



Poway Road &
Community

Leadership Development Process

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Plan and Resources

Team Leader Assessment



Team Leaders must know the daily operations of either Front or Kitchen for well. They must demonstrate they are able to take full responsibility of all operations and team members, trouble shoot restaurant problems, and lead the team.

If a team member approaches a director about becoming a team lead, encourage them to fill out the application for promotion form and discuss their goals for development in the restaurant.

Once the team member completes the form, use this assessment to determine if that team members is ready to begin their training process for team lead. This assessment is divided into two sections: hard skills and soft skills. Complete the assessment within two weeks of submission of application by the team member and follow up with them with the decision and feedback based on the assessment.

FRONT OF HOUSE

Team Leader Assessment Checklist



NAME: _____ DIRECTOR: _____

OPERATIONS –

Is the TM proficient in the following areas of Front of House?	Yes	No
Window		
Drinks and Desserts		
iPOS		
Bagging		
Front Counter (Order taking, dining room checks, table touch-ins, hospitality)		
Expo		

OPENING –

Is the TM proficient in the following areas and knows the following procedures for opening?	Yes	No
Making lemonades, teas, hot coffee and coffee base and setting up machines		
Setting up dining room and unlocking the patio		
Breakfast order-taking		
Breakfast bagging		
Headset order taking		

CLOSING –

Is the TM proficient in the following areas and knows the following procedures for closing?	Yes	No
Headset order taking		
Dining room, play place and patio		
Restrooms		
Lemonade machines, coffee machine and dishes		
IceDream machine		
Breakroom		
Front counters after closing		

NOTES –

PROCEDURES –

Does the TM know the correct procedures for the following tasks?	Yes	No
Regular and Diet Lemonade		
Sweet and Unsweet Tea		
Coffee base and hot coffee		
Making strawberry shooters		
Completing a quality check (QC)		
Portions for IceDream cones and cups		

KNOWLEDGE –

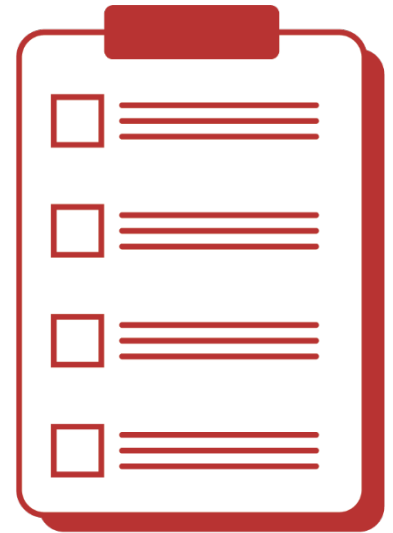
Does the TM have adequate knowledge of the following topics?	Yes	No
Core 4		
Our menu and what comes on each menu item, what adjustments can be made to various products, etc.		
How to recall and catering and/or guest recovery order		
Our restaurant call-out policy and procedure		
General/Basic grooming and dress policies		

SOFT SKILLS –

Does the TM..?	Yes	No
Practice the Core 4 consistently		
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of self-sufficiency (take initiative, doesn't always need to be told what to do)		
Take direction well from leaders		
Know how to serve guests who are missing items from their order		
Show care for guests, our team and our restaurant as a business		
Know and follow restaurant policies (general and dress/grooming standards)		

NOTES –

Team Leader Training



If TM applicant has demonstrated their performance well in the assessment of their hard and soft skills, they may begin the training process for team leader. If there are areas they still need to improve on, use the assessment to guide them through which areas those are and give them feedback.

The training timeline for team leader is two weeks of training that includes going over the checklist information while practicing running shifts underneath a current team leader. Additional weeks can be used for training, if needed. Two weeks of training is followed by two weeks of practicing running shifts and two weeks probation.

Use this checklist to ensure that all topics were reviewed with the team leader in training during the training process and that they understand procedures and their responsibilities as a leader in our restaurant.

Refer to Leadership Manual for information on each topic, pages numbers will be provided with every section. It is also encouraged to walk them through some tasks to ensure they understand how to execute them correctly.

Team Leader Training Checklist

NAME: _____ DIRECTOR: _____

CHECK ITEMS OFF AFTER EACH SECTION IS COMPLETED-



Leadership General	✓
Counseling and discipline	
<ul style="list-style-type: none"> Giving underperformance notices (write-ups) 	
Break running	
<ul style="list-style-type: none"> Strategy 	

Restaurant Policies	✓
Breaks	
Minor Laws	
Employee Meals	
Attendance and calling out	
Uniform and grooming standards	
Refund policy and procedures	
<ul style="list-style-type: none"> How-to on Register Refund policy: 50% of food returned on the same day with receipt 	

Admin Tasks	✓
Guest Recovery	
<ul style="list-style-type: none"> Spotlight Voicemails Inputting a GR on a register 	
ERQA	
Quality Check	
CEM scores	
Donations	
<ul style="list-style-type: none"> Preparing donations Inputting donations on InFORM 	

HotSchedules	✓
Access to roster for daily print outs	
Creating and printing setup	
Utilizing roster to find coverage	

