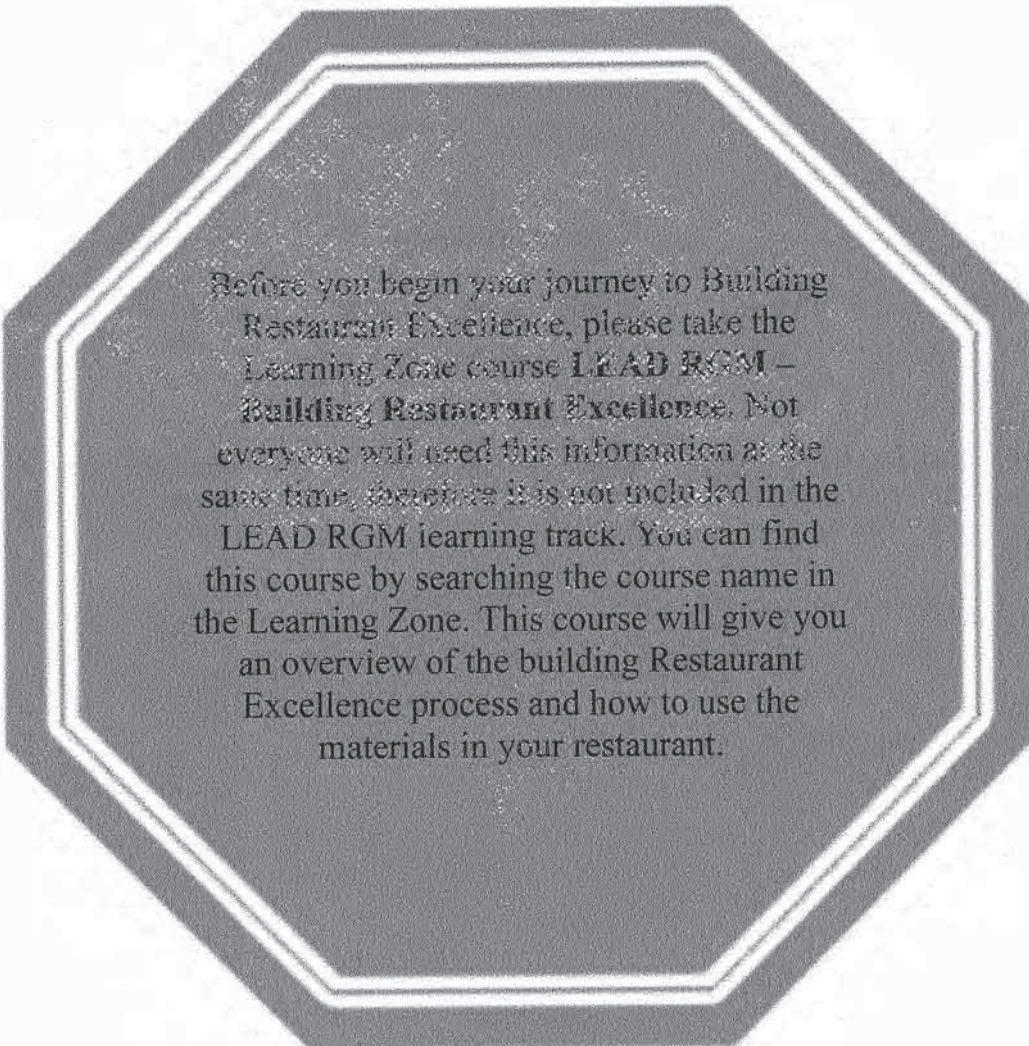


Building Restaurant Excellence



Before you begin your journey to Building Restaurant Excellence, please take the Learning Zone course **LEAD RGM – Building Restaurant Excellence**. Not everyone will need this information at the same time, therefore it is not included in the LEAD RGM learning track. You can find this course by searching the course name in the Learning Zone. This course will give you an overview of the building Restaurant Excellence process and how to use the materials in your restaurant.

Confidentiality

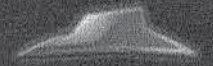
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Contents

Introduction.....	1
The Building Restaurant Excellence Process	2
Roles	10
Using the Workbook.....	11
Balancing Other Priorities.....	16
What Is the Transition Phase?.....	20
Transition Phase – DAY 1	23
Cash Control	33
Centralized Cleaning.....	39
Basic People Needs.....	47
Shift Management.....	55
Food Control	63
Manager Walks	69
Management Meetings.....	75
Customer Mania Mindset.....	81
Restaurant Staffing.....	87
Team Training.....	95
“4 Walls” Sales	103
Bench Planning	109
Labor Control.....	115
Semi-Variable Cost Control.....	123
Team Meetings.....	129
Team Recognition.....	137
HQSC Self-Audit.....	143
Speed of Service	149
Period Business Review.....	155
C.H.A.M.P.S. Communication	161
Retention	167
Performance Management	173
Trade Area Awareness.....	179
Recognize and Celebrate!	185



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Introduction

Building Restaurant Excellence is a systematic process you can use in your restaurant to make operational changes in ways that produce long-term, sustainable results. You and your Above Restaurant Leader (ARL) can use this process anytime you want to achieve Breakthrough Results.

Purpose

Building Restaurant Excellence is a process that:

- Provides a structured approach for putting processes in place that drive long-term results.
- Promotes assessing restaurant operations before making changes.
- Helps you *explore* and *analyze* restaurant operations, *respond* to root causes of challenges in your restaurant and make your actions *stick*.
- Works for both PHI equity and franchise restaurants.

Benefits

By using the Building Restaurant Excellence process, you should experience:

- Improved restaurant performance results.
- Increased self-confidence in doing the right things.
- Consistency and alignment of priorities in restaurant operations.
- Improved team problem-solving.
- Improved organization.
- Higher level of trust among restaurant Team Members.
- Time savings by using a structured process that results in long-term success, not quick fixes.

Who Should Use the Building Restaurant Excellence Process?

- New Restaurant General Managers (RGMs) moving into their first RGM assignment
- RGMs assigned to a different restaurant
- RGMs in low-performing restaurants

The Building Restaurant Excellence Process

Any RGM can benefit from using a systematic approach for making changes that have long-lasting impact. That's exactly what Building Restaurant Excellence is all about. This process helps you by:

- Enabling you to assess a restaurant's systems and processes, identify gaps and make sustainable improvements.
- Giving you the foundation and framework proven to build an excellent restaurant.
- Helping you avoid sporadic changes, which create rework and inefficiencies in operations.

The Building Restaurant Excellence structure is made up of three main components:

- Layers
- Time Frames
- Operational Systems and Processes

Layers

The Building Restaurant Excellence model was intentionally designed using a layered structure. Each layer acts as a building block or foundation for the one that follows. This means you begin at the bottom layer and work your way to the top. There are four main layers that make up the structure:

- Transition Phase
- Shift-to-Shift
- Day-to-Day
- Culture



Transition Phase

The Transition Phase is when Building Restaurant Excellence begins. During this two-week phase, you explore how the restaurant functions. You should observe the operation at various hours of the day to get a holistic picture of what's happening during all shifts.

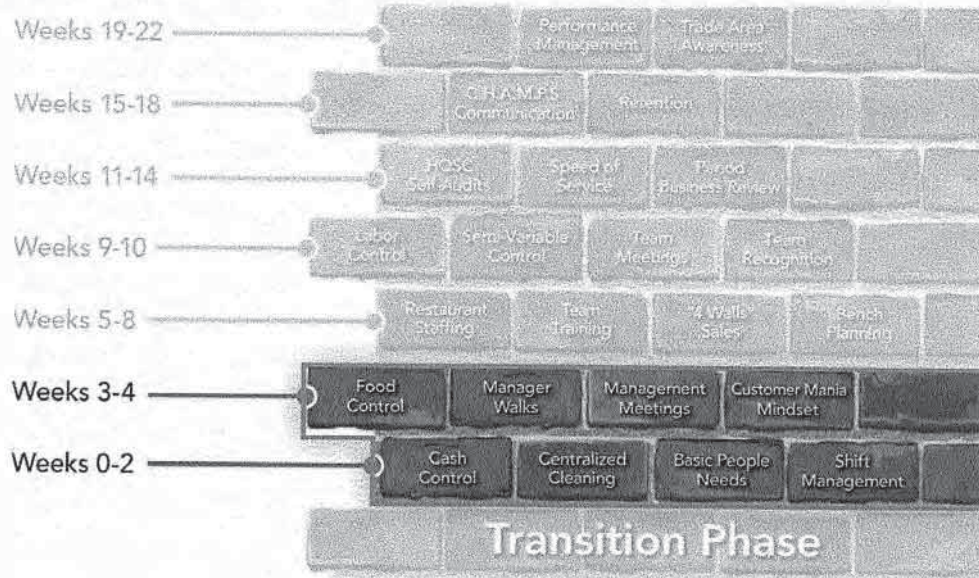
The primary task in this phase is to *explore* and take notes on what you see. As much as you may want to make changes, the purpose is *not* to respond yet to operational issues.

NOTE: You should *always address safety and security issues immediately* and coach your Team Members on the Brand Standards during the Transition Phase.



Shift-to-Shift

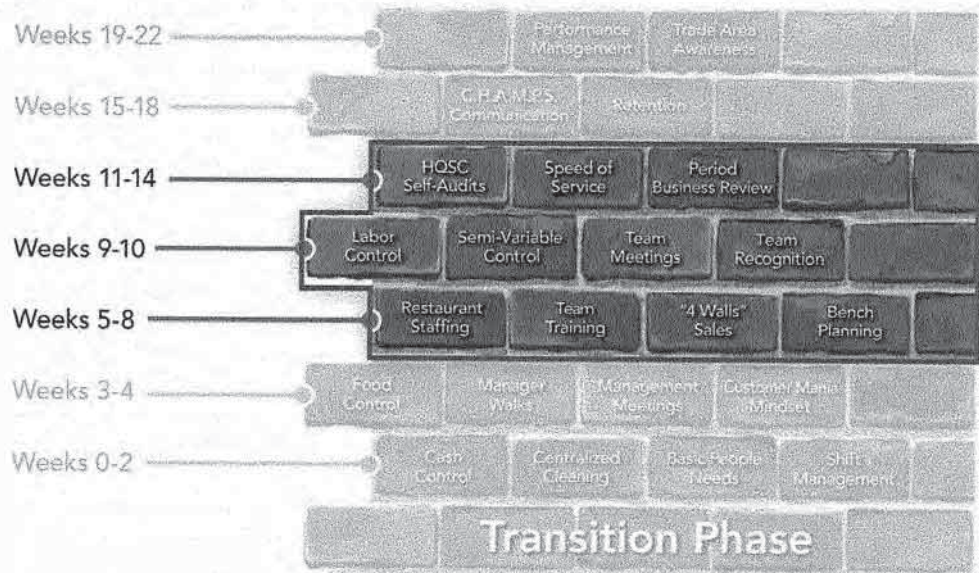
The systems in these two layers affect how your restaurant operates on a *shift-to-shift* basis. They include procedures like handling cash and reconciling your register, ensuring Team Members have what they need to work and performing Manager Walks.



Shift-to-Shift

Day-to-Day

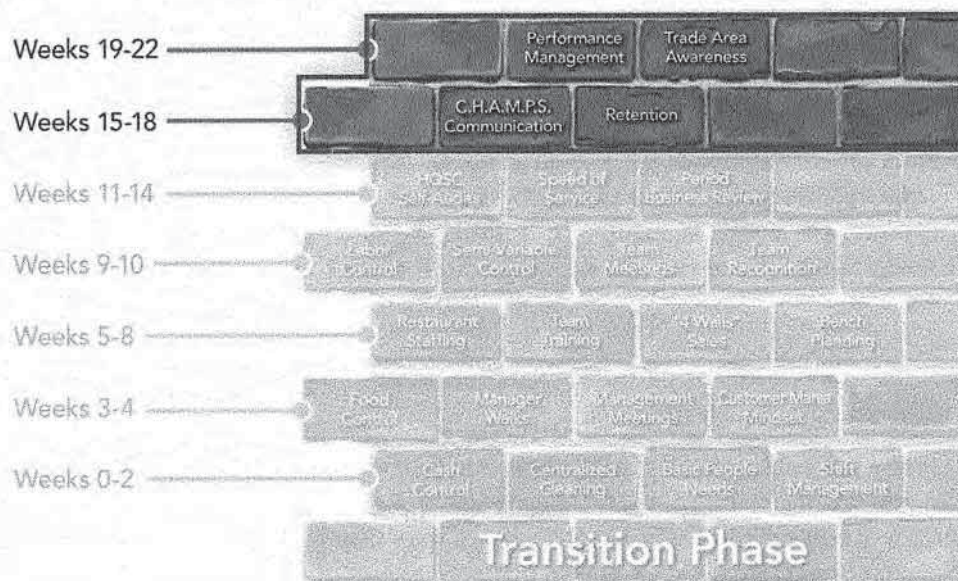
These systems affect how the restaurant operates on a *daily* basis, including adequate staffing, equipping Team Members to meet expectations and conducting business reviews.



