/> Dining area not clean <input type="radio"/> Other	3	Comments:	
	IR2-US	<b>Cleanliness:</b> Was restroom clean, stocked and in working order? <input type="radio"/> Walls not clean <input type="radio"/> Floors not clean <input type="radio"/> Sinks/faucets not clean <input type="radio"/> Hand dryers not clean <input type="radio"/> Mirror not clean <input type="radio"/> Toilets/urinals not clean <input type="radio"/> Baby changer not clean <input type="radio"/> Faucets not functioning <input type="radio"/> Hand dryer not functioning <input type="radio"/> Toilets/urinals not functioning <input type="radio"/> Restroom not stocked (e.g., toilet paper, soap, paper towels, etc.) <input type="radio"/> Other	3	Comments: <b>Observe:</b> Cleanliness standards and the correct cleaning procedures during your visit.  Note: do not cite if the restroom has both hand dryers and paper towels and one of the two is either not functioning or stocked, but the other is (e.g. hand dryer not working but paper towels available for guests to dry hands).	
	IR3-US	<b>Cleanliness:</b> Were employees wearing uniforms that were clean and in good condition? <input type="radio"/> Employee uniforms dirty or stained <input type="radio"/> Employee uniforms were wrinkled <input type="radio"/> Employee uniforms were torn/ripped <input type="radio"/> Other	3	Comments:	
Service	IR4-US	<b>Order &amp; Pay :</b> <b>Front Counter:</b> Did order taker provide a digital prompt, was the order taking process effective, was Order Taker friendly, use your name, and provided clear instructions? <b>Kiosk:</b> Was the Kiosk in full working order, including table tents, and the product outage managed correctly? <b>Mobile Order &amp; Pay (MOP) Table Service:</b> Was the MOP table marker in place and in good condition and the product outage managed correctly? <input type="radio"/> FC and Kiosk: Card reader not working <input type="radio"/> <b>Front Counter:</b> Digital prompt not provided <input type="radio"/> <b>Front Counter:</b> Name not used <input type="radio"/> <b>Front Counter:</b> Order Taker not available to take my order <input type="radio"/> <b>Front Counter:</b> Order Taker could not answer questions <input type="radio"/> <b>Front Counter:</b> Order Taker interrupted me <input type="radio"/> <b>Front Counter:</b> Order Taker not friendly <input type="radio"/> <b>Front Counter:</b> Did not provide clear instructions <input type="radio"/> <b>Kiosk:</b> Product outage not managed correctly <input type="radio"/> <b>Kiosk:</b> Active items not available on Kiosk <input type="radio"/> <b>Kiosk:</b> Table tent not available <input type="radio"/> <b>Kiosk:</b> Scanner reader not working <input type="radio"/> <b>MOP Table Service:</b> Table marker not available or not in good condition <input type="radio"/> <b>MOP Table Service:</b> Product outage not managed correctly <input type="radio"/> Other	4	Comments: All In-restaurant orders should be for dining in. Do not scroll through the Kiosk to look for product outage.	
	IR5-US	<b>Present:</b> Was Presenter friendly and effective? <b>Table Service orders:</b> Did Presenter have condiments readily available (in apron, cart, tray, caddy, etc.) and ask if you have everything you need? <input type="radio"/> Presenter not friendly <input type="radio"/> Presenter did not provide a farewell <input type="radio"/> <b>Table Service:</b> I was not greeted by name <input type="radio"/> <b>Table Service:</b> Presenter did not check that I have everything I need <input type="radio"/> <b>Table Service:</b> Presenter did not have condiments readily available <input type="radio"/> <b>Mobile Order &amp; Pay Table Service:</b> Presenter did not greet me by name <input type="radio"/> Other	4	Comments:  For digital guests, the guest's name should be used when presenting the order.	