Money Management	✓
Counting the safe	
Counting down drawers	
Depositing money	
Going to the bank for change	
Communicating change fund and safe status	
Changing out bills (small for large)	
Using the smart safe	
Team member till tracker	
Loomis	
Paid ins/outs	
TBC/Collected sales (fixing errors)	

Custom Routing	✓
When to use each setting	
Changing the routing on the register	
Labor and Productivity	✓
What is labor	
What is productivity	
Tracking labor and productivity	
Why it's important	
Importance of clocking in and out	
CFA Home	✓
CFA Help	
Calling IT	
InFORM	✓
Logging Waste	
Logging donations	
Transfer log	
Waste logs	
Adjusting cashier settlements	
EOD	
Emergency Response	✓
Power Outage	
Network Outage	
Sedgewick Claims <ul style="list-style-type: none"> • How to file a claim • When to file a claim 	

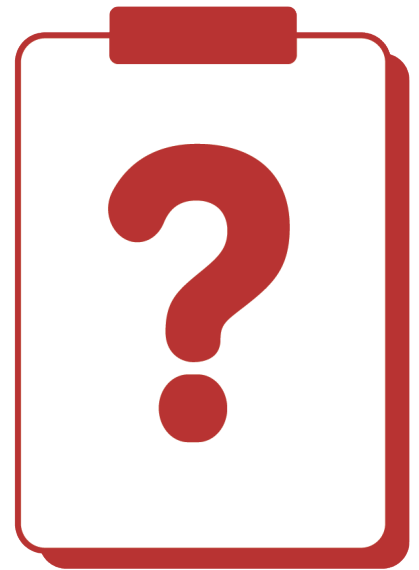
Strong System Alarm	✓
How to arm and disarm store	
Code for strong dispatch calls	
Correct door to enter/exit from	
Temperature alarm for thaw cabinet	

Catering	✓
How to take a catering order	
Delivery minimum (\$250)	
Recalling a catering order	
Printing out and communicating orders	
Editing and tendering orders	
Preparing catering orders	

Slack Communications	✓
Transfers	
Catering	
Inventory - Truck	
Change fund, TM tills	

NOTES-

Team Leader Coaching



The team leader in training will practice running shifts under a current team lead. It is essential that during their training and practice process they are being coached through their shifts.

Directors can use this helpful resource to evaluate what questions can be asked during practice shifts to ensure the TL in training is adequately trained. This is not a complete list of scenarios with questions, but a tool to get you thinking of questions you can ask.

The goal through this coaching stage of development is to allow the team leader to come up with the solutions themselves and teach them what they should be thinking about during certain situations in order to problem solve and make decisions for the success of our team and operations of the restaurant.

This resource is a list of questions and/or things you can coach the team lead to be thinking about on their shifts. This is not an all-inclusive list, the best ways to coach the new leader is to observe and evaluate situations when they are leading their shifts in real-time.

Team Leader Coaching Questions



A guest informs you that there are no clean tables in the dining room, and it looks like a mess out there, how do you handle this situation? Evaluate what happened on shift and how to correct the issue.

- Who last did a dining room check and when? What caused a pause on doing a dining room check?
- How can you make sure to regularly be sending a person to the dining room to check/clean?

A team member tells you at the end of their shift that they never received any of their breaks.

- Evaluate what happened on shift, how do you correct the issue?

A team member has been outside on iPOS for 1 hour and a half

- Evaluate what happened on the shift, how you can improve

Speed of service time is around 8-9 minutes during the lunch/dinner rush

- Where is the holdup/bottleneck in the drive thru?
- How many iPOS are outside?
- Where are the iPOS order takers in the line?
- Are you waiting on food? Why are you waiting on food, what is being held on?
- Was there an expo out?
- Was there a situation at window?
- Was there clear communication from FOH to BOH?
- What actions do you take to solve these issues?
- What to think about:
 - Where TMs are struggling
 - If anything is out of stock and causing a delay
 - Where TMs are placed in positions
 - What food are you waiting one, what is the delay with Kitchen if applicable
 - Guest experience and guest perspective
 - Team attitude and motivation
 - How to communicate to TMs who aren't showing a sense of urgency

You are waiting on food from Kitchen during breakfast and late night.

- What are you doing in the meantime?
- Does anything need to be stocked? Can a break be run, how can you set yourself up for success during the rush, closing, etc.
- What to be thinking about:
 - Preparing for rush
 - Stocking
 - Running breaks
 - Getting admin tasks done
 - Detail cleaning where possible

Team Leader Practice



The new team leader will now practice running shifts without supervision. During this process, they should still be observed and still be coached on aspects of the shifts that need improvement. Over time, they will get more comfortable running their own shifts and learn along the way.

Use this evaluation form to assess whether the new team lead is completing all lead responsibilities on their shift and evaluate where they may need more coaching and improvement.