Day-to-Day

Culture

The top three layers contain systems that deal with the restaurant's culture. This includes communicating C.H.A.M.P.S. performance, establishing systems and processes to build retention, and providing performance feedback to Team Members to encourage ongoing development.



Restaurant Culture

Building Layers

Notice that the layers build on each other:

- Shift-to-shift processes must be in place before you can accurately assess what happens in the restaurant's day-to-day operations.
- Day-to-day operations need to be established according to standards before examining your restaurant's culture.

You may be tempted to assess some processes earlier than is recommended in the Building Restaurant Excellence sequencing; however, doing so will cause inefficiencies in the restaurant's performance – the exact problem this process is designed to prevent.

The layers are strategically placed in the order shown. This ensures you will lay the appropriate foundations in each area of the restaurant before continuing to build for Breakthrough Results.

Time Frames

The time frames associated with each layer are meant to guide you through the order in which you should address each layer.

These time frames are adaptable. You may use more or less time in each layer than what's designated, and that's OK. Work with your ARL to determine the time you need to sufficiently address *each process*.

Operational Systems and Processes

Building Restaurant Excellence helps you assess your restaurant's operational systems and processes. When appropriately put in place, these systems and processes make your restaurants function as optimally as possible. Using the Building Restaurant Excellence workbook, you will assess these systems and processes and develop action plans to fill in the gaps you identify.

EARS

You will assess these systems using the EARS problem-solving method – the same one you use to resolve other issues in your restaurant.

NOTE: You may not complete all EARS steps during the time scheduled for a specific layer. For example, you should complete all the Explore and Analyze phases and some steps in Respond, but the Respond and Stick With It phases may take more time. You may go on to the next layer before completing all your action plans.

Descriptions

Brief descriptions of all of the operational systems and processes addressed in Building Restaurant Excellence are included on the following pages. For more details, refer to the worksheets contained in this workbook for each process.

Cash Control

Cash Control processes ensure that cash is handled in ways that reduce losses and increase profits. For example, these processes include reconciling the register and checking the drawer to ensure the funds are equal to the permitted amount.

Centralized Cleaning

Your Centralized Cleaning program ensures your restaurant is able to achieve Acceptable or World Class ratings on all HQSC Cleanliness and Maintenance items.

Basic People Needs

Meeting the basic needs of your Team Members means you are putting in place the minimum workplace standards that directly impact staffing, training, and retention. For example, these standards ensure employees are paid on time, receive the appropriate uniforms, and understand performance expectations.

Shift Management

Shift Management refers to processes for opening the restaurant, conducting shift changes, leading a shift, and closing the restaurant. Ultimately, these processes ensure your restaurant teams deliver 100% C.H.A.M.P.S. on every shift.

Food Control

Food Control processes and systems exist to protect the quality of food and control the cost of sales. They include using product projection plans, conducting daily and full inventory, serving safe food, and following basic cost-of-sales procedures.

Manager Walks

Manager Walks help you maintain total restaurant awareness to deliver 100% C.H.A.M.P.S. to all customers throughout a shift. During manager walks, management Team Members talk with customers about their experience, recognize positive behaviors among Team Members, and resolve safety and security issues immediately.

Management Meetings

Management Meetings include meetings with Team Members and one-on-one meetings with Above Restaurant Leaders to help drive people, customers, sales and profit results, and build team member capabilities.

Customer Mania Mindset

The Customer Mania Mindset helps your Team Members deliver 100% C.H.A.M.P.S. with a YES! attitude with every customer. Managers should set an example for Team Members recognize and follow by demonstrating Customer Mania behaviors.

Restaurant Staffing

Your Restaurant Staffing processes cover a range of staffing needs—from ensuring the appropriate number of people are scheduled per shift, to sourcing employee candidates, to screening applications and conducting interviews. These processes work together to ensure your restaurant is adequately staffed to execute 100% C.H.A.M.P.S. on every shift.

Team Training

Team Training equips Team Members to do their job according to standard. Team Training includes team member orientation, new-hire training, and on-going training for team members and management.

“4 Walls” Sales

The purpose of “4 Walls” sales is to execute operations and capture all sales currently coming into your restaurant. The standards established for “4 Walls” Sales enable you to successfully implement an approved sales marketing campaign and maintain 100% C.H.A.M.P.S.

Bench Planning

Bench Planning allows you to build people capability and establish Individual Development Plans that ensure staffing readiness for open positions.

Labor Control

Labor control helps you drive C.H.A.M.P.S. and profits through forecasting sales and then forecasting and executing labor to meet those projected sales.

Semi-Variable Cost Control

Semi-Variable Costs included a combination of fixed expenses and variable expenses that vary based on your restaurant needs (like employee uniforms and restaurant equipment). When evaluated and controlled successfully, semi-variable expenses drive profits.

Team Meetings

Team Meetings are vital for communicating with your employees and receiving their input on how to improve restaurant performance. Team Meetings include manager pre-shift meetings, one-on-one meetings with Team Members, and Team Meetings.

Team Recognition

Team Recognition includes Heart of the Hut recognition tools to build a culture that drives Team Member retention.

HQSC Self-Audit

The purpose of HQSC Self-Audits is to evaluate restaurant excellence and Customer Mania. HQSC Self-Audits are completed using the HQSC Self-Review assessment tool.

Speed of Service

Your Speed of Service (SOS) helps deliver C.H.A.M.P.S and drives higher sales by successfully executing drive-thru, front counter, back of house and delivery tasks.

Period Business Review

Period Business Reviews include meeting with your management team and Above Restaurant Leader to ensure your restaurant performs according to standards and projected outcomes.

C.H.A.M.P.S. Communication

C.H.A.M.P.S. Communication helps your team become aware of restaurant achievements and be more involved in improving restaurant performance. C.H.A.M.P.S. Communication should be included in all restaurant processes, like in meetings and training, and it should be personalized in your restaurant.

Retention

Team member and management retention is maintained by establishing systems and processes that promote teamwork, provide recognition and create an environment people want to be in.

Performance Management

Performance Management exists to provide formal performance feedback to members of the restaurant team and encourage ongoing development that has a positive impact on staffing, training and retention.

Trade Area Awareness

Trade Area Awareness procedures help you assess your restaurant's performance within the local market. These procedures include using traffic generators, identifying your competition, and implementing local restaurant marketing/product tests, all to increase sales and profits.

Roles

RGM

You are accountable for:

- Meeting with your ARL on Day 1 of the Transition Phase to kick off the process and discuss timelines.
- Applying EARS while working through each process, including completing the worksheets and action plans for each process.
- Meeting weekly with your ARL throughout the process to review progress.
- Recognizing Team Members for the collective successes your restaurant achieves.

Above Restaurant Leader

Although Building Restaurant Excellence is your direct responsibility, you won't be alone! Your ARL will meet with you along the way to:

- Review your progress and next steps.
- Set deadlines for completing tasks.
- Discuss observations you have made, action plans you are putting in place and results you are achieving.
- Prioritize issues to be resolved.
- Identify additional resources needed.
- Follow up to ensure processes stay in place and tasks are continually performed to standard.
- Recognize your efforts and results.
- Provide recognition throughout the process.

Restaurant Management Team

It is important for you to involve your restaurant's management team in the process and delegate appropriate tasks by getting them to:

- Participate in exploring the various systems and processes that make up Building Restaurant Excellence. This will help drive consistent standards across shifts.
- Provide input on analysis of any gaps you find. Let them help you get to the root cause of problems.
- Assist with developing and implementing action plans. This will help you gain commitment.
- Maintain and reinforce performance improvements you make. This will help you make these improvements stick over the long haul.

Using the Workbook

Processes

The workbook sections are divided by your restaurant's operational process, the same ones identified in the model. The workbook also states the goal to help you fully understand why you're assessing it and what you're working toward. As you begin each process, remember to reference the tools your organization has available.

EARS Process

Each step you will work on includes worksheets to guide you through the EARS process. These worksheets indicate what you should look for and what you should do at each step.

Findings

The workbook provides you with space to document your findings while you work through EARS. What you document depends on which step of EARS you are using. For example, in the Explore stage, you document what you observe. In the Respond stage, you document the action plans you develop.

The following pages provide you with instructions for completing the worksheets.

Explore

During the Explore phase, examine each Building Restaurant Excellence process according to a set of standards provided in this workbook to identify gaps.

Below is a sample completed Explore page followed by an explanation of how to use it.

1 Centralized Cleaning

Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.



Explore the situation and gather information about what is going on to identify gaps:

- Ask open-ended questions.
- Avoid jumping to conclusions.
- Listen to various opinions to get information.
- Make observations to get information.

2

- Consider clues to Team Members' capabilities for the issue/task.
- Review written data to understand the issue.
- Clearly define the problem in a way others understand.

3 Resources:

- HQSC Standard of Operations Manual



4

5	Standard	Processes/Routines	Notes
	3. Dining Room		
☒	a. Dining room walls, floors, carpets, mats, and baseboards are clean, free of buildup and litter, in good condition, and working as designed.	☐ Uses processes/routines that are working.	Floors, carpets, mats littered and dirty on a couple of nights before peak periods. Baseboards haven't been cleaned
☐	b. Dining area ceiling, ceiling tiles, lights, vents, fixtures, and fans are clean, free of buildup, in good condition, and working as designed.	☒ Uses processes/routines that are not working.	
☐	c. All dining room furniture and equipment is clean, free of buildup and litter, in good condition, and working as designed.	☐ Does not have processes/routines.	
☐	d. Decorations, curtains, entertainment systems, interior windows and blinds are clean, free of buildup, in good condition, and working as designed.		
	4. Restrooms		
☒	a. Restroom is clean, free of buildup and litter, and free of any strong or obvious odors.	☐ Uses processes/routines that are working.	Restrooms not cleaned according to schedule a couple of nights during peak
☐	b. Restroom equipment is in good condition and working as designed.	☒ Uses processes/routines that are not working.	
☐	c. Restroom is stocked with paper towels/hand dryer, anti-bacterial soap and toilet paper.	☐ Does not have processes/routines.	

1. Restaurant process name and goal.
2. Tasks you need to complete to explore the process in your restaurant.
3. Resources that provide additional details about the process you are exploring. Your ARL may also suggest other resources you can use.
4. Recommended timing for exploring this process.
5. Standards – A list of standards associated with the process you are exploring. Check the box next to any standards that are not being met.
6. Processes/Routines – Indicate with a check mark whether your restaurant is using consistent processes and routines to achieve a group of standards. This helps you determine if you need to implement or fix processes and routines as part of your action plan.
7. Notes – Record notes that provide more details regarding your observation. You may attach an additional page of supporting documentation if needed.

TIP: As you're exploring, avoid jumping to conclusions. Observe what's really going on by asking your Team Members open-ended questions.

Analyze

Once you identify gaps in a process, analyze why those gaps exist. When analyzing, leverage the tools your organization has available.

Below is a sample completed Analyze page followed by an explanation of how to use it.



Centralized Cleaning

Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.



Analyze root causes and patterns to determine why there is a gap:

1

- Use the 5 Whys to help identify the root cause.
- Help Team Members identify and understand the root causes.
- Help Team Members identify recurring problems (patterns).

2

- Consider several possible causes.
- Consider Team Member's capability as a cause.
- Help Team Members deal with root causes to fix problems permanently.

Standard #	Pattern or Isolated?	Root Causes/Notes
3a	Pattern	Management team does not consistently review cleaning assignments during JumpStart meetings.
3c	Isolated	
4a	Pattern	

1. Tasks you need to complete to analyze gaps that exist.
2. Standard # – Write in the standard numbers for this process that you identified as gaps during the Explore phase.
3. Pattern or Isolated? – Indicate whether the gap in this standard represents a pattern of deficiency or whether it is more of an isolated incident.
4. Root Causes/Notes – Identify the root cause that contributed to the gap.

TIPS: By asking the 5 Whys, you ensure the root cause is *truly* the cause of the gap, not an assumption. This helps you create action plans in the next step that produce lasting results.

Distinguishing between gaps that are isolated incidents and those that are regular patterns of deficiency can make a difference in how you try to close the gap.