IR6-US	<p><b>Dining Area:</b> Did you observe genuine hospitality in the dining area?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Employees did not prioritize/assist customer when needed</li> <li><input type="radio"/> Employees not actively looking for opportunities to connect with customers</li> <li><input type="radio"/> Tone not friendly</li> <li><input type="radio"/> No eye contact</li> <li><input type="radio"/> Not communicating effectively</li> <li><input type="radio"/> Other</li> </ul>	4	Comments:
IR7-US	<p><b>Speed:</b> Was your 'Wait Time' 90 seconds or less? <i>Wait time begins when joining line and ends on arrival at order point.</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Manager not reacting to danger zones</li> <li><input type="radio"/> Side 2 of the prep table not open when appropriate</li> <li><input type="radio"/> Dedicated fries/hash browns person not positioned when appropriate</li> <li><input type="radio"/> Dedicated beverage person not positioned when appropriate</li> <li><input type="radio"/> Order taker not in position to take order</li> <li><input type="radio"/> Order taker not effective</li> <li><input type="radio"/> Extreme high arrival rates</li> <li><input type="radio"/> Large or complex orders caused long order taking times</li> <li><input type="radio"/> Customer not guided to appropriate order point</li> <li><input type="radio"/> Service stock levels are not appropriate</li> <li><input type="radio"/> Not enough order points available</li> <li><input type="radio"/> Other</li> </ul>	4	Comments: Record Time: _____
IR8a	<p><b>Speed (Non Table Service orders):</b> Was your Receipt to Present (R2P) 90 seconds or less? <i>R2P time begins when receipt/change is received and ends when the entire order is presented.</i></p>	8	Comments: Record Time: _____
IR8b	<p><b>Speed (Table Service):</b> Was the combined R2P and Fulfillment Time 135 seconds or less? <i>Time begins when receipt/change is received and ends when the entire order is presented (including condiments).</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Manager not reacting to danger zones</li> <li><input type="radio"/> Side 2 of the prep table not open when appropriate</li> <li><input type="radio"/> Fry/hash browns person not positioned when appropriate</li> <li><input type="radio"/> Beverage person not positioned when appropriate</li> <li><input type="radio"/> Order taker not in position to take the order</li> <li><input type="radio"/> Guest Experience Safety and Sanitation Leader (GESSL), Table Server, or member of the service team not available to deliver order (table service)</li> <li><input type="radio"/> Unable to locate table number</li> <li><input type="radio"/> Extreme high arrival rates</li> <li><input type="radio"/> Large or complex orders caused long order taking times</li> <li><input type="radio"/> Service stock levels are not appropriate</li> <li><input type="radio"/> Orders served off the monitors too quickly</li> <li><input type="radio"/> Other</li> </ul>	8	Comments: Record Time: _____
IR9-US	<p><b>Accuracy:</b> Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Missing sandwich/entrée</li> <li><input type="radio"/> Missing fries/hash browns</li> <li><input type="radio"/> Missing dessert item</li> <li><input type="radio"/> Missing drink</li> <li><input type="radio"/> Received wrong sandwich/entrée</li> <li><input type="radio"/> Received wrong drink</li> <li><input type="radio"/> Received wrong dessert item</li> <li><input type="radio"/> Received wrong size sandwich/fries/beverage</li> <li><input type="radio"/> Item was underfilled</li> <li><input type="radio"/> Requested item not available</li> <li><input type="radio"/> Other</li> </ul>	8	<p>Comments: Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>
IR9-US-01	<p><b>Accuracy (Table Service):</b> did you receive a filled drink?</p> <ul style="list-style-type: none"> <li><input type="radio"/> <b>Table Service:</b> did not provide filled drink</li> <li><input type="radio"/> Other</li> </ul>	Y/N	<p>Comments: Filled drinks are to be provided for all Table Service orders. For both Self-Service Beverage Bar (SSBB) and Crew Pour restaurants, all drinks should be filled before presenting the order to the customer. For restaurants with a Freestyle Beverage unit, the cup should be presented to the customer with their order so they can choose their drink. This question only applies to table service assessment, and otherwise should be marked as N/A.</p>
IR10-US	<p><b>Accuracy:</b> Did you receive the condiments (if required or requested), along with a receipt utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any napkins</li> <li><input type="radio"/> Missing straw(s)</li> <li><input type="radio"/> Missing utensils</li> <li><input type="radio"/> Condiments/dressing incorrect or missing</li> <li><input type="radio"/> <b>Missing receipt, if applicable</b></li> <li><input type="radio"/> Other</li> </ul>	4	<p>Comments: Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met. For Mobile Order &amp; Pay Table Service orders, a receipt is not provided and should not be assessed under this question.</p>

**Quality**

- IR11-US**      **Quality:** Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?
- Please select item ordered:
- Sandwich/entrée not at proper temperature
  - Sandwich/entrée did not taste good
  - Sandwich/entrée not neat
  - Bun not soft resilient and moist
  - Bun/muffin not properly toasted/steamed
  - Biscuit dry/hard/not flaky
  - Beef/chicken/fish/sausage not tender
  - Cheese not properly tempered
  - Lettuce/tomato/onions not fresh
  - Ingredients are not well distributed
  - Bacon not crisp
  - Eggs not fluffy and moist
  - Other

**6**      Comments:  
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.

Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starred, mustard first, etc.