New Team Leader Evaluation



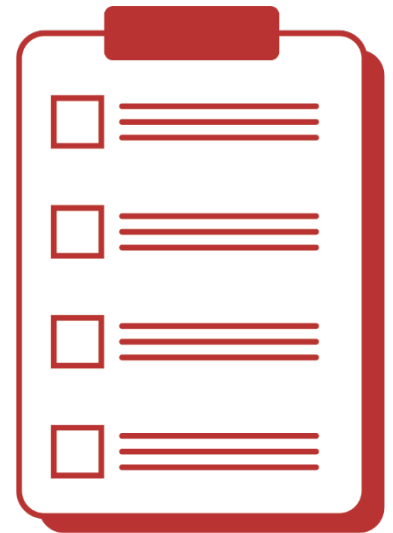
NAME: _____ DIRECTOR: _____

Does the leader...?	Yes	No
Consistently practice the Core 4		
Run daily operations well with little to no supervision		
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of proactivity in operations		
Manage stress well		
Cooperate with the team and other leaders well		
Have success in delegation on their shift		
Run shifts that are generally smooth and organized		
Maintain a high level of influence on the team and other leaders		
Behave as a leader even when not scheduled as a leader on shift		
Successfully complete all operational and administrative tasks assigned to their shift		

Does the leader have adequate knowledge of..?	Yes	No
Restaurant policies <ul style="list-style-type: none"> • Uniform • Time Management • Employee Meals 		
Mission and vision statements of the restaurant		
All relevant daily restaurant operations		
Food Safety standards		
Labor and Productivity		
Food Quality standards		
Tracking waste and why it is important		
Administrative tasks to be completed on each shift		

NOTES-

Team Leader Assessment



Team Leaders must know the daily operations of either Front or Kitchen for well. They must demonstrate they are able to take full responsibility of all operations and team members, trouble shoot restaurant problems, and lead the team.

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BACK OF HOUSE

Team Leader Assessment Checklist



NAME: _____ DIRECTOR: _____

OPERATIONS –

Is the TM proficient in the following areas of Back of House?	Yes	No
Primary		
Secondary		
Fries		
Breading		
Machines		
Red Trays		

OPENING –

Is the TM proficient in the following areas and knows the following procedures for opening?	Yes	No
Setting up breakfast stations (griddle, secondary, oven, fryers, warmers, etc.)		
Making biscuits and griddle items		
Breakfast boards		
Setting up prep table and lunch stations – primary, soup, fries		
Lunch transition <ul style="list-style-type: none">• Closing griddle, biscuits and secondary fryer• Handling breakfast waste• Cleaning bun toaster Teflon from the previous day		

CLOSING –

Is the TM proficient in the following areas and knows the following procedures for closing these areas of the kitchen?	Yes	No
Fries		
Machines		
Breading		
Primary		
Secondary		
Floors		
Dishes		
Prep table		
Trash and cardboard		

PROCEDURES –

Does the TM know the correct procedures for the following tasks?	Yes	No
Prepping mac and cheese trays		
Taking out trash compactor and cardboard bailer		
90-second monitoring period		
Rotating chicken in the thaw cabinet		
Logging and communicating waste for all chicken products		
Handling raw dishes		
Performing a filter lockout		
Utilizing the AHA (Automated Holding Assistant) System		

KNOWLEDGE –

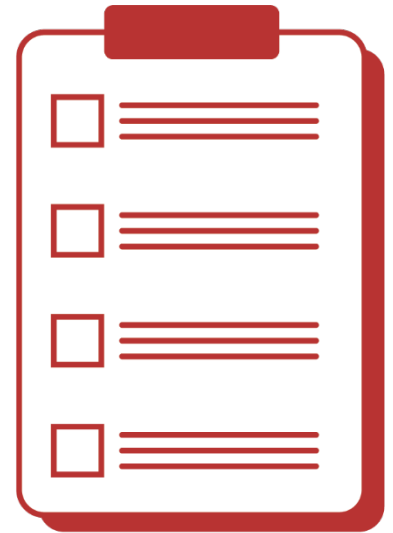
Does the TM have adequate knowledge of the following topics?	Yes	No
Quality Improvement Visit (QIV)		
Food Safety <ul style="list-style-type: none">Grooming standardsTemperatures for all productsHold times for Chicken products, fries and general key items in the kitchen		
Our restaurant call-out policy and procedure		
EcoSure Food Safety Visit		
How to assemble catering trays and other catering products		

SOFT SKILLS –

Does the TM..?	Yes	No
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of self-sufficiency (take initiative, doesn't always need to be told what to do)		
Take direction well from leaders		
Communicates well with kitchen and FOH team		
Show care for guests, our team and our restaurant as a business		
Know and follow restaurant policies (general and dress/grooming standards)		

NOTES –

Team Leader Training



If TM applicant has demonstrated their performance well in the assessment of their hard and soft skills, they may begin the training process for team leader. If there are areas they still need to improve on, use the assessment to guide them through which areas those are and give them feedback.

The training timeline for team leader is two weeks of training that includes going over the checklist information while practicing running shifts underneath a current team leader. Additional weeks can be used for training, if needed. Two weeks of training is followed by two weeks of practicing running shifts and two weeks probation.

Use this checklist to ensure that all topics were reviewed with the team leader in training during the training process and that they understand procedures and their responsibilities as a leader in our restaurant.

Refer to Leadership Manual for information on each topic, pages numbers will be provided with every section. It is also encouraged to walk them through some tasks to ensure they understand how to execute them correctly.