Respond

Respond to the root cause by developing action plans to close gaps. These plans should create long-term impact rather than short-term solutions. The goal is to produce sustainable results.

Below is a sample completed Respond page followed by an explanation of how to use it.

Centralized Cleaning



Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.

Respond by developing actions plans needed to close the gap:

- Involve Team Members in identifying possible actions.
- Probe to be sure action is needed and understood.
- Select appropriate approach for Team Member's capability on this issue or task.
- Express confidence that the Team Member will be successful.



2
3
4
5

Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken
3a 3c 4a	Communicate expectations for cleaning at the next management meeting.	Me	10/2
	Starting 10/3, management team reviews assignments during JumpStart meetings and follows up with all employees every shift. Sign off upon completion.	All mgt. team members	10/6
	Starting 10/7, conduct unannounced inspections on each shift to ensure all HQSC Cleanliness and Maintenance standards are met.	Me	10/10

1. Tasks you need to complete to respond to the gaps that exist.
2. Standard # – Write in the standard numbers for this process that you identified as gaps during the Explore phase.
3. What Action Is Needed – Write in the actions that need to be taken to respond to the root causes you identified in the Analyze step to close the gaps. You may attach an additional page of supporting documentation if needed.
4. Who Will Take Action – List those directly responsible for implementing the action plan.
5. When Action Will Be Taken – Write in the deadline for implementing the action plan.

TIPS: Create SMART goals as part of your action plan. This helps you focus your efforts on actionable items.

As you develop action plans to close a specific gap, think about how these actions may impact other areas as well. Avoid developing a solution for one process that creates a problem in another process.

Stick With It

During the Stick With It phase, follow up on your action plans to ensure gaps stay closed and the action plans generate consistent, long-term results.

Below is a sample completed Stick With It page followed by an explanation of how to use it.

Centralized Cleaning

Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.



Stick With It by following up to ensure the gap stays closed and that meeting all standards has become a habit:

- Give frequent feedback on progress.
- Follow up on action plans.
- Recognize small successes.
- Provide recognition that reinforces desired behaviors.

①

- Revisit actions to ensure they are sustained.
- Work to continually improve performance toward Restaurant Excellence.
- Celebrate results.



Identify ways to encourage Team Members to Stick With It! List follow up actions you will take here:

② *Check daily to verify management team is reviewing assignments during JumpStart meetings and cleaning tasks are completed.*

Validation: Each week over the next 3-4 weeks, review performance (repeat the Explore step) to ensure gaps remain closed and all standards are met.

	All Standards Met?	Standard #'s Not Met?	Additional Action Required
③ Review 1	☒ Yes ☐ No		<i>Clarify dining room cleaning standards at next management team meeting.</i>
Review 2	☒ Yes ☐ No		
Review 3	☒ Yes ☐ No		

④ **Final Sign-off**

RGM _____

Date _____

Area Coach _____

Date _____

1. Tasks you need to complete to stick with it.
2. Identify ways you can encourage your Team Members to stick with it and ensure long-term success in their performance.
3. Validation – Schedule reviews of your restaurant's performance in the process you are addressing. For each of your reviews, check whether all standards for the process continue to be met. If they aren't, indicate the standard numbers from the Explore worksheet that you observed not being met. Indicate any additional actions that are required to ensure the gap is closed – and remains closed over time.
4. Final Sign Off – When you and your ARL determine your restaurant has achieved sustainable performance in this process, you should both sign and date this worksheet.

TIPS:

Assign a process owner for your restaurant – someone who is accountable for ensuring that performance continues to meet standards.

Building Restaurant Excellence is a team effort, so it is critical that you recognize your Team Members for the progress they make and the success they achieve.

Balancing Other Priorities

As you work through Building Restaurant Excellence, it requires a great deal of focus on specific systems and processes in your restaurant; however, you must balance this with the need to continue performing basic operating procedures for all areas of the restaurant. Additionally, other high-priority issues may arise that you need to deal with right away. If you have to address other responsibilities, make sure you return to where you left off in this process.

For example, your restaurant may have some turnover following your transition. You should staff the restaurant to meet your operating needs as soon as possible, even though you will not reach the Restaurant Staffing process until weeks 5–8.

How Can I Get Everything Done?

Here are some daily planning tips to help you prioritize ongoing tasks while completing the Building Restaurant Excellence process:

- At the start of each day, set aside 15 minutes to plan.
- Write your list of things to do on a personal planner page.
- Prioritize each item:
 - **A** Vital: Tasks that are absolutely necessary for you to do that day.
 - **B** Important: Tasks that are important but, if needed, could be rescheduled.
 - **C** Optional: Tasks you could or could not do and still be fine.
- Keep this process on your “A” list of priorities. Schedule the time you need to work on action plans to improve processes.
- Review your Building Restaurant Excellence responsibilities for the upcoming days to see what needs to be done in the future and what you can do today.
- As you complete each process, identify routine tasks that need to be added to your schedule:
 - Schedule them on a month-at-a-glance calendar.
 - Schedule tasks on the same day and time each week or month.
 - Refer to the calendar each day.

Other Tips

Below are several tips to help you work through the challenges you will face during the Building Restaurant Excellence process:

- Have faith in the process.
- Start at the bottom layer and work up.
- Keep an open mind as you explore and analyze. Look at issues from the point of view of others – customers, Team Members and your ARL.
- Address root causes and not just symptoms of a problem.
- Building Restaurant Excellence requires patience:
 - It will take time to address all the critical issues.
 - Results may not improve in the first two weeks after the transition phase.
 - Understand that some decisions may not impact results in the short-term.
- Maintain the improvements you make early on as you continue later in the process. Don't let your early gains slip.
- Use all resources and people available to you:
 - Delegate tasks appropriately and get all the input you can from your Team Members.
 - Lean on your team's capabilities as well as your own.
 - Keep your team informed of your progress and the improvements and results they are helping your restaurant achieve.
 - Recognize and celebrate with your team all of your successes along the way – both the big and small ones!
- Pay attention to feedback from your ARL. Ask questions and draw on your coach's knowledge and experience.

Mistakes to Avoid

There are several common mistakes you must avoid. These errors will derail your efforts to build an excellent restaurant:

- Making assumptions and changing processes simply to accommodate what you're familiar with or how you've always done things
- Arriving at hard and fast conclusions about Team Members and your management team, based on one or two observations or conversations
- Setting goals that are unrealistic and unattainable, based on the current performance of the restaurant
- Giving your management team and Team Members tasks they may not be trained to do
- Assuming everyone is trained without validating
- Criticizing and not giving recognition

Summary

Remember that Building Restaurant Excellence takes time – it's a marathon, not a sprint. By following this proven process, you can establish long-term improvements that build not just any restaurant, but an *excellent* restaurant. The purpose is to see long-term results, not one-time solutions. So take advantage of the time you spend with your ARL to be sure your actions really do stick. And don't forget to celebrate the little wins. Consistent progress takes time, and it's worth celebrating!



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Transition Phase

Goal: Spend the first two weeks observing operations, completing basic tasks and building relationships with your team.



What Is the Transition Phase?

The Transition Phase begins when you enter the restaurant on Day 1. Think of it as a big-picture Explore step for your restaurant.

During the Transition Phase, assess the restaurant and note issues. This phase helps you plan your time and the effort that comes next. It provides a good evaluation of all areas of operations impacting your results. Remember that the goal is to observe, complete basic tasks and build relationships with the team. You also need to do what it takes to keep the restaurant running.

This phase should take you about two weeks to complete. During the Transition Phase you will:

- Meet with your ARL on Day 1 and complete the Day 1 checklist tasks.
- Do basic activities and conduct Manager Walks.
- Observe your restaurant's operations to identify performance strengths and opportunities.
- Respond immediately to safety, security or customer issues.
- Write your observations, actions taken and items to discuss with your ARL.
- Recognize successes and positive behaviors.
- Plan the execution/completion of the Building Restaurant Excellence process with your ARL.

Keep an open mind during the Transition Phase. Once you begin Building Restaurant Excellence, you will have opportunities to get to the root causes of your restaurant's challenges and to implement meaningful and long-lasting actions.

Read the sample calendar of Transition Phase tasks that follows. *Use this calendar as a guideline only.*

NOTE: You should *immediately address safety and security issues* and coach your Team Members on the Brand Standards during the Transition Phase.

Sample Transition Phase Calendar

Week 1				
Day 1	Day 2	Day 3	Day 4	Day 5
☐ Review: ☐ Management communications ☐ Emergency procedures and phone numbers ☐ HR information ☐ Scorecard ☐ P&L Statement ☐ Conduct restaurant/area tour ☐ Transfer restaurant security and access information ☐ Discuss restaurant projects in progress ☐ Complete basic financial activities ☐ Review and set goals around Building Restaurant Excellence process	☐ Set up administrative processes and personal organization ☐ 1:1 with Managers ☐ 1:1 with Team Members ☐ Review legal compliance requirements ☐ Observe all areas of restaurant operations*	☐ 1:1 with Managers ☐ 1:1 with Team Members ☐ Make unannounced visit (closing shift) ☐ Talk to customers ☐ Set up first team meeting ☐ Observe all areas of restaurant operations*	☐ Resolve repair and maintenance issues ☐ Review latest health department inspection ☐ Observe all areas of restaurant operations*	☐ Make unannounced visit (opening shift) ☐ Observe all areas of restaurant operations*

* Key observations to make:

- ☐ Performance management
- ☐ Food ordering procedures
- ☐ Storage procedures
- ☐ Inventory receipt procedures
- ☐ Daily critical inventory counts (if applicable)
- ☐ Waste control procedures
- ☐ Ready for Revenue procedures
- ☐ Safety and security procedures
- ☐ Hazardous chemical use
- ☐ Driver security systems (if applicable)

Sample Transition Phase Calendar (continued)

Week 2				
Day 6	Day 7	Day 8	Day 9	Day 10
☐ Talk to customers ☐ Observe all areas of restaurant operations*	☐ 1:1 with ARL ☐ 1:1 with Managers ☐ 1:1 with Team Members ☐ Conduct management team meeting ☐ Observe all areas of restaurant operations*	☐ Observe all areas of restaurant operations*	☐ Make unannounced visit (afternoon peak) ☐ Talk to customers ☐ Observe all areas of restaurant operations*	☐ Observe all areas of restaurant operations*

Transition Phase – DAY 1

Meet with your ARL at your restaurant and complete the Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Conduct restaurant/area tour: ☐ Tour restaurant ☐ Drive to bank and change banking authorization (e.g., night deposit agreement) and meet bank manager	
☐ Review management communications: ☐ Manager's Log (location and entries) ☐ Management meeting schedule ☐ Manager weekly work schedule ☐ Company-written communications and publications ☐ Phone directories ☐ Business cards/name tag	
☐ Transfer restaurant security and access information: ☐ Safe combination and programming ☐ Keys and locks ☐ Panic buttons and alarm codes	
☐ Review emergency procedures and phone numbers: ☐ Vendor emergency phone list ☐ Security procedures specific to the area ☐ Restaurant information sheet	
☐ Discuss restaurant projects in progress: ☐ Recent facility improvements ☐ Approved action plans ☐ Items/equipment on order ☐ Equipment repair status ☐ Support from Facility Leader (if appropriate)	
☐ Review Human Resources information: ☐ Current staffing levels and goals ☐ Local availability/staffing conditions ☐ Active and terminated Team Member files stored properly ☐ Current issues (Team Members on disciplinary action, new Team Members, etc.) ☐ Current restaurant bench plan ☐ Learning Zone access	

Transition Phase – DAY 1 (continued)

Meet with your ARL at your restaurant and complete the Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Complete basic financial activities: ☐ Financial information on restaurant data sheet ☐ License expiration dates ☐ Full inventory count ☐ Restaurant cash audit (previous 7 days' deposits) ☐ Review Scorecard: ☐ People ☐ Customers ☐ Sales ☐ Profit ☐ Review P&L Statement	
☐ Review and set goals around Building Restaurant Excellence: ☐ Discuss next steps in Transition Phase ☐ Schedule first follow-up date ☐ Schedule first restaurant Team Member meeting: ☐ Conduct 2–4 weeks after completing Transition Phase ☐ Schedule ARL to attend meeting ☐ Communicate meeting date and time to team	

Transition Phase – POST-DAY 1

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Set up and organize restaurant files and office: ☐ Team Member files complete, organized, current and locked ☐ Management team files complete, organized and current (if located in restaurant) ☐ Office supplies available ☐ Training materials current ☐ Team information posted and current ☐ C.H.A.M.P.S. Communication Board current ☐ Current Labor Poster is posted	
☐ Set up restaurant financial reports/binders: ☐ Historical information labeled and accessible ☐ Current period (i.e., 4 weeks or month) reports labeled and accessible ☐ Other applicable business information available ☐ Review processes for active accounts (delivery and billing, pricing, addresses, if applicable) ☐ Post Scorecard results	
☐ Set up personal planner: ☐ People resource list with phone numbers ☐ ARL contact information ☐ Restaurant vendor contact list ☐ Home address and phone number of management team and Team Members ☐ Restaurant action plans/To-do list ☐ Emergency/Important numbers	

Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Conduct unannounced restaurant visits: ☐ 3 visits during Transition Phase ☐ Different day parts ☐ Complete CHAMPSCHECK ☐ Observe restaurant operations	
☐ Set up one-on-one meetings to talk to each member of your management team: ☐ Minimum 30 minutes each ☐ Get to know members of your management team (hobbies, family, personal goals) ☐ Express appreciation for work efforts ☐ Use the following questions as a guide for your conversations: – What are your personal career goals? – How can we work together effectively? – What are your scheduling preferences and availability? – What do you like about the restaurant and why? – What changes would you make? – What do you think about the staffing levels? – How would you describe our team's capability?	

Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Set up one-on-one meetings to talk to each Team Member: ☐ Minimum 15 minutes each ☐ Get to know your Team Members (hobbies, family, personal goals) ☐ Express appreciation for work efforts ☐ Use the following questions as a guide for your conversations: – What do you like to do when you are not working? – What do you think about how our team works together? – What one thing would you change to make this a better restaurant for our customers?	
☐ Talk with customers: ☐ Talk with a total of 20–30 customers during the Transition Phase ☐ Equal number from each day part ☐ Ask the following questions: – Is there anything else I can get for you? – Were you greeted with a smile when you arrived? – Was your food hot? Fresh? On time? Tasty? – Was your order accurate? – What made you choose our restaurant today? – Would you recommend our restaurant to your family and friends? – Thank customers for coming to your restaurant	

Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Conduct first management team meeting: ☐ Communicate agenda prior to meeting ☐ Follow the agenda at the meeting ☐ Review restaurant performance ☐ Recognize positive results and behaviors related to C.H.A.M.P.S. and Scorecard ☐ Share appropriate information from ARL ☐ Get input/commitments to improve C.H.A.M.P.S. and Scorecard ☐ Schedule next meeting	
☐ Review latest health department inspection: ☐ Correct any violations immediately	
☐ Review legal compliance requirements: ☐ Review legal compliance paperwork (such as licenses, posters, local operating permits, tax identification, public health certificates, etc.) for compliance ☐ Note any noncompliance for discussion with ARL	

Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Resolve repair and maintenance issues: ☐ Resolve all expenditure issues immediately ☐ Resolve repair and maintenance condition issues ☐ Ensure that a preventive maintenance plan is in place	
☐ Observe performance management: ☐ Inform Team Members of job expectations ☐ Inform Team Members of the "why" of standards and procedures ☐ Check if Team Members are following standards ☐ Give Team Members daily performance feedback ☐ Ensure that management team holds Team Members accountable for performance ☐ Document performance discussions ☐ Recognize positive behaviors	
☐ Observe food ordering procedures: ☐ Check food transfers: – Done at a minimum – Document transfer when transfer occurs ☐ Check food orders: – Correct build-to order amounts – Order quantities based on build-to and forecast sales – Orders ready by designated time – Food order process occurs on same day and at same time each week – Place orders a minimum of 2 times per week	

Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Observe restaurant operations: ☐ Work all shifts: – Avoid working in Team Member positions – Work a shift with each member of your management team ☐ Review current and recent operations results: – Last 3 HQSC self-reviews – Last 3 periods CHAMPSCHECKS – Last 3 periods 1-800/customer call reports – Last 3 food safety audits (if available) ☐ Spend 80% of your time in the restaurant, 20% in your office	
☐ Observe storage procedures: ☐ FIFO followed ☐ Date all items ☐ Label all items ☐ Maintain correct temperature of food	
☐ Observe inventory receipt procedures: ☐ Follow security procedures ☐ Match delivery order to invoice ☐ Record order ☐ Check/Record product temperature on arrival ☐ Check dates on received items	
☐ Observe daily critical inventory counts (if applicable): ☐ Inventory within acceptable variance	

Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Observe waste control procedures: ☐ Food portioned to standard ☐ Track waste each shift ☐ Collect waste ☐ Waste within guidelines ☐ Observe coaching on portioning and eliminating waste	
☐ Observe Ready for Revenue and prepping procedures: ☐ Sales forecasts accurate ☐ Product prep plans: – Accurate – Adjusted during shift as needed ☐ Ready for Revenue and amounts based on forecast ☐ Only trained Team Members make/assemble product ☐ Monitor food production	
☐ Observe safety procedures: ☐ Team Members trained in first aid ☐ Team Members trained in safety and security procedures ☐ Fire extinguisher visible, mounted, charged ☐ First aid kit complete and accessible ☐ Managers and Team Members wear cutting gloves ☐ "Caution: Wet Floor" sign used ☐ Conduct safety checklist (1 time per week) ☐ All Managers and Team Members wear safety shoes ☐ Post safety materials ☐ No one uses backdoor after dark ☐ Electrical switchboard labeled and accessible ☐ Floor mats at all customer entrances and in front of beverage area ☐ Follow accident reporting procedures ☐ Floors clear of water ☐ Post backdoor policy sign	

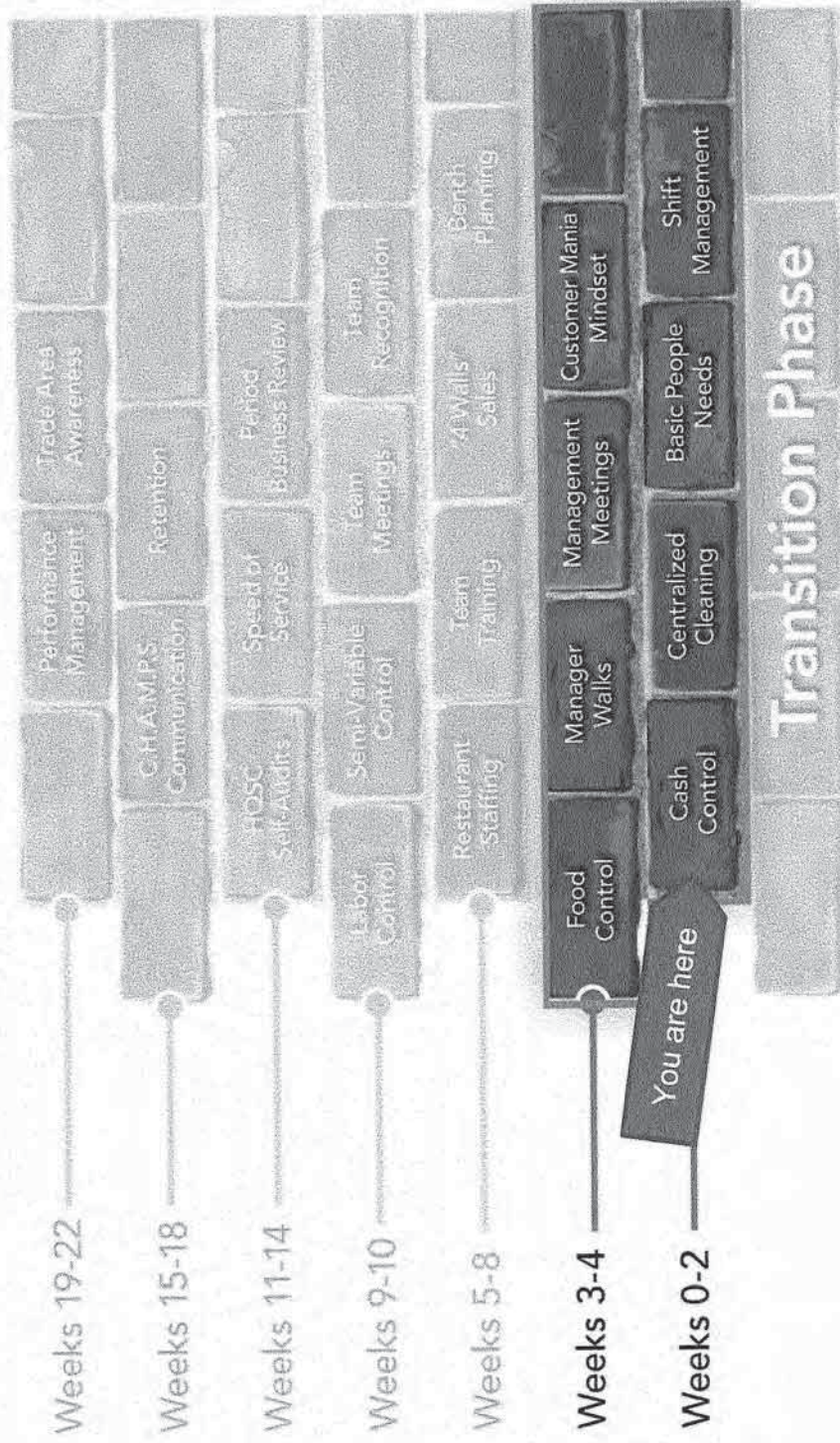
Transition Phase – POST-DAY 1 (continued)

Complete the Post-Day 1 checklist tasks.

Tasks	Notes (Observations, Actions Taken, Issues to Discuss with ARL)
☐ Observe hazardous chemical usage: ☐ Only approved chemicals in restaurant ☐ All chemicals needed are available ☐ Chemicals stored properly ☐ Chemicals used properly ☐ Team Members trained on proper chemical use	
☐ Observe security procedures: ☐ Conduct security audits (1 time per quarter) ☐ Security audit has no violations ☐ Check critical security items during open and close ☐ Customer orders are entered into computer and paid for before giving customer the order ☐ Employee meals entered into computer before eaten ☐ Monitor inventory use (inventory count should match actual inventory on hand) ☐ Monitor cash register procedures ☐ Check average sales amount for shift and monitor to identify unusual fluctuations ☐ Check backdoor alarm is in working order	
☐ Observe Driver security (if applicable): ☐ Each Driver has Vehicle Safety Inspection Checklist on file ☐ Driver safety/motor vehicle report on file for every Driver ☐ All Driver insurance information is up to date	

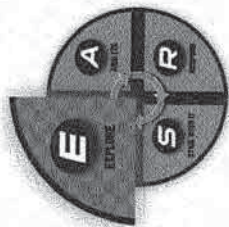
Cash Control

Goal: Monitor cash handling procedures to reduce loss and increase profits.



Cash Control

Goal: Monitor cash handling procedures to reduce loss and increase profits.



Explore the situation and gather information about *what* is going on to identify gaps:

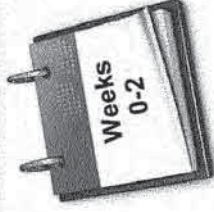
- Ask open-ended questions.
- Avoid jumping to conclusions.
- Listen to various opinions to get information.
- Make observations to get information.
- Consider clues to Team Members' capabilities for the issue/task.
- Review written data to understand the issue.
- Clearly define the problem in a way others understand.

Resources:

- Shift LEAD eLearning – Safety and Security Part 2: 5 Critical Cash Handling Processes and Procedures

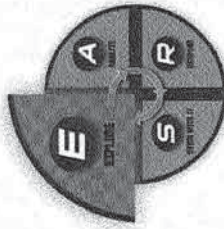
Standard		Processes/Routines	Notes
☐	1. Open:		
☐	a. Reconcile all cash funds in the safe.	☐ Uses processes/routines that are working	
☐	b. Prepare registers for assignment to Team Members.	☐ Uses processes/routines that are not working	
☐	c. Lock and secure the safe for the day.	☐ Does not have processes/routines	
☐	d. Prepare bank deposits, if applicable.		
☐	2. Cash on hand:		
☐	a. Keep minimal cash on hand.	☐ Uses processes/routines that are working	
☐	b. Remove excess cash from register and secure in safe.	☐ Uses processes/routines that are not working	
☐	c. Don't allow cash in registers to exceed maximum.	☐ Does not have processes/routines	
☐	3. Bank deposits:		
☐	a. Make bank deposits following your restaurant's procedures.	☐ Uses processes/routines that are working	
☐	b. Use subtle variations to your routine when making bank deposits.	☐ Uses processes/routines that are not working	
☐	c. Avoid making bank deposits after dark, if possible.	☐ Does not have processes/routines	

Cash Control

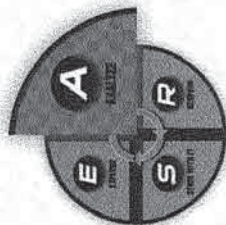


Goal: Monitor cash handling procedures to reduce loss and increase profits.

