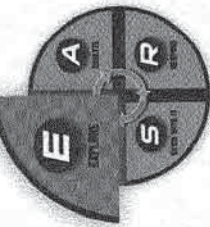
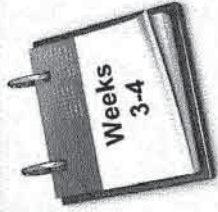


Management Meetings



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



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

Standard	Processes/Routines	Notes
☐ 2. Conduct one-on-one meetings with managers:		
☐ a. Use one-on-one meetings for private topics, individual development and/or recognition.	☐ Uses processes/routines that are working	
☐ b. Schedule as needed with each management team member.	☐ Uses processes/routines that are not working	
☐ c. Create and follow an agenda.	☐ Does not have processes/routines	
☐ d. Start on time.		
☐ e. Include recognition.		
☐ f. Use EARS for problem solving, as required.		
☐ g. Provide meeting summary.		
☐ h. Follow up on action items after the meetings.		



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

- 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.

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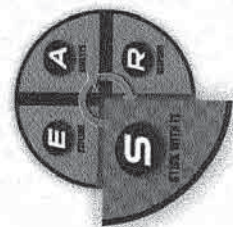
Respond by developing *action plans* needed to close the gap:

- 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

Management Meetings



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

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

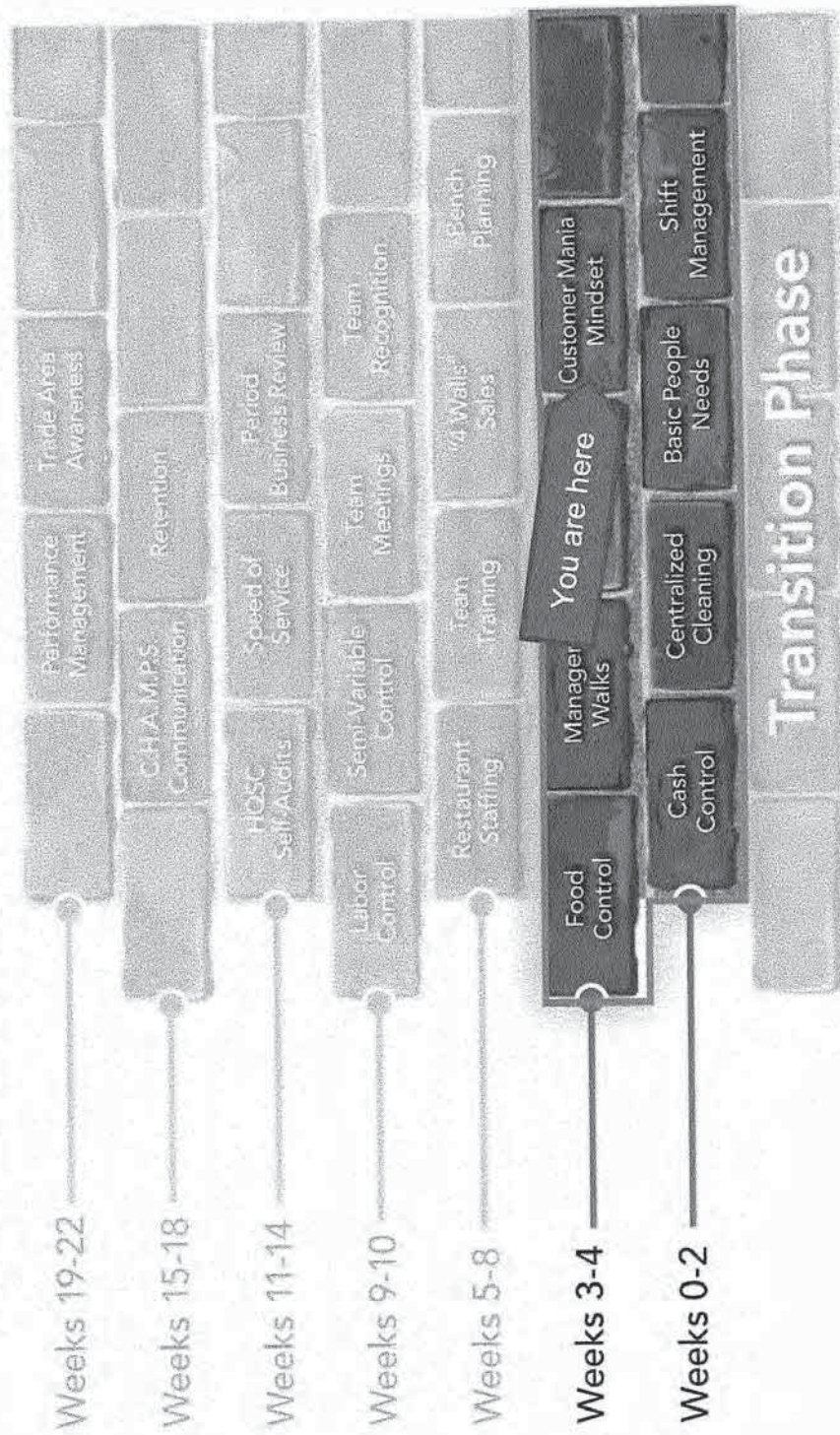
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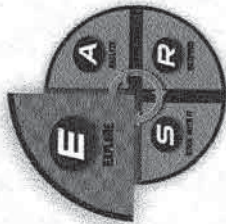
Customer Mania Mindset

Goal: Show the attitude and behaviors of 100% C.H.A.M.P.S. with a YES! attitude with every customer. Cast a Customer