Team Leader Training Checklist

NAME: _____ DIRECTOR: _____

CHECK ITEMS OFF AFTER EACH SECTION IS COMPLETED-



Leadership General	✓
Counseling and discipline	
<ul style="list-style-type: none"> Giving underperformance notices (write-ups) 	
Break running	
<ul style="list-style-type: none"> Strategy 	

Restaurant Policies	✓
Breaks	
Minor Laws	
Employee Meals	
Attendance and calling out	
Uniform and grooming standards	

Admin Tasks	✓
Safe Daily Critical	
Quality Check	
Waste Logs	
Donations <ul style="list-style-type: none"> Preparing donations Inputting donations on InFORM 	
EcoSure Visits	
Quality Improvement Visits (QIV)	
CFA Help and calling IT	

Slack Communications	✓
Transfers	
Catering	
Inventory - Truck	

Labor and Productivity	✓
What is labor	
What is productivity	
Tracking labor and productivity	
Why it's important	
Importance of clocking in and out	

InFORM	✓
Logging Waste	
Logging donations	
Transfer log	
Waste logs	

Emergency Response	✓
Power Outage	
Network Outage	
Sedgewick Claims <ul style="list-style-type: none"> • How to file a claim • When to file a claim 	

Strong System Alarm	✓
How to arm and disarm store	
Code for strong dispatch calls	
Correct door to enter/exit from	
Temperature alarm for thaw cabinet	

Food Safety	✓
General	
Food temperatures	
Cooldown process	
Procedures for chicken under temp	
Dishes	
AHA system	
90-second monitoring period	

Custom Routing	✓
When to use each setting	
Communicating change to FOH	

Machines	✓
Boil out	
Maintenance	

Catering	✓
How to take a catering order	
Delivery minimum (\$250)	
Recalling a catering order	
Printing out and communicating orders	
Editing and tendering orders	
Preparing catering orders	

Bulk Prep	✓
Chopping romaine	
Prepping green leaf	
Chopping tomatoes	
Mac and cheese trays	
Patties	
Dishes	
Chicken soup bundles	
Shredded prep chicken	
Mac and cheese rotations	
PM prep shift schedule and checklist	

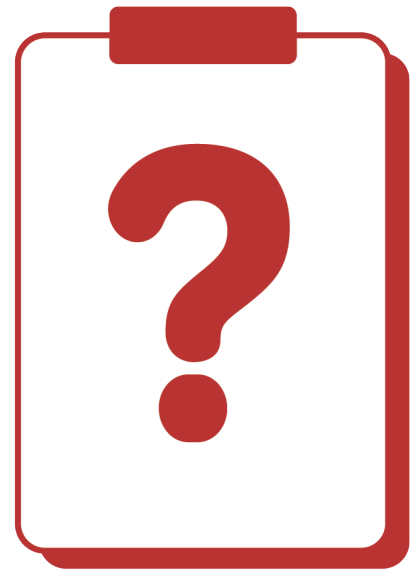
Opening	✓
Setting up the breading table	
Break running strategy	
Lunch transition	
Stocking	
Cleaning griddle and biscuit maker	
Breakfast waste	

Closing	✓
Checklist	
Strategy and pre-closing schedule	
Waste	
Saturday	
<ul style="list-style-type: none">• Drains• Cleaning thaw cabinets• Cook all chicken at end of night• Prep waste• Cook prep chicken for Monday	

NOTES-

Large empty light blue rectangular area for notes.

Team Leader Coaching



The team leader in training will practice running shifts under a current team lead. It is essential that during their training and practice process they are being coached through their shifts.

Directors can use this helpful resource to evaluate what questions can be asked during practice shifts to ensure the TL in training is adequately trained. This is not a complete list of scenarios with questions, but a tool to get you thinking of questions you can ask.

The goal through this coaching stage of development is to allow the team leader to come up with the solutions themselves and teach them what they should be thinking about during certain situations in order to problem solve and make decisions for the success of our team and operations of the restaurant.

This resource is a list of questions and/or things you can coach the team lead to be thinking about on their shifts. This is not an all-inclusive list, the best ways to coach the new leader is to observe and evaluate situations when they are leading their shifts in real-time.

Team Leader Coaching Questions



The morning crew comes in to find some closing tasks not completed *or vice versa*.

- Evaluate what happened on the shift that led up to the issue
- Was anyone assigned to those tasks?
- Who was assigned the tasks that did not get done?
- Why did they not get it done?
- Did you check in on them to make sure it was getting done and were they cleared to clock out when they did not complete the task?
- What to be thinking about:
 - How to communicate effectively
 - Evaluate what happened on shift that cause them to not get tasks completed

A team member tells you at the end of their shift that they never received any of their breaks.

- Evaluate what happened on shift, how do you correct the issue?

Speed of service time is around 8-9 minutes during the lunch/dinner rush

- Are you waiting on food? Why are you waiting on food, what is being held on?
- Was there clear communication from FOH to BOH?
- What actions do you take to solve these issues?
- What position needs the most help?
- What to think about:
 - Where TMs are struggling
 - If anything is out of stock and causing a delay
 - Where TMs are placed in positions
 - What food you're holding on
 - Guest experience
 - Team attitude and motivation
 - How to communicate to TMs who aren't showing a sense of urgency

There are no orders on screen during breakfast and late night.