Explore the situation and gather information about *what* is going on to identify gaps.



Standard		Processes/Routines	Notes
☐	4. Shift change:		
☐	a. Reconcile your change fund.	☐ Uses processes/routines that are working	
☐	b. Reassign registers, if necessary.	☐ Uses processes/routines that are not working	
☐	c. Document cash count.	☐ Does not have processes/routines	
☐	d. Verify registers and safe with incoming manager.		
☐	5. Close and balance safe:		
☐	a. Reconcile restaurant operating fund.	☐ Uses processes/routines that are working	
☐	b. Reconcile daily reports.	☐ Uses processes/routines that are not working	
☐	c. Secure currency and coins.	☐ Does not have processes/routines	
☐	d. Leave register drawers empty and open.		



Cash Control



Goal: Monitor cash handling procedures to reduce loss and increase profits.

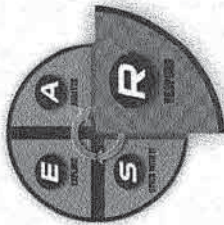
Analyze root causes and patterns to determine *why* there is a gap:

- Use the 5 Whys to help identify the root cause.
- Help Team Members identify and understand the root causes.
- Help Team Members identify recurring problems (patterns).
- Consider several possible causes.
- Consider Team Member's capability as a cause.
- Help Team Members deal with root causes to fix problems permanently.

Standard #	Pattern or Isolated?	Root Causes/Notes

Cash Control

Goal: Monitor cash handling procedures to reduce loss and increase profits.

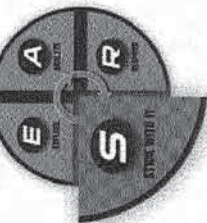


Respond by developing *action plans* needed to close the gap:

- Involve Team Members in identifying possible actions.
- Probe to be sure action is needed and understood.
- Select appropriate approach for Team Member's capability for the issue or task.
- Express confidence that the Team Member will be successful.
- Anticipate the impact of the planned action on other areas of the business.
- Take actions that have a lasting impact rather than those that provide a short-term solution.
- Support Team Members as they work to resolve problems.
- Make sure Team Members are personally committed to actions.

Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Cash Control



Goal: Monitor cash handling procedures to reduce loss and increase profits.

Stick With It by *following up* to ensure the gap stays closed and that meeting all standards has become a habit:

- Give frequent feedback on progress.
- Follow up on action plans.
- Recognize small successes.
- Provide recognition that reinforces desired behaviors.
- Revisit actions to ensure they are sustained.
- Work to continually improve performance toward Building Restaurant Excellence.
- Celebrate results.

Identify ways to encourage Team Members to stick with it! List follow-up actions you will take.

Validation: Each week over the next 3–4 weeks, review performance (repeat the Explore step) to ensure gaps remain closed and all standards are met.

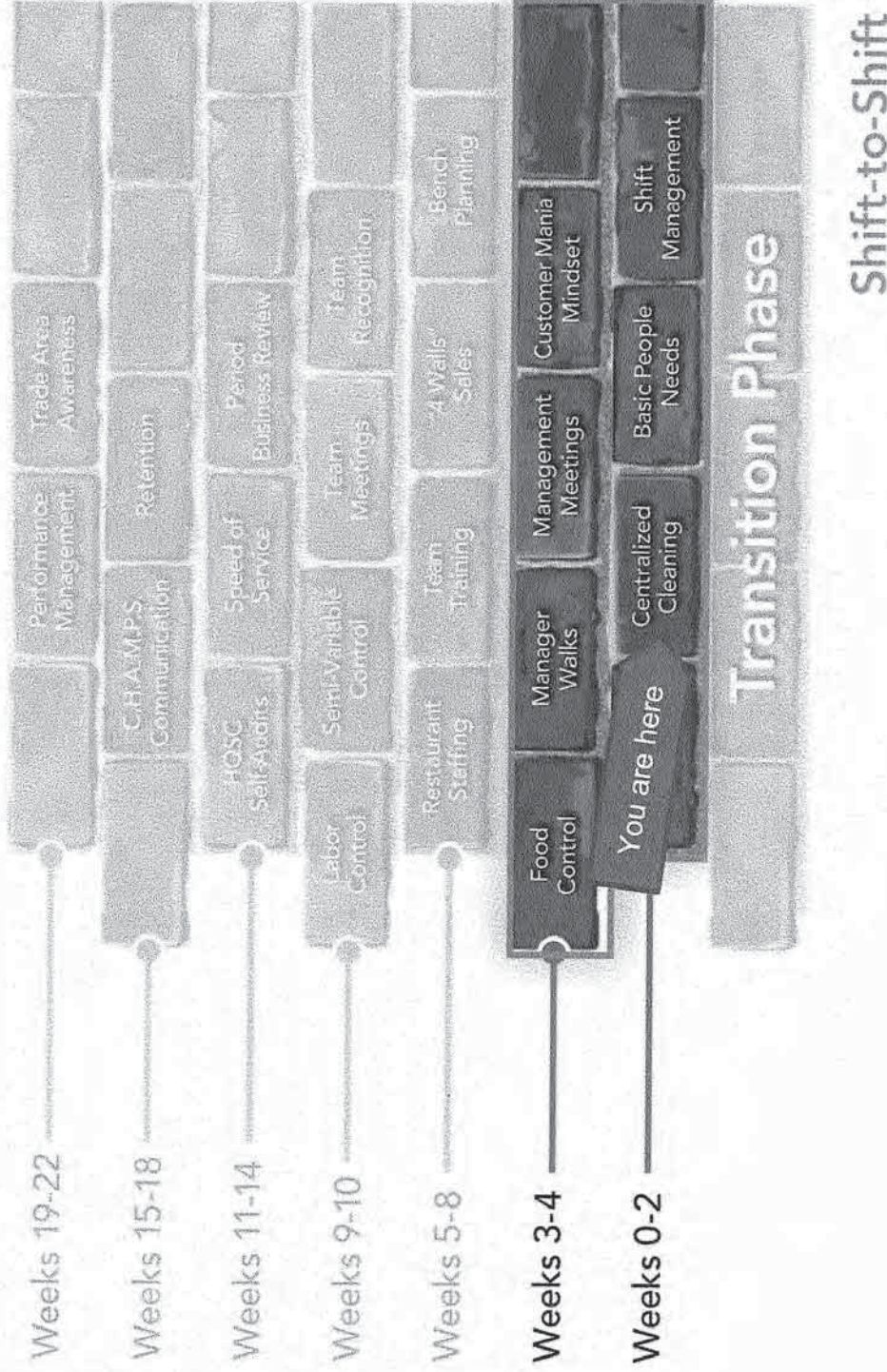
	All Standards Met?	Standard #s Not Met?	Additional Action Required
Review 1	☐ Yes ☐ No		
Review 2	☐ Yes ☐ No		
Review 3	☐ Yes ☐ No		

Final Sign Off

RGM _____ Date _____ ARL _____ Date _____

Centralized Cleaning

Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.



Centralized Cleaning



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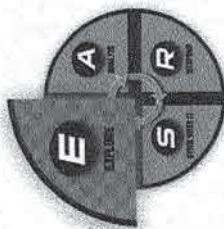
Explore the situation and gather information about *what* is going on to identify gaps:

- Ask open-ended questions.
- Avoid jumping to conclusions.
- Listen to various opinions to get information.
- Make observations to get information.
- Consider clues to Team Members' capabilities for the issue/task.
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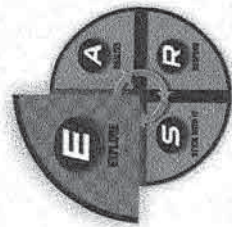
Resources:

- HQSC Standard of Operations Manual – **NOTE:** HQSC standard numbers are referenced in the checklist below.

Standard		Processes/Routines	Notes
☐	1. Exterior:		
☐	a. (C1.1) Parking lot, landscaping, sidewalks and drive-thru are clean, free of buildup and in good condition.	☐ Uses processes/routines that are working	
☐	b. (C1.2) All exterior lights and signage are clean, free of buildup, in good condition and working as designed.	☐ Uses processes/routines that are not working	
☐	c. (C1.3) Exterior of the building and all exterior structures are clean, free of buildup, in good condition and working as designed.	☐ Does not have processes/routines	
☐	d. (C1.4) All exterior doors, windows and window frames are clean, free of buildup, in good condition and working as designed.		



Centralized Cleaning



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Explore the situation and gather information about *what* is going on to identify gaps.

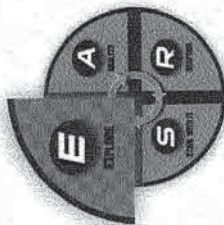
Standard		Processes/Routines	Notes
☐	2. Carryout:		
☐	a. (C2.1) Carryout foyer walls, floors, carpets, mats and baseboards are clean, free of buildup and litter, in good condition and working as designed.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	b. (C2.2) Carryout foyer ceiling, ceiling tiles, lights, vents, fixtures and fans are clean, free of buildup, in good condition and working as designed.		
☐	c. (C2.3) Front counter, POS/phone systems and carryout foyer furniture are clean, free of buildup and litter, in good condition and working as designed.		
☐	d. (C2.4) Menu boards, menu mats, POP and advertising are clean, free of buildup, in good condition, current and working as designed.		
☐	3. Dining room:		
☐	a. (C3.1) Dining room walls, floors, carpets, mats and baseboards are clean, free of buildup and litter, in good condition and working as designed.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	b. (C3.2) Dining area ceiling, ceiling tiles, lights, vents, fixtures and fans are clean, free of buildup, in good condition and working as designed.		
☐	c. (C3.3) All dining room furniture and equipment is clean, free of buildup and litter, in good condition and working as designed.		
☐	d. (C3.4) Decorations, curtains, entertainment systems, interior windows and blinds are clean, free of buildup, in good condition and working as designed.		

Centralized Cleaning



Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.

Explore the situation and gather information about *what* is going on to identify gaps.

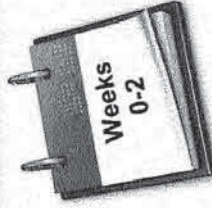


Standard		Processes/Routines	Notes
☐	4. Restrooms:		
☐	a. (C4.1) Restroom is clean, free of buildup and litter, and free of any strong or obvious odors.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	b. (C4.2) Restroom equipment is in good condition and working as designed.		
☐	c. (C4.3) Restroom is stocked with paper towels/hand dryer, anti-bacterial soap and toilet paper.		

Analyze root causes and patterns to determine *why* there is a gap:

- | Standard # | Pattern or Isolated? | Root Causes/Notes |
|------------|----------------------|-------------------|
| | | |

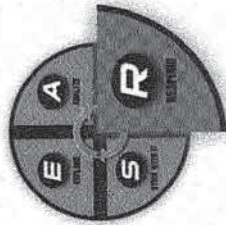
Centralized Cleaning



Goal: Achieve Acceptable or World Class ratings on all HQSC – Cleanliness and Maintenance items.

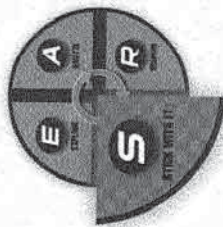
Respond by developing *action plans* needed to close the gap:

- Involve Team Members in identifying possible actions.
- Probe to be sure action is needed and understood.
- Select appropriate approach for Team Member's capability for the issue or task.
- Express confidence that the Team Member will be successful.
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Centralized Cleaning



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Validation: Each week over the next 3–4 weeks, review performance (repeat the Explore step) to ensure gaps remain closed and all standards are met.