- IR12-US**      **Quality:** Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?
- Fries/hash browns not hot
  - Fries/hash browns did not taste good
  - Hash browns not crisp
  - Fries not properly salted
  - Other

**4**      Comments:

- IR13-US**      **Quality:** Was your drink served neat, at the proper temperature and did it taste good?
- Please select item ordered:
- Drink not neat
  - Drink not at proper temperature
  - Drink expired
  - Drink did not taste good
  - Other

**2**      Comments: Please do not order bottled water as the choice of drink.  
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.  
Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.

- IR14-US-01**      **Quality:** Was your dessert served neat, at the proper temperature, and did it taste good?
- Please select item ordered:
  - Dessert item not neat
  - Dessert item not at proper temperature
  - Dessert item expired
  - Dessert item did not taste good
  - Other

**2**      Comments:

**Total In-restaurant Points**

**59**

# Customer First Visit 2024

## Curbside

Cleanliness	<p><b>CU1-US</b>     <b>Cleanliness:</b> Is the exterior of restaurant clean?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Parking lot not clean</li> <li><input type="radio"/> Landscape not clean</li> <li><input type="radio"/> Sidewalks not clean</li> <li><input type="radio"/> Trash receptacles overflowing/full</li> <li><input type="radio"/> Corral area not clean</li> <li><input type="radio"/> Curbside signage not clean</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b>     Comments:</p>
	<p><b>CU2-US</b>     <b>Cleanliness:</b> Were crew wearing uniforms that were clean and in good condition?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Employee uniforms dirty or stained</li> <li><input type="radio"/> Employee uniforms were wrinkled</li> <li><input type="radio"/> Employee uniforms were torn/ripped</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b>     Comments: When appropriate, during the recap, coach if safety vest is not worn</p>
Service	<p><b>CU3-US</b>     <b>Messaging:</b> Were Curbside <b>spaces</b> clearly signposted, easily identifiable and <b>positioned near restaurant entrance doors</b>?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Curbside <b>spaces</b> not signposted</li> <li><input type="radio"/> Curbside <b>spaces</b> not easily identifiable</li> <li><input type="radio"/> Signage damaged</li> <li><input type="radio"/> Signage not <b>positioned</b> correctly</li> <li><input type="radio"/> <b>Numbers across Curbside, Drive-thru pull forward and Delivery parking were not sequential</b></li> <li><input type="radio"/> <b>No clear differentiation of signage design between Curbside, Drive-thru pull forward, and Delivery</b></li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>     Comments:  Refer to wayfinding and signage standards for location recommendations (Included in MOP with ROA Technology Execution Manual posted on ROA website)</p>
	<p><b>CU4-US</b>     <b>Present:</b> Was Presenter friendly and did they greet you by name?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Presenter did not greet me by name</li> <li><input type="radio"/> Employee(s) did not provide eye contact</li> <li><input type="radio"/> Presenter did not thank me</li> <li><input type="radio"/> Presenter did not provide a farewell</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>     Comments:</p>
	<p><b>CU4-US-01</b>     <b>Present:</b> Did Presenter have condiments readily available (in apron, cart, tray, caddy, etc.), and asked if you have everything you need?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Presenter did not check that I have everything I need</li> <li><input type="radio"/> Presenter did not have condiments readily available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>     Comments:</p>
	<p><b>CU5-US</b>     <b>Speed:</b> Was service time (R2P + Fulfillment) 135 seconds or less? <i>Time starts once the bay number is entered and the button "Done" is clicked, stops when the last item is presented.</i></p>	<p><b>8</b>     Comments: Enter Time: _____</p> <ul style="list-style-type: none"> <li>• 135" or less - 8 pts</li> <li>• 136"-162" - 7 pts</li> <li>• 163"-188" - 5 pts</li> <li>• 189"-214" - 3 pts</li> <li>• 215"-240" - 1 pts</li> <li>• 241" or greater - 0 pts</li> </ul>
	<p><b>CU6-US</b>     <b>Accuracy:</b> Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Missing sandwich/entrée</li> <li><input type="radio"/> Missing fries/hash browns</li> <li><input type="radio"/> Missing dessert item</li> <li><input type="radio"/> Missing drink</li> <li><input type="radio"/> Received wrong sandwich/entrée</li> <li><input type="radio"/> Received wrong drink</li> <li><input type="radio"/> Received wrong dessert item</li> <li><input type="radio"/> Received wrong size sandwich/fries/beverage</li> <li><input type="radio"/> Item was underfilled</li> <li><input type="radio"/> Requested item not available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>8</b>     Comments:  Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.  If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>