- What are you doing in the meantime?
- Does anything need to be stocked? Can a break be run, how can you set yourself up for success during the rush, closing, etc.
- What to be thinking about:
 - Preparing for rush
 - Stocking
 - Running breaks
 - Getting admin tasks done
 - Detail cleaning where possible

Team Leader Practice



The new team leader will now practice running shifts without supervision. During this process, they should still be observed and still be coached on aspects of the shifts that need improvement. Over time, they will get more comfortable running their own shifts and learn along the way.

Use this evaluation form to assess whether the new team lead is completing all lead responsibilities on their shift and evaluate where they may need more coaching and improvement.

New Team Leader Evaluation



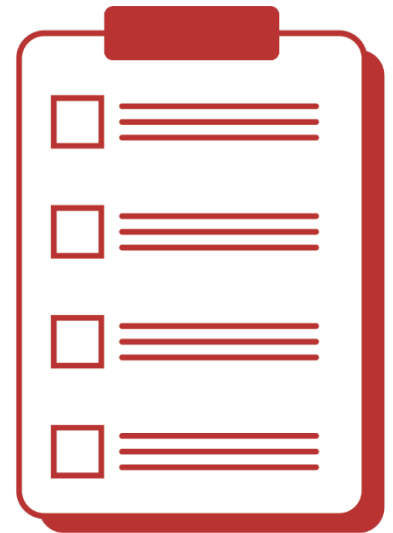
NAME: _____ DIRECTOR: _____

Does the leader...?	Yes	No
Run daily operations well with little to no supervision		
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of proactivity in operations		
Manage stress well		
Cooperate with the team and other leaders well		
Have success in delegation on their shift		
Run shifts that are generally smooth and organized		
Maintain a high level of influence on the team and other leaders		
Behave as a leader even when not scheduled as a leader on shift		
Successfully complete all operational and administrative tasks assigned to their shift		

Does the leader have adequate knowledge of..?	Yes	No
Restaurant policies <ul style="list-style-type: none"> • General • Uniform • Time Management • Employee Meals 		
Mission and vision statements of the restaurant		
All relevant daily restaurant operations		
Food Safety standards		
Labor and Productivity		
Food Quality standards		
Tracking waste and why it is important		
Administrative tasks to be completed on each shift		

NOTES-

Coordinator Assessment



Coordinators are Team Leaders who have also taken on an additional task to develop a special focus area within the restaurant. They are tasked at improving the restaurant by improving restaurant systems. The purpose of this position is to give them an opportunity to grow professionally in and out of the restaurant.

Coordinators are to create goals within their area of the restaurant, develop strategies and execute them while including other leaders and the team to drive their results. They are to complete this process each quarter and report their results to the respective director who oversees them. If seeking out promotion to Director, they are expected to be able to successfully show verifiable results for at least two quarters (6 months).

Team leaders will fill out the application for promotion and senior-level directors will use this assessment to evaluate whether the leader is ready to move into the coordinator role. They will provide feedback within two weeks to the team leader.

COORDINATOR

Assessment Checklist



NAME: _____ DIRECTOR: _____

SOFT SKILLS-

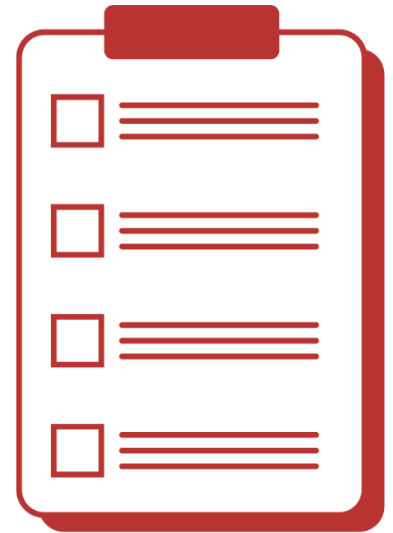
Does the leader...?	Yes	No
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of self sufficiency		
Communicate well with Kitchen and FOH team		
Take direction well from senior-level leaders		
Shows care for the team and our success		
Shows care for our restaurant as business and actively takes measures to ensure our business succeeds on the shifts they lead		
Know and follow restaurant policies (General, Uniform and Grooming, Employee Meal, Attendance)		
Upholds restaurant policies with other leaders and team members		
Shows strong desire to develop professionally in and out of the restaurant		
Aim to exemplify high Chick-fil-A standards for guest satisfaction		

OPERATIONS-

Does the leader have adequate knowledge on the following topics?	Yes	No
All relevant restaurant operations including opening and closing procedures		
Food Cost		
Food Safety and Quality		
Labor and Productivity		
CEM Scores		
Troubleshooting restaurant problems		
Handling low level HR situations		

NOTES-

Coordinator Training



Training for each coordinator will look different for each area of focus. This resource lays out modules of training that a coordinator will need to go through.

Depending on their area of focus in the restaurant, the coordinator will train under a handful of selected modules from the following listed that is relevant to their role.

They will also learn to create SMART goals and how to prioritize them in order to create plans for systems and strategies they can implement in the restaurant in order to improve their focus area.

Coordinators can be shown how to find resources that will help maximize their success in their focus area.