	All Standards Met?	Standard #s Not Met?	Additional Action Required
Review 1	☐ Yes ☐ No		
Review 2	☐ Yes ☐ No		
Review 3	☐ Yes ☐ No		

Final Sign Off

RGM

Date

ARL

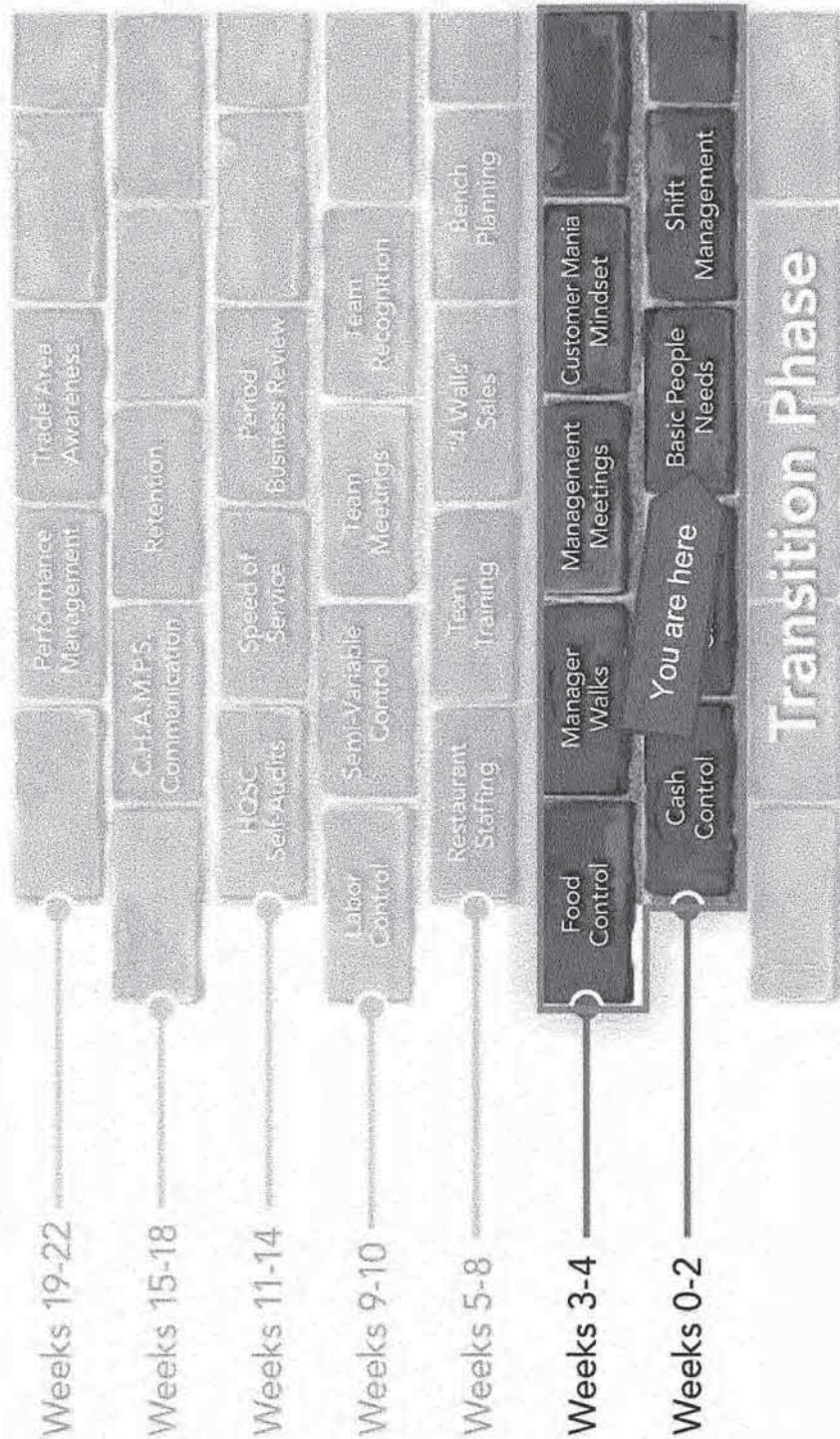
Date



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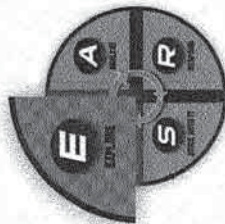
Basic People Needs

Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.



Basic People Needs

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Explore the situation and gather information about *what* is going on to identify gaps:

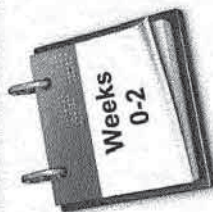
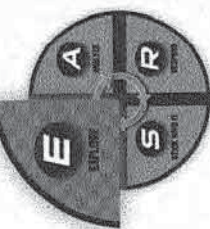
- Ask open-ended questions.
- Avoid jumping to conclusions.
- Listen to various opinions to get information.
- Make observations to get information.
- Consider clues to Team Members' capabilities for the issue/task.
- Review written data to understand the issue.
- Clearly define the problem in a way others understand.

Resources:

- LEAD eLearning – Labor Management, Building an A Team, Building People Capabilities, Manage Restaurant Training, Maintain a Positive Workplace, Employee Relations
- Welcome to Our Team eLearning
- Restaurant Safety eLearning

Standard		Processes/Routines	Notes
☐	1. Pay:		
☐	a. Enter pay rate accurately into the payroll system on or before the first day of hire.	☐ Uses processes/routines that are working	
☐	b. Review timecard/timekeeping files daily.	☐ Uses processes/routines that are not working	
☐	c. Distribute paychecks on time.	☐ Does not have processes/routines	
☐	d. Provide phone numbers to call with questions.		
☐	e. Keep accurate employee files.		
☐	f. Send increase to Payroll prior to the effective date.		
☐	g. Explain employee benefits and identify who to call with questions.		
☐	h. Resolve payroll issues immediately.		

Basic People Needs



Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.

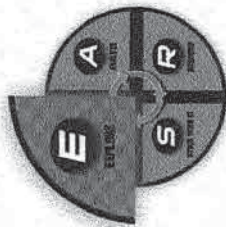
Explore the situation and gather information about *what* is going on to identify gaps.

Standard		Processes/Routines	Notes
☐	2. Uniforms:		
☐	a. Provide new Team Members with shirts, hat, name tag and apron.	☐ Uses processes/routines that are working	
☐	b. Communicate proper shoe and pants requirements.	☐ Uses processes/routines that are not working	
☐		☐ Does not have processes/routines	
☐	3. Scheduling:		
☐	a. Provide best possible work schedule to meet personal needs of Team Members.	☐ Uses processes/routines that are working	
☐	b. Give notice before reducing hours.	☐ Uses processes/routines that are not working	
☐	c. Post schedules 5 days before the start of the work week.	☐ Does not have processes/routines	
☐	d. Plan appropriate staffing levels.		
☐	e. Use a fair "day off" request system.		
☐	4. Safe and clean facility:		
☐	a. Follow all safety procedures.	☐ Uses processes/routines that are working	
☐	b. Follow all cleanliness procedures.	☐ Uses processes/routines that are not working	
☐	c. Coach Team Members on food safety and cleanliness.	☐ Does not have processes/routines	

Basic People Needs

Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.

Explore the situation and gather information about *what* is going on to identify gaps.

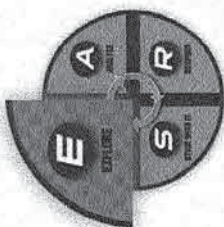


Standard		Processes/Routines	Notes
☐ 5. Team Member interactions:			
☐ a. Introduce new Team Members to the team.		☐ Uses processes/routines that are working	
☐ b. Treat Team Members with respect and fairness.		☐ Uses processes/routines that are not working	
☐ c. Communicate business goals to Team Members.		☐ Does not have processes/routines	
☐ d. Recognize Team Members and give positive feedback regularly.			
☐ e. Celebrate special occasions and promotions.			
☐ f. Communicate career paths to Team Members.			
☐ 6. Employee files:			
☐ a. Maintain complete employee records.		☐ Uses processes/routines that are working	
☐ b. Store hard copy files in a locked cabinet.		☐ Uses processes/routines that are not working	
NOTE: Check with ARL on procedures for your organization.		☐ Does not have processes/routines	

Basic People Needs

Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.

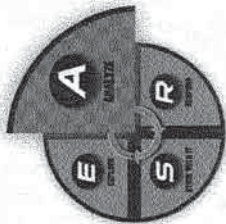
Explore the situation and gather information about *what* is going on to identify gaps.



Standard	Processes/Routines	Notes
☐ 7. Employment laws and policies:		
☐ a. Post all employment law and workplace policies.	☐ Uses processes/routines that are working	
☐ b. Maintain required documentation.	☐ Uses processes/routines that are not working	
☐ c. Track training completion.	☐ Does not have processes/routines	
☐ d. Follow labor laws and standards.		
☐ 8. Performance management:		
☐ a. Communicate performance expectations.	☐ Uses processes/routines that are working	
☐ b. Provide ongoing coaching and feedback.	☐ Uses processes/routines that are not working	
☐ c. Document performance discussions.	☐ Does not have processes/routines	
☐ d. Complete performance appraisals.		

Basic People Needs

Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.



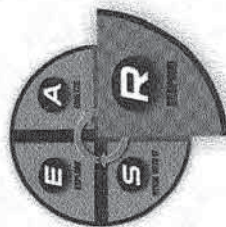
Analyze root causes and patterns to determine *why* there is a gap:

- Use the 5 Whys to help identify the root cause.
- Help Team Members identify and understand the root causes.
- Help Team Members identify recurring problems (patterns).
- Consider several possible causes.
- Consider Team Member's capability as a cause.
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Standard #	Pattern or Isolated?	Root Causes/Notes

Basic People Needs

Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.

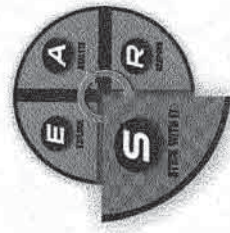


Respond by developing *action plans* needed to close the gap:

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- Probe to be sure action is needed and understood.
- Select appropriate approach for Team Member's capability for the issue or task.
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- Anticipate the impact of the planned action on other areas of the business.
- Take actions that have a lasting impact rather than those that provide a short-term solution.
- Support Team Members as they work to resolve problems.
- Make sure Team Members are personally committed to actions.

Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Basic People Needs



Goal: Ensure basic people systems that directly impact Team Member staffing, training and retention are in place.

Stick With It by *following up* to ensure the gap stays closed and that meeting all standards has become a habit:

- Give frequent feedback on progress.
- Follow up on action plans.
- Recognize small successes.
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- Revisit actions to ensure they are sustained.
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- Celebrate results.

Identify ways to encourage Team Members to stick with it! List follow-up actions you will take.

Validation: Each week over the next 3–4 weeks, review performance (repeat the Explore step) to ensure gaps remain closed and all standards are met.

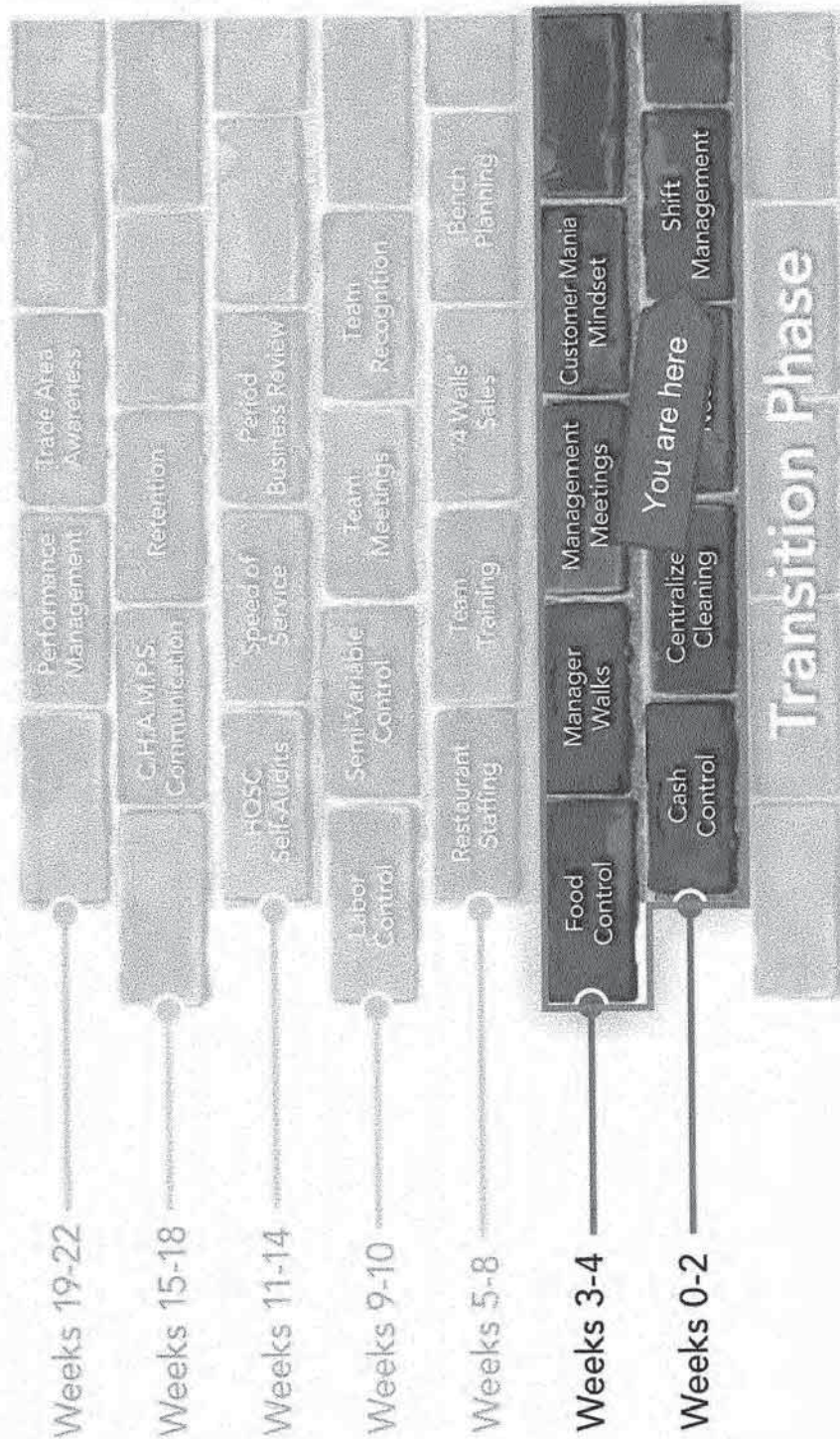
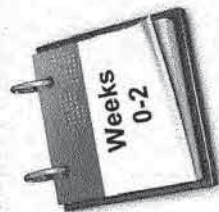
All Standards Met?		Standard #s Not Met?	Additional Action Required
Review 1	☐ Yes ☐ No		
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Final Sign Off