<b>Service (continued)</b>	<b>CU6-US-01</b>	<b>Accuracy:</b> Was product outage managed correctly? <input type="radio"/> Product outage not managed <input type="radio"/> Item ordered not available <input type="radio"/> Other	<b>3</b>	Comments: If there are no issues, the question will meet standard. Do not scroll through the app to look for product outage.
	<b>CU7-US</b>	<b>Accuracy:</b> Did you receive the condiments (whether required or requested), along with utensils, napkins, and straws? <input type="radio"/> Did not receive any napkins <input type="radio"/> Missing straw(s) <input type="radio"/> Missing utensils <input type="radio"/> Condiments/dressing incorrect or missing <input checked="" type="radio"/> Pick ticket not visible/missing <input type="radio"/> Other	<b>4</b>	Comments:  Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</b>
<b>Quality</b>	<b>CU8-US</b>	<b>Quality:</b> Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good? Please select item ordered: <input type="radio"/> Sandwich/entrée not at proper temperature <input type="radio"/> Sandwich/entrée did not taste good <input type="radio"/> Sandwich/entrée not neat <input type="radio"/> Bun not soft resilient and moist <input type="radio"/> Bun/muffin not properly toasted/steamed <input type="radio"/> Biscuit dry/hard/not flaky <input type="radio"/> Beef/chicken/fish/sausage not tender <input checked="" type="radio"/> Cheese not properly tempered <input checked="" type="radio"/> Lettuce/tomato/onions not fresh <input checked="" type="radio"/> Ingredients are not well distributed <input type="radio"/> Bacon not crisp <input type="radio"/> Eggs not fluffy and moist <input type="radio"/> Other	<b>6</b>	Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.  Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starred, mustard first, etc.
	<b>CU9-US</b>	<b>Quality:</b> Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good? <input type="radio"/> Fries/hash browns not hot <input type="radio"/> Fries/hash browns did not taste good <input type="radio"/> Hash browns not crisp <input type="radio"/> Fries not properly salted <input type="radio"/> Other	<b>4</b>	Comments:
	<b>CU10-US</b>	<b>Quality:</b> Was your drink served neat, at the proper temperature and did it taste good? Please select item ordered: <input type="radio"/> Drink not neat <input type="radio"/> Drink not at proper temperature <input type="radio"/> Drink expired <input type="radio"/> Drink did not taste good <input type="radio"/> Other	<b>2</b>	Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item. Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.
	<b>CU11-US-01</b>	<b>Quality:</b> Was your dessert served neat, at the proper temperature, and did it taste good? Please select item ordered: <input type="radio"/> Dessert item not neat <input type="radio"/> Dessert item not at proper temperature <input type="radio"/> Dessert item expired <input type="radio"/> Dessert item did not taste good <input type="radio"/> Other	<b>2</b>	Comments:
<b>Total Curbside Points</b>			<b>55</b>	

# Customer First Visit 2024

## Delivery

Select 3PO partner:

<b>Present</b>	D1	For security reasons, was courier and vehicle correct per by 3PO app?	<b>Y/N</b>	Comments:
	D2	Was courier polite, did they confirm their name and yours?	<b>Y/N</b>	Comments:
	D3	Was courier neatly presented and adhered to appropriate hygiene standards?	<b>Y/N</b>	Comments:
		<input type="radio"/> Clothing dirty or stained <input type="radio"/> Clothing torn/ripped <input type="radio"/> Other		
<b>Speed</b>	D5-US	Was 'End to End' time from payment to courier present under 30 minutes? <i>Time begins on payment and ends when order is presented</i>	<b>Y/N</b>	Comments: Record Time: _____
	D6-US	Was the actual arrival time less than the predicted app arrival time?	<b>Y/N</b>	Comments:
<b>Service</b>	D6-US-01	<b>Accuracy:</b> Was product outage managed correctly? <input type="radio"/> Product outage not managed <input type="radio"/> Item ordered not available <input type="radio"/> Other	<b>3</b>	Comments: If there are no issues, the question will meet standard. Do not scroll through the app to look for product outage.
	D7-US	<b>Accuracy:</b> Was order in correct packaging and sealing procedures followed? <input type="radio"/> Yellow rope-handled bag not used <input type="radio"/> Proper bags used to package food items inside yellow rope-handled bag <input type="radio"/> McDelivery cup holder not used for drinks/desserts inside yellow rope-handled bag <input type="radio"/> Other	<b>3</b>	Comments:
	D8-US	<b>Accuracy:</b> Was pick ticket visible? <input type="radio"/> Pick ticket not visible/missing <input type="radio"/> Other	<b>3</b>	Comments:
	D9-US	<b>Accuracy:</b> Did you receive all the food items as ordered and were they served as a full portion? <input type="radio"/> Missing sandwich/entrée <input type="radio"/> Missing fries/hash browns <input type="radio"/> Received wrong sandwich <input type="radio"/> Received wrong size sandwich/fries <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other	<b>4</b>	Comments:  Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered. If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc. Follow process to contact 3PO if items are missing to determine the reason.
	D9-US-01	<b>Accuracy:</b> Did you receive all the drink and dessert items as ordered and were they served as a full portion? <input type="radio"/> Missing drink <input type="radio"/> Missing dessert item <input type="radio"/> Received wrong drink <input type="radio"/> Received wrong dessert item <input type="radio"/> Received wrong size beverage <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other	<b>4</b>	Comments:  Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered. If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc. Follow process to contact 3PO if items are missing to determine the reason.

<b>Service</b> <small>(continued)</small>	<p><b>D10-US</b>      <b>Accuracy:</b> Did you receive the condiments (whether required or requested), along with utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any napkins</li> <li><input type="radio"/> Missing straw(s)</li> <li><input type="radio"/> Missing utensils</li> <li><input type="radio"/> Condiments/dressing incorrect or missing</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>      Comments: Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met. Ketchup included with french fries is assessed in question D10-US-01.</p>
	<p><b>D10-US-01</b>      <b>Accuracy:</b> Was ketchup included with your french fry order?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any ketchup with fries</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>      Comments: Ketchup should be included with every order of fries. <b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met. N/A this question if conducting a breakfast assessment. When appropriate, during the recap, coach on the proper number of ketchup required (1=small, 2=medium, 3=large).</p>
<b>Quality</b>	<p><b>D11-US</b>      <b>Quality:</b> Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Sandwich/entrée not at proper temperature</li> <li><input type="radio"/> Sandwich/entrée did not taste good</li> <li><input type="radio"/> Sandwich/entrée not neat</li> <li><input type="radio"/> Bun not soft resilient and moist</li> <li><input type="radio"/> Bun/muffin not properly toasted/steamed</li> <li><input type="radio"/> Biscuit dry/hard/not flaky</li> <li><input type="radio"/> Beef/chicken/fish/sausage not tender</li> <li><input type="radio"/> Cheese not properly tempered</li> <li><input type="radio"/> Lettuce/tomato/onions not fresh</li> <li><input type="radio"/> Ingredients are not well distributed</li> <li><input type="radio"/> Bacon not crisp</li> <li><input type="radio"/> Eggs not fluffy and moist</li> <li><input type="radio"/> Other</li> </ul>	<p><b>6</b>      Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.  Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starved, mustard first, etc.</p>
	<p><b>D12-US</b>      <b>Quality:</b> Were french fries at proper temperature and salted -OR- hash browns at proper temperature and did they taste good?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Fries/hash browns cold</li> <li><input type="radio"/> Fries/hash browns did not taste good</li> <li><input type="radio"/> Fries not properly salted</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>      Comments:</p>
	<p><b>D13-US</b>      <b>Quality:</b> Was your drink served neat, at the proper temperature and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Drink not neat</li> <li><input type="radio"/> Drink not at proper temperature</li> <li><input type="radio"/> Drink expired</li> <li><input type="radio"/> Drink did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b>      Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item. Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.</p>
	<p><b>D14-US-01</b>      <b>Quality:</b> Was your dessert served neat, at the proper temperature, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Dessert item not neat</li> <li><input type="radio"/> Dessert item not at proper temperature</li> <li><input type="radio"/> Dessert item expired</li> <li><input type="radio"/> Dessert item did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b>      Comments:</p>
<b>Total Delivery Points</b>		<b>39</b>