Training Checklist



NAME: _____ DIRECTOR: _____

CHECK ITEMS OFF AFTER EACH SECTION IS COMPLETED-

Coordinator General	Yes	No
SMART Goals		
KPIs		
Impact-Effort Matrix		
Focus Area		

Labor and Productivity	✓
Scheduling systems/strategies	
Finding coverage	
Day Track Report – InFORM	
Labor Report – ServicePoint Mgmt	
Time Punch – CFAHome	

Food Safety	✓
EcoSure visits	
Mock Evaluation	
Food Safety Report – Report Galleries	
Safe Daily Critical	

Food Quality	✓
Quality Check	
What to look for during checks	
eRQA	
AHA dashboard	

Product temperatures and holding times	
QIV report – Report Galleries	

Training	✓
Pathway	
HotSchedules messaging and schedule	
Training hours budget	
Trello	
Creating training documents, plans	

Hospitality	✓
Pathway	
Second Mile Service	
Genuine Hospitality	
Core 4	
Creating Moments	
HEARD model, Guest Recovery	
Winning Hearts Everyday	
Language of Hospitality	

Marketing	✓
The Studio	
Social Media Publisher	
Spotlight	
Sunrise Identity	
POP	
The Cow	
Events	
Spirit Nights	
DOCs	
Blitzing	
CEM Scores	
Leading with food	
Emotional Marketing	
Brand Identity Standards	
Donations	
Community involvement	

Human Resources (HR)	✓
Discipline	
Policy and legal compliance <ul style="list-style-type: none"> • Food handlers, work permits, etc. 	

Truck and Inventory	✓
Inventory Activity Report - InFORM	
Inventory Extensions Report - InFORM	
End of Month	
Mobile Travel Path	
Food Cost Report - Report Galleries	

Money Management	✓
End of Day troubleshooting	
InFORM	
TBC/Collected Sale troubleshooting	

NOTES –

Coordinator Coaching



As the Coordinator figures out the ropes of the role, there can be areas of improvement based on their efforts. Questions to ask will look different for each coordinator in different focus areas, but the general goal is to allow the coordinator to find the solutions to their problems on their own and insert their influence on the team through their leadership skills.

A director will oversee each coordinator to check in on how their progress is going with their goals and ensure they are implementing systems for their focus area.

The goal is to ask questions about the system they are creating underneath their focus area and the purpose behind it. Ask questions that allow them to evaluate their efforts and learn from what didn't work.

Coaching Questions



GUESTS AND FOOD-

A guest finds a hair in their food. They are very upset and are demanding a new product and a refund. How would you handle this situation?

A guest comes in with a receipt with \$60 worth of food. They do not have their food with them. They explain that they fed the chicken to their dog, and the dog is now violently throwing up. They are demanding that you give them a full refund and \$60 worth of Strips. What do you do?

You pass off a completed bag to a guest. Minutes later then come back and say that the chicken is clearly too cold and are now feeling sick. What do you do?

Our CEM Scores for Portion Size has dramatically dipped in the last quarter. What would be your first steps in trying to fix the problem?

If you performed a quality check on a chicken biscuit, and the biscuit easily broke apart, what would be the likely reason for that?

If we forget a sandwich for a guest, they return and we give them a sandwich, should we promo out that sandwich? What would happen if we did / didn't?

If a guest got the wrong salad and we re-make them a new salad, should we promo out that? What would happen if we did / didn't?

FACILITIES AND EMERGENCIES-

All the lights in the building flicker, and certain lights are not turning back on. Henny Pennys start beeping, and most equipment won't turn on. What should you do?

The breading table appears to not be holding temperature on the top rail. What should you do?

TRAINING-

How would you go about making a training plan for a new hire?

How can you track the progress of a new hire or new trainer?

What can we do to re-train current team members?

GENERAL-

What systems can we produce and implement to solve an ongoing problem with the store?

What resources can you use to track your success of your goals?

What methods would you use to implement your plans with the team?

What is the overall purpose of implementing these systems in the restaurant?

What have you learned from systems or methods that haven't worked for the team?

Coordinator Practice



After being given the right tools and resources, Coordinators will assume their roles. They will create goals each quarter, then they will report on their successes and evaluate their efforts at the end of each quarter.

Their respective director will guide them through their process and evaluate what they have accomplished in implementing based on their goals they set at the start of the quarter.

This is a quick evaluation to ensure that the coordinator understand their role and responsibility in the restaurant.

COORDINATOR

Evaluation

NAME: _____ DIRECTOR: _____

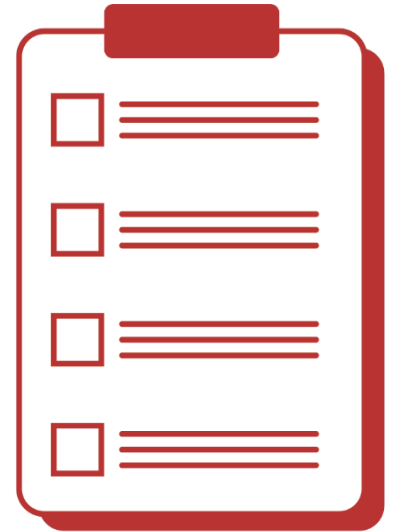


COORDINATOR-

In their respective coordinator role, does the leader...?	Yes	No
Demonstrate the ability to create SMART goals and a strategy to pursue them		
Execute systems and strategies while utilizing the team and other leaders to enforce them successfully		
Maintain a high level of influence with the team and other leaders		
Deliver successful and tangible (if applicable) results from their efforts		
Show that they are knowledgeable in their area of focus		
Show they are proactive in leading the team to have a high level of standard in their focus area		
Demonstrate successful communication, leadership and ownership in their focus area		

NOTES-

Director Assessment



Directors must exhibit commitment to excellence and an ability to develop the business. Directors must know Front Counter and Kitchen responsibilities, but also must manage and oversee all day-to-day administrative duties.