RGM _____ Date _____ ARL _____ Date _____

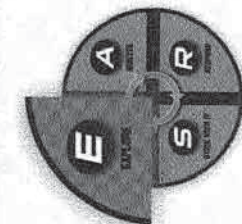
Shift Management

Goal: Lead restaurant teams in delivering 100% C.H.A.M.P.S. on every shift.



Shift Management

Goal: Lead restaurant teams in delivering 100% C.H.A.M.P.S. on every shift.



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- Ask open-ended questions.
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Resources:

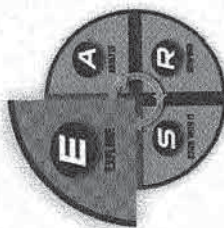
- Restaurant Safety eLearning
- LEAD eLearning – Ready for Revenue
- HQSC Standard of Operations Manual

Standard		Processes/Routines	Notes
☐	1. Open restaurant:		
☐	a. Only scheduled Team Members and vendors with proper identification are allowed to enter before opening.	☐ Uses processes/routines that are working	
☐	b. Follow safety and security procedures for opening.	☐ Uses processes/routines that are not working	
		☐ Does not have processes/routines	
☐	2. Conduct shift change:		
☐	a. Conduct JumpStart meetings.	☐ Uses processes/routines that are working	
☐	b. Conduct Manager Walk.	☐ Uses processes/routines that are not working	
☐	c. All prep is 100% complete.	☐ Does not have processes/routines	
☐	d. Shift is properly staffed.		
☐	e. Stations are fully stocked.		
☐	f. All Customer touch points are clean and well maintained.		

Shift Management

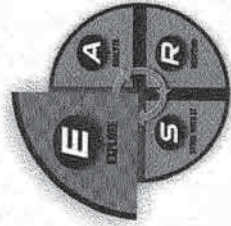
Goal: Lead restaurant teams in delivering 100% C.H.A.M.P.S. on every shift.

Explore the situation and gather information about *what* is going on to identify gaps.



Standard	Processes/Routines	Notes
☐ 3. Lead a shift: ☐ a. Customer greetings are immediate and enthusiastic. ☐ b. Suggestive selling occurs with every customer. ☐ c. Order-taking fundamentals are executed properly. ☐ d. Current menus are provided and in good condition. ☐ e. Presentation and serving of meal is executed properly. ☐ f. Customers receive follow-up visits to check on customer satisfaction. ☐ g. Customers are given courteous and attentive service. ☐ h. Service and dining area are conducive to a family experience. ☐ i. Restaurant is open per posted hours of operation with no premature closings. ☐ j. Every customer receives a sincere "Thank You" with eye contact and a pleasant, accurate cash-out experience. ☐ k. Monitor labor. ☐ l. Monitor food quality, safety, cleanliness and sanitation. ☐ m. Check cash controls. ☐ n. Monitor safety and security. ☐ o. Recognize Team Members.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	

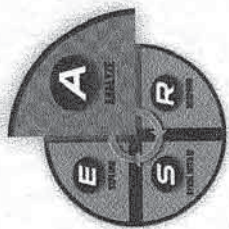
Shift Management



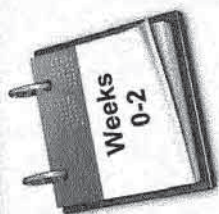
Goal: Lead restaurant teams in delivering 100% C.H.A.M.P.S. on every shift.

Explore the situation and gather information about *what* is going on to identify gaps.

Standard		Processes/Routines	Notes
☐	4. Close restaurant:		
☐	a. Only Team Members on the clock are allowed in the restaurant during closed hours.	☐ Uses processes/routines that are working	
☐	b. Remove garbage through the front door using the buddy system.	☐ Uses processes/routines that are not working	
☐	c. Check restrooms 30 minutes before closing and again at closing.	☐ Does not have processes/routines	
☐	d. All Team Members clock out before leaving work.		
☐	e. Use a staggered close.		



Shift Management



Goal: Lead restaurant teams in delivering 100% C.H.A.M.P.S. on every shift.

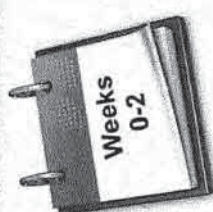
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- Use the 5 Whys to help identify the root cause.
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- Consider several possible causes.
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Root Causes/Notes

Standard #

Pattern or Isolated?



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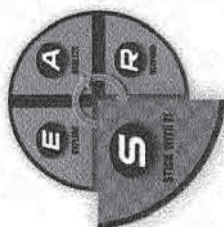
©March 2015 Confidential and Proprietary Property of Pizza Hut, Inc.

Shift Management

Goal: Lead restaurant teams in delivering 100% C.H.A.M.P.S. on every shift.

Stick With It by *following up* to ensure the gap stays closed and that meeting all standards has become a habit:

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Identify ways to encourage Team Members to stick with it! List follow-up actions you will take.

Validation: Each week over the next 3–4 weeks, review performance (repeat the Explore step) to ensure gaps remain closed and all standards are met.

	All Standards Met?	Standard #s Not Met?	Additional Action Required
Review 1	☐ Yes ☐ No		
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Review 3	☐ Yes ☐ No		

Final Sign Off

RGM

Date

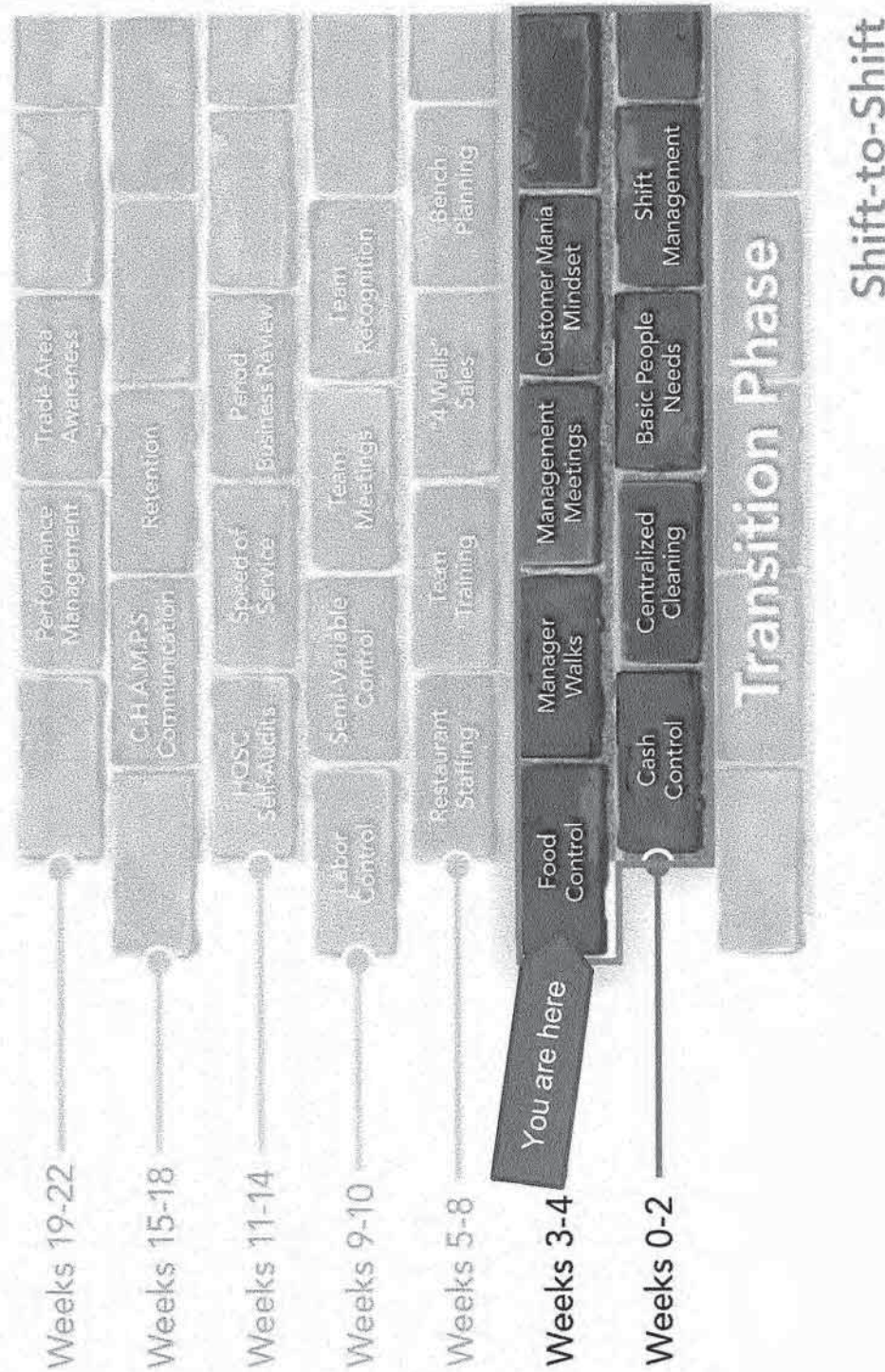
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Date

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Food Control

Goal: Maintain processes and systems that protect food quality and control cost of sales.



Food Control



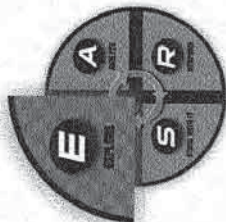
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Resources:

- LEAD eLearning – Daily Food Cost Management
- HQSC Standard of Operations Manual

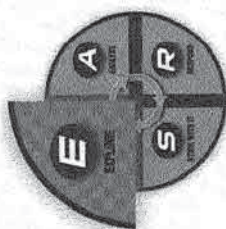


Standard		Processes/Routines	Notes
☐	1. Prepare and place accurate orders on time:		
☐	a. Use sales forecasts to create food quantities and prep plans.	☐ Uses processes/routines that are working	
☐	b. Ensure orders are placed accurately.	☐ Uses processes/routines that are not working	
☐	c. Ensure orders are placed on time.	☐ Does not have processes/routines	
☐	2. Use FIFO to receive and properly store orders:		
☐	a. Check order temperature, date and quality.	☐ Uses processes/routines that are working	
☐	b. Mark date received, date ready to use and discard date.	☐ Uses processes/routines that are not working	
☐	c. Follow FIFO rotation.	☐ Does not have processes/routines	
☐	d. Store in designated places.		
☐	e. Use Food Safety Checklist.		

Food Control

Goal: Maintain processes and systems that protect food quality and control cost of sales.

Explore the situation and gather information about *what* is going on to identify gaps.