# Customer First Visit 2024

## Behind the Counter Operations

Quality	BC1-US	<p><b>Tempering &amp; Prep:</b> Were product levels sufficient per posted product level charts/eProduction monitor for the volume of business?</p> <p><input type="radio"/> Product level charts / eProduction monitor not in use / incorrect / not followed</p> <p><input type="radio"/> Other</p>	3	Comments:
	BC1-US-01	<p><b>Tempering &amp; Prep:</b> Were products correctly labeled and within secondary shelf lives?</p> <p><input type="radio"/> Products not dated correctly</p> <p><input type="radio"/> Products overheld / poor quality</p> <p><input type="radio"/> Other</p>	3	Comments: Check dressing table, kitchen prepping and tempering area (sauce, cheese, and thawed items).
	BC2-US	<p><b>MFY:</b> Were UHC product holding times and holding levels being adhered to?</p> <p><input type="radio"/> Not following appropriate process (e.g., setting timers, FIFO)</p> <p><input type="radio"/> Not checking and/or adhering to batch cooking levels using production chart/eProduction monitor</p> <p><input type="radio"/> Product level chart/eProduction monitor incorrect / not in use</p> <p><input type="radio"/> Not discarding expired products</p> <p><input type="radio"/> Fresh beef held in UHC</p> <p><input type="radio"/> Other</p>	3	Comments: Check UHCs against posted product levels. Observe the replenishment of the UHC to confirm it's being done correctly per the chart/monitor. The level might not match the chart/monitor if it's actively in use, products being cooked in vats, grills, etc.  Fresh beef patties cannot be held in the UHC.
	BC3-US	<p><b>Fries/hash browns:</b> Were french fries/hash browns available to meet demand, following cooking and holding procedures and french fries station set up/maintained correctly?</p> <p><input type="radio"/> Fry station not staffed when conditions dictate</p> <p><input type="radio"/> Secondary responsibility for cooking fries/hash browns not assigned</p> <p><input type="radio"/> Cooking procedures not followed</p> <p><input type="radio"/> Overholding fries/hash browns</p> <p><input type="radio"/> Accu-salt shaker not used correctly</p> <p><input type="radio"/> Oil not filled to normal level line</p> <p><input type="radio"/> Oil quality poor</p> <p><input type="radio"/> Oil not skimmed</p> <p><input type="radio"/> Fryer filtering cycle not followed</p> <p><input type="radio"/> Heat lamps not working or missing</p> <p><input type="radio"/> `</p> <p><input type="radio"/> Station not properly stocked for 24/2</p> <p><input type="radio"/> Other</p>	3	Comments:
Service	BC4-US	<p><b>Beverages:</b> Were drinks placed on appropriate cart/table identified? Were drinks placed separately, grouped by order and served correctly?</p> <p><input type="radio"/> Flavor choice indicator buttons not correctly pressed down on lids</p> <p><input type="radio"/> Items not placed on correct section on appropriate cart/table</p> <p><input type="radio"/> Uncollected drinks not discarded</p> <p><input type="radio"/> Drinks not separated / grouped</p> <p><input type="radio"/> Orders with 2 or more drinks not served in a carrier</p> <p><input type="radio"/> Other</p>	3	Comments:
	BC5-US	<p><b>Order Assembly:</b> Were orders assembled correctly, once all items were available? Were assembly Stations/Landing Tables utilized appropriately and orders checked for accuracy?</p> <p><input type="radio"/> <b>All Channels:</b> Orders assembled before all items ready or not assembled in correct sequence</p> <p><input type="radio"/> <b>All Channels:</b> Stickers not checked to ensure order accuracy</p> <p><input type="radio"/> <b>All Channels:</b> Correct packaging not used</p> <p><input type="radio"/> <b>Drive Thru:</b> Orders not positioned or grouped correctly on drive-thru cart</p> <p><input type="radio"/> <b>Drive Thru:</b> Orders not checked for accuracy</p> <p><input type="radio"/> <b>Drive Thru:</b> Bags and Happy Meals not kept open for checking</p> <p><input type="radio"/> <b>Curbside:</b> Pick ticket not used to assemble Curbside orders</p> <p><input type="radio"/> <b>Delivery:</b> 'Just cooked' fries not always used for Delivery orders</p> <p><input type="radio"/> <b>Delivery:</b> Pick ticket not used to assemble Delivery orders</p> <p><input type="radio"/> <b>Delivery:</b> Orders not sealed correctly</p> <p><input type="radio"/> <b>Delivery:</b> Station not used consistently for all orders</p> <p><input type="radio"/> <b>Delivery:</b> Station not set up correctly</p> <p><input type="radio"/> <b>Delivery:</b> Station not stocked correctly</p> <p><input type="radio"/> <b>Delivery:</b> Order accuracy checking procedures not followed</p> <p><input type="radio"/> Other</p>	4	Comments: Check that orders are assembled properly, in the correct sequence (e.g. sandwiches/entrees, fries, drinks, condiments, etc.). The right bag keeps food hot and prevents items from getting mashed together. Check that pick tickets are used to assemble Curbside and Delivery orders to ensure order accuracy. Assembly stations and tables should be set up, stocked, and used for all orders.