Directors must have demonstrated tehri leadership skills within our team and be willing to develop in our business for a timeline of at least two or more years. Directors show their capability and success with implementing systems within the team and restaurant through a coordinator role.

They will complete the application for promotion and within two weeks receive feedback on a decision or areas to improve on. Senior-level leaders can use this assessment checklist to evaluate if a leader is ready to be developed into a director role in the restaurant.

DIRECTOR

Assessment Checklist

NAME: _____ DIRECTOR: _____



OPERATIONS-

Does the leader have proficient knowledge in the following areas?	Yes	No
All relevant restaurant operations including opening and closing procedures		
Labor and Productivity		
CEM scores		
Food Cost		
Food Safety		
Food Quality		

SOFT SKILLS-

Does the leader...?	Yes	No
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of self sufficiency		
Communicate well with Kitchen and FOH team		
Take direction well from senior-level leaders		
Show care for the team and our success		
Show care for our restaurant as a business and actively takes measures to ensure success on shifts that they lead		
Show care for our guests and the service we provide to them		
Know and follow restaurant policies <ul style="list-style-type: none">• General• Grooming and uniform• Attendance• Employee meals		
Uphold restaurant polices with team members and other leaders		
Show strong desire to develop professionally in our restaurant		
Demonstrate advanced knowledge of restaurant operations		

NOTES -

COORDINATOR-

In their respective coordinator role, did the leader...?	Yes	No
Demonstrate the ability to create SMART goals and a strategy to pursue them		
Successful execute systems and strategies while utilizing the team and other leaders to enforce them		
Maintain a high level of influence with the team and other leaders		
Deliver successful and tangible (if applicable) results from their efforts		
Show that they are knowledgeable in their area of focus		
Show they are proactive in leading the team to have a high level of standard in their focus area		
Demonstrate successful communication, leadership and ownership in their focus area		

NOTES -

Director Training



Training for a director role in our restaurant involves learning more about the business aspects of operations and learning how to utilize resources in order to make decisions regarding our business.

Directors take on additional leadership responsibility in the restaurant and will be given all the tools they will need to succeed in this position. The best training will come from practicing and applying skills learned to real-life situations in the restaurant.

This checklist is used to ensure major points are covered with each director to understand about additional responsibility in leadership and operations.

DIRECTOR

Training Checklist



NAME: _____ DIRECTOR: _____

CHECK ITEMS OFF AFTER EACH SECTION IS COMPLETED-

Labor and Productivity	✓
Scheduling systems/strategies	
Finding coverage	
Day Track Report – InFORM	
Labor Report – ServicePoint Mgmt	
Time Punch – CFAHome	

Food Safety	✓
EcoSure visits	
Mock Evaluation	
Food Safety Report – Report Galleries	
Safe Daily Critical	

Food Quality	✓
Quality Check	
What to look for during checks	
eRQA	
AHA dashboard	
Product temperatures and holding times	
QIV report – Report Galleries	

Guest Recovery	✓
Spotlight	

Money Management	✓
End of Day troubleshooting	
InFORM	
TBC/Collected Sale troubleshooting	

Truck and Inventory	✓
Inventory Activity Report – InFORM	
Inventory Extension Report – InFORM	
End of Month	
Food Cost Report – Report Galleries	

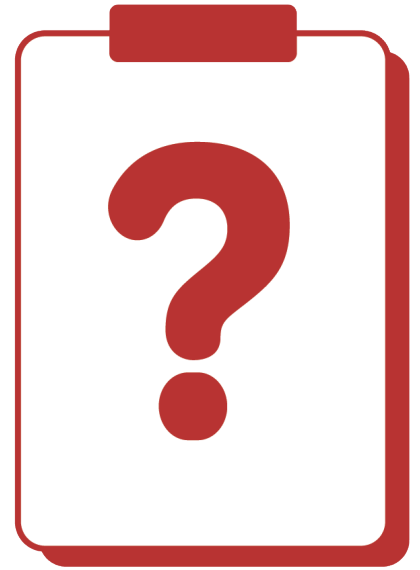
Reports and Tools – CFAHome	✓
CFA Now App	
Customer Experience Management (CEM)	
Dashboards	
HR Payroll	
Mileage Reimbursement Tracking Tool	
Operating Standards	
Pathway	
Receipt Viewer	
Sunrise Identity	
Supply Central	
Team Member User Admin	

Restaurant Troubleshooting	✓
Network Outage	
Equipment issues, Hyve	
Facilities and Equipment Responsibility Matrix	
ControlPoint	

Human Resources (HR)	✓
Handling HR situations	
Discipline	
Policy and legal compliance <ul style="list-style-type: none"> • Food handlers, work permits, etc. 	