Standard		Processes/Routines	Notes
☐	3. Coach proper specs and prep plan amounts:		
☐	a. Follow and adjust prep plans.	☐ Uses processes/routines that are working	
☐	b. Monitor specs.	☐ Uses processes/routines that are not working	
		☐ Does not have processes/routines	
☐	4. Conduct a daily critical inventory count (if applicable):		
☐	a. Count inventory accurately.	☐ Uses processes/routines that are working	
☐	b. Use the correct unit of measure.	☐ Uses processes/routines that are not working	
☐	c. Identify issues with using more or less product than expected.	☐ Does not have processes/routines	
☐	5. Monitor product quality:		
☐	a. All required ingredients and menu items are available.	☐ Uses processes/routines that are working	
☐	b. Dough storage and prep standards are followed.	☐ Uses processes/routines that are not working	
☐	c. Ingredient storage and prep standards are followed.	☐ Does not have processes/routines	
☐	d. WingStreet® item storage and prep standards are followed.		
☐	e. Ready for Revenue completed daily.		
☐	f. Customer orders are 100% accurate and complete.		
☐	g. Customer orders are correctly packaged, handled and served.		

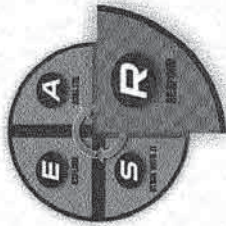


Goal: Maintain processes and systems that protect food quality and control cost of sales.

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Standard #	Pattern or Isolated?	Root Causes/Notes



Food Control



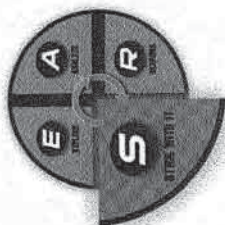
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

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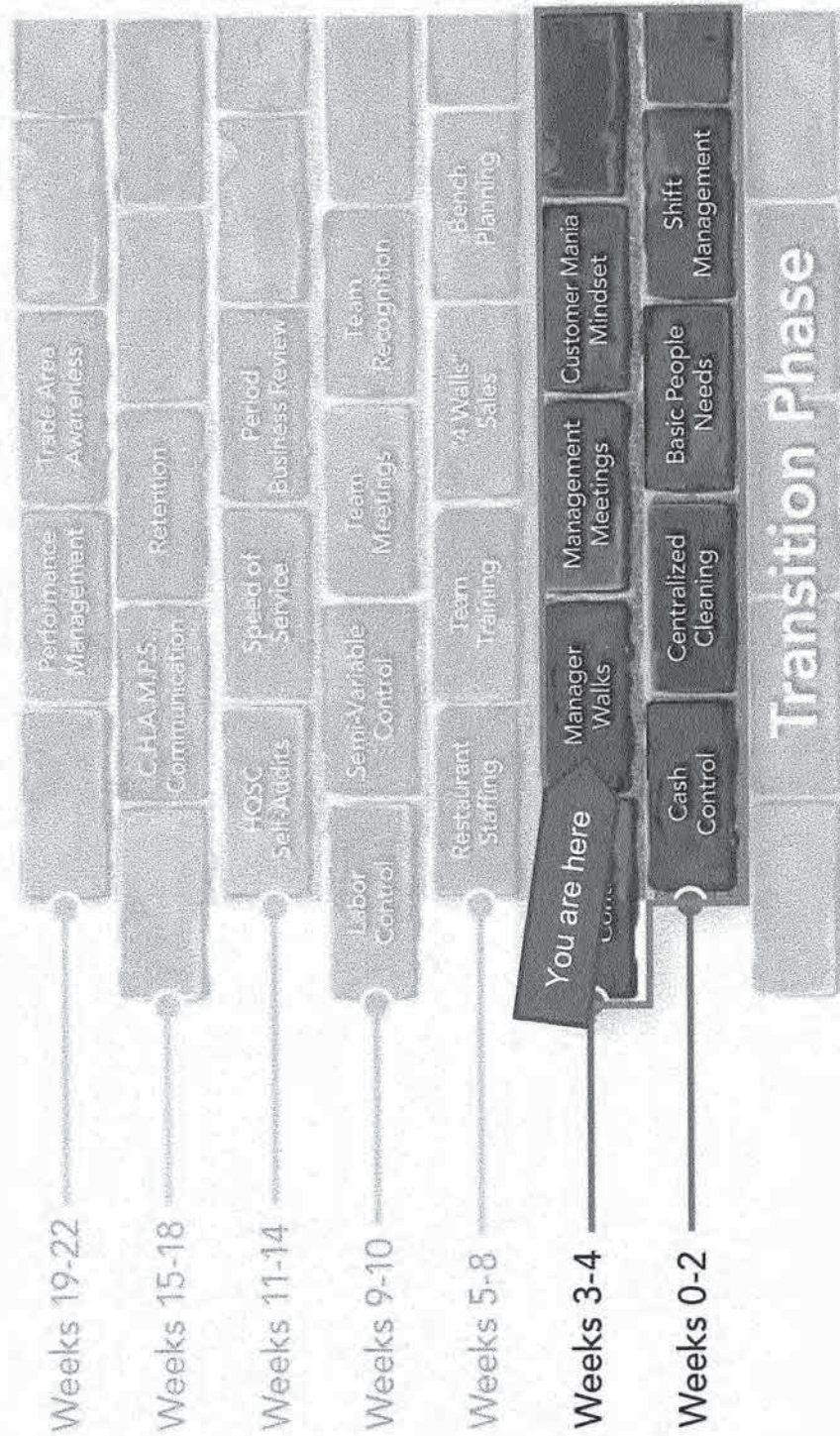
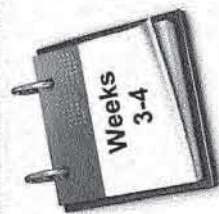
Final Sign Off

RGM _____ Date _____

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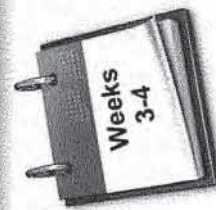
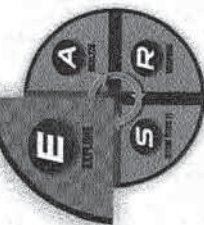
Manager Walks

Goal: Maintain total restaurant awareness to deliver 100% C.H.A.M.P.S. to all customers throughout a shift.



Shift-to-Shift

Manager Walks



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Resources:

- LEAD eLearning – Ready for Revenue

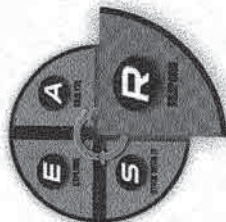
Standard		Processes/Routines	Notes
☐	1. Conduct Manager Walks:		
☐	a. Use a figure eight in the front and back of the house to visit each work station without backtracking.	☐ Uses processes/routines that are working	
☐	b. Use the Ready for Revenue checklist every shift to make sure your restaurant is prepared for the next peak period.	☐ Uses processes/routines that are not working	
☐	2. Check each work station for proper stock of critical items:	☐ Does not have processes/routines	
☐	a. Prep area		
☐	b. Maketable	☐ Uses processes/routines that are working	
☐	c. Cut table	☐ Uses processes/routines that are not working	
☐	d. WingStreet® Station	☐ Does not have processes/routines	
☐	e. Restroom		
☐	f. Front counter		
☐	g. Parking and entrance		
☐	h. Server station/Dine-in		
☐	i. CSR station		

Analyze root causes and patterns to determine *why* there is a gap:

- | Standard # | Pattern or Isolated? | Root Causes/Notes |
|------------|----------------------|-------------------|
| | | |

Manager Walks

Goal: Maintain total restaurant awareness to deliver 100% C.H.A.M.P.S. to all customers throughout a shift.



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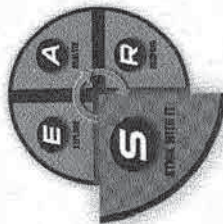
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Manager Walks



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Final Sign Off

RGM

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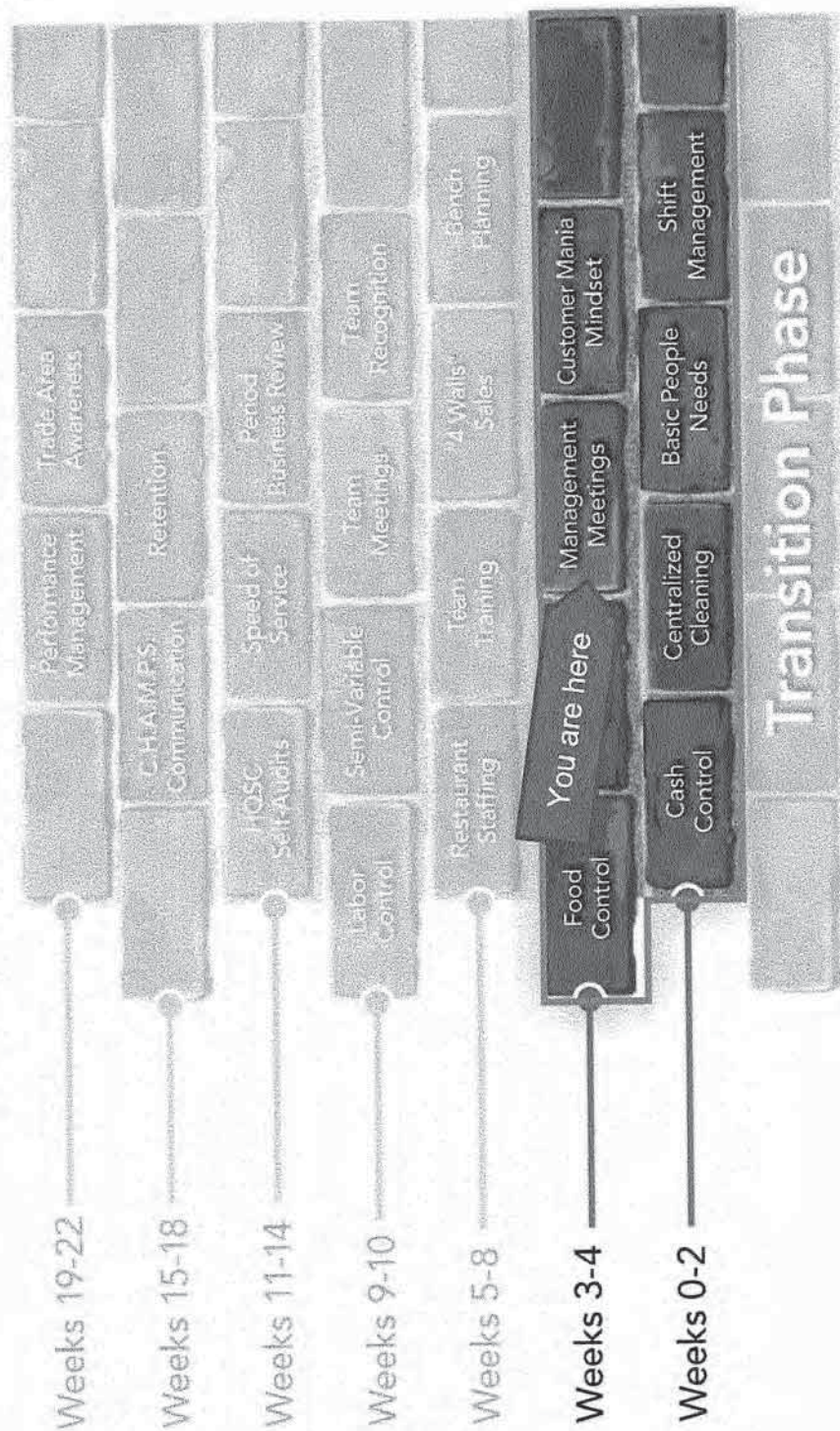
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Management Meetings

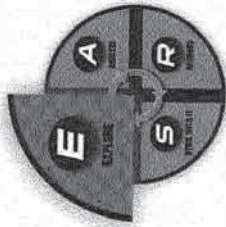
Goal: Align managers around processes that drive people, customers, sales and profit results.
Build people capability through ongoing communications.



Shift-to-Shift

Management Meetings

Goal: Align managers around processes that drive people, customers, sales and profit results.
Build people capability through ongoing communications.



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Resources:

- LEAD eLearning – Productive Meetings

Standard		Processes/Routines	Notes
☐	1. Conduct management team meetings:		
☐	a. All management team attends.	☐ Uses processes/routines that are working	
☐	b. Discuss restaurant results and priorities.	☐ Uses processes/routines that are not working	
☐	c. Schedule regularly and place on work schedule.	☐ Does not have processes/routines	
☐	d. Create and follow an agenda.		
☐	e. Start on time.		
☐	f. Review action items and summary from the last meeting.		
☐	g. Assign note taker.		
☐	h. Create new action items.		
☐	i. Include recognition.		
☐	j. Use EARS for problem solving, as required.		
☐	k. Provide meeting summary.		
☐	l. Follow up on action items after the meetings.		