<b>Cleanliness</b>	<b>BC6-US</b>	<p><b>General Cleanliness Production and Service Areas:</b> Did restaurant display general shift cleanliness in production and service areas?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Kitchen not clean</li> <li><input type="radio"/> Front Counter area not clean</li> <li><input type="radio"/> Drive-thru area not clean</li> <li><input type="radio"/> Beverage Cell not clean</li> <li><input type="radio"/> Other</li> </ul>	<b>3</b>	<p>Comments:</p> <p><b>Check:</b> Evidence of Clean As You Go (CAYG) and systems that support a clean and safe environment. Describe what you observed.</p>
	<b>BC7-US</b>	<p><b>People Positioning:</b> Are employees positioned and adjustments made, as conditions dictate, throughout the shift?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Not adjusting as conditions dictate</li> </ul>	<b>4</b>	<p>Comments:</p> <p>Observe Manager behaviors to adjust the positioning of employees based on changing shift conditions. Reviewing the crew schedule and/or the DSPG is not needed to assess this question.</p>
	<b>BC9</b>	<p><b>Leading Operations:</b> Shift and Area Leaders conduct travel paths, identify danger zones and take appropriate actions to prioritize &amp; reduce operational barriers to deliver Gold Standard products and a great customer experience</p> <ul style="list-style-type: none"> <li><input type="radio"/> Not managing from an observation post or was dedicated to a station</li> <li><input type="radio"/> Not effectively reacting to danger zones</li> <li><input type="radio"/> Not complete or an effective travel path per guidelines</li> <li><input type="radio"/> Not focused on taste &amp; quality behaviors</li> <li><input type="radio"/> Shift plan incomplete or not executed properly</li> <li><input type="radio"/> Shift Leader does not react to reduce bottlenecks</li> <li><input type="radio"/> Shift Leader does not react to danger zone(s)</li> <li><input type="radio"/> Shift Leader does not provide coaching or redirection as appropriate</li> <li><input type="radio"/> Shift Leader not setting priorities</li> <li><input type="radio"/> Shift Leader not taking appropriate action</li> <li><input type="radio"/> Other</li> </ul>	<b>Y/N</b>	<p>Comments:</p> <p>This question is not scored; it is diagnostic only.</p> <p>Based on observations during your time assessing the Behind the Counter portion of the assessment observe the following:</p> <p>Travel Paths: Does the Shift Leader conduct the travel path correctly, prioritizing and delegating actions based on observations throughout the shift?</p> <p>Danger Zones: e.g., rule of 3. Does the Shift Leader anticipate and react to and reduce bottlenecks? Does the Shift Leader rectify the danger zone without becoming tied to a station, rather than redirect employees to break up the bottleneck? Does the Shift Leader react to quality opportunities (e.g., reacts to overheld product or no times on prep table or UHC, visible lack of seasoning on products, etc. Shift Leaders provide coaching or redirection as appropriate.</p> <p>It is not needed to wait to observe if a travel path is conducted every 30 minutes.</p> <p>These operational behaviors are expected of Shift Leaders at McOpCo restaurants. These operational behaviors will be observed at owner/operator restaurants and can be used to consult with owner/operators regarding their restaurant operations.</p>
<b>General</b>	<b>BC10</b>	<p><b>Operational Focus:</b> Was the Shift Leader aware of the restaurant's priorities, goals and actions, and progress?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Manager not able to communicate what are the restaurant's priorities</li> <li><input type="radio"/> Manager not able to communicate progress with the actions</li> <li><input type="radio"/> Other</li> </ul>	<b>3</b>	<p>Comments:</p> <p>Ask the manager to share what they are working on, related to the restaurant's priorities. Manager must be able to share in their own words what is the progress (i.e., if they are improving) against the restaurant's goals.</p>
<p>*Owner/Operators are independent employers and each Owner/Operator and each owner/operated restaurant is unique. Owner/Operators are alone responsible for all employment matters in their restaurant(s), including alone making all decisions regarding the requirements for jobs and setting all terms and conditions of employment, including hiring, firing, discipline, supervision, staffing and scheduling.</p>				
<b>Total Behind the Counter Operations Points</b>			<b>29</b>	