NOTES-

Director Coaching



During this stage, the Director should be observed and coached on areas that they still need improvement on as they take on their new leadership role in the restaurant. These questions are to help the leader apply their knowledge and skills to solve real restaurant problems and find the right solutions to them.

Questions are divided into a few categories and are to be used as practice questions for the director in training to practice their skills for troubleshooting problems in the restaurant.

DIRECTOR

Coaching Questions



GUESTS AND FOOD QUALITY-

A guest finds a hair in their food. They are very upset and are demanding a new product and a refund. How would you handle this situation?

A guest comes in with a receipt with \$60 worth of food. They do not have their food with them. They explain that they fed the chicken to their dog, and the dog is now violently throwing up. They are demanding that you give them a full refund and \$60 worth of Strips. What do you do?

You pass off a completed bag to a guest. Minutes later then come back and say that the chicken is clearly too cold and are now feeling sick. What do you do?

Our CEM Scores for Portion Size has dramatically dipped in the last quarter. What would be your first steps in trying to fix the problem?

If you performed a quality check on a chicken biscuit, and the biscuit easily broke apart, what would be the likely reason for that?

BUSINESS MATTERS-

If we are going to grow 20% YTD next week, how many hours should we schedule with a productivity goal of \$71.5?

If next month, we are experiencing a sales increase of 4%, how will that change our productivity goals?

How many hours do we need to cut this week, in order to increase productivity by \$2?

Describe the difference between Labor % and Productivity? Why do we use productivity over labor % for our leaders?

If we increased our average wage by \$1, how much would that change our productivity? How would it change our labor%?

What would happen if we forgot to pay an invoice?

If a missing amount was close to \$0 for a category (on IAR), but we had a high gap (Food Cost Report) in that category (i.e. Nuggets, Produce, Breakfast, Etc.), what would be some reasons for that?

If a McLane truck order is delivered AFTER a monthly count, but it was applied to that month's purchases, what would happen to our food cost? How would you figure out whether it was applied to this month or a previous month?

A team member bought tomatoes from the grocery store, but misapplied it to General Misc. How will that impact us? How would you fix it?

What happens if another store picked up a case of coater, and we did not input it in as a transfer? How will that affect us?

What are some reasons we might have a low Net Food Cost Gap but a high Positive Food Cost Gap?

If we forget a sandwich for a guest, they return and we give them a sandwich, should we promo out that sandwich? What would happen if we did / didn't?

If a guest got the wrong salad and we re-make them a new salad, should we promo out that? What would happen if we did / didn't?

What should we do if we had a bag of nuggets that was clearly damaged / ripped by the supplier?

FACILITIES AND EMERGENCIES-

All the lights in the building flicker, and certain lights are not turning back on. Henny Pennys start beeping, and most equipment won't turn on. What should you do?

A Henny Penny catches on fire. It looks small, but it will spread quickly to some cardboard boxes on the floor. What should you do?

All the water in the building starts coming out with a salty taste. What should you do?

The brooding table appears to not be holding temperature on the top rail. What should you do?

The soda fountains lose all pressure and being to stop pouring. What should you do?

Director Practice



The best learning comes from practice. As directors settle into the new position, they will grasp the responsibilities better. Senior-level leaders will observe and coach them along their training and development process to find areas in which they can improve and grow.

This evaluation is to cover the basics, but not all the evaluation points in the director role in our restaurant. Use this evaluation to assess where the new director still needs to be coached and allow them to make some mistakes, because they will learn from them.

DIRECTOR

Evaluation

NAME: _____ DIRECTOR: _____



SOFT SKILLS-

Does the leader...?	Yes	No
Run daily operations well with little to no supervision		
Demonstrate a strong sense of urgency		
Demonstrate a strong sense of proactivity in operations		
Manage stress well		
Cooperate with the team and other leaders well		
Have success in delegation on their shift		
Run shifts that are generally smooth and organized		
Maintain a high level of influence on the team and other leaders		
Behave as a leader even when not scheduled as a leader on shift		
Successfully complete all operational and administrative tasks assigned to their shift		
Uphold all restaurant policies and strives to enforce them on the team		

OPERATIONS-

Does the leader have advanced knowledge of..?	Yes	No
Restaurant policies <ul style="list-style-type: none">• General• Uniform• Time Management• Employee Meals		
Mission and vision statements of the restaurant		
All relevant daily restaurant operations		
Food Safety standards		
Labor and Productivity		
Food Quality standards		
Tracking waste and why it is important		
Administrative tasks to be completed on each shift		
How to recover guests in the dining room		
Handling HR situations, counseling and discipline for team members		

Finding coverage for open shifts		
What to do in emergency situations at the restaurant (procedures, Sedgewick, etc.)		
Minor labor laws and compliance with work permits		
Compliance with food handlers' cards		
Restaurant Vendors and using Hye to place work orders if necessary		
Where to access reports and what they are used for		
KPIs of the restaurant (Food Safety scores, Food Quality, QIV scores, CEM scores, Labor Costs, Food Cost)		
The Leadership development process in the restaurant		

NOTES-