## 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 Cabinet 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](http://servsafe.com) that must be completed.
- 80% or Higher is passing.
- We highly recommend students take notes during their online learning and review time with oey.



## 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!**

# GBS Growth Agreement



**Learner:** \_\_\_\_\_  
**Gen Mgr:** \_\_\_\_\_  
**Owner & Supervisors** Michael & Gerry Stiglietz (Owners)  
 Greg Vilardo & Sonny Morgan (Supervisors)  
**Training Lead** Joann Morgan  
**Signatures:** \_\_\_\_\_  
**Date:** \_\_\_\_\_

We commit to provide Training and Development by investing in YOU!

- Commit to TEAM!
- On-the-Floor Coaching and Training with New Hires
- Treat Everyone Equally
- Frequent Feedback Sessions with your GM & at Manager Meetings
- Open to Regular Coaching and Accept Feedback during shifts from GM and supervisor
- Managers will apply and follow GBS Policies Consistently

**Total Investment in you over \$10,000 per person here.**

The above learner has agreed to commit to long-term learning, growing and being part of our Management Team at GBS Restaurants by successfully preparing for and attending Leadership Transitions Class. This commitment is an agreement between the above learner and GBS Restaurants. As GBS Leadership (Owner/Supervisor/Training Lead/GMs) we commit to value you, your growth and your contributions.

- Goal 1** To attend and successfully complete Everyday Leadership Teamwork Session
- Goal 2** Duties: Shift Manager Role Profile and Shift Manager/DM Leadership behaviors. Run great shifts: Complete Internal and External Shift Verifications with 80% or higher
- Goal 3** Write and fully complete Post Class Action Plan within 8 weeks of Everyday Leadership Teamwork Session
- Goal 4** Agree to be coachable and commit to developing others through coaching and developing others. Long-term career goals with GBS

Job Responsibilities	Manager Assessment	Coach Assessment	Notes
Manager will complete all training with enthusiasm in a timely manner			
Manager will commit to be coachable and professional at all times. Including during challenging times			
Deliver SHINE Hospitality and commitment to PEOPLE SKILLS when Leading others			
Operate with a CUSTOMER FIRST mentality during every shift. Role Model Customer 1 <sup>st</sup>			
Commitment from Manager to GBS to SUPPORT change			

## List of Leadership Behavior/Skills required

(Must consistently demonstrate skills below in order to be promoted to Certified Shift Leader)

<b>Builds Teamwork</b>	<b>Communicates Effectively and Honestly</b>	<b>Develops &amp; Coaches Crew</b>
<b>Influences by Example</b>	<b>Organizes the Work (Pre-Shift, Positioning, Travel path, Routines, Training planning)</b>	<b>Plans beyond the Shift</b>
<b>Puts the Customer First</b>	<b>Supports Change</b>	<b>Have a positive attitude</b>
<b>Shift Manager Performance Target Measures: Car Counts, Waste, Assign PM, Cleaning Tasks, Training of others, Travel Paths every 30 minutes</b>	<b>Commit to Receive and Give Feedback Professionally</b>	<b>Manages from Observation Post</b>
<b>Identify danger Zones and Gives direction to team</b>	<b>Review Schedule for staffing, Ensure Labor Controls are in place</b>	<b>Communicate set targets and goals, Monitor progress, communicate results</b>
<b>Execute Support Shifts in Production, Service and Completes Cleaning Tasks</b>	<b>Ensure Safety and Security on Food, People, Product and Cash</b>	<b>Coaches others in a professional manner, Commit to retaining crew and developing their skills</b>

Based upon Performance goals during your training period you do or do not meet the standard for becoming a certified shift manager due to the following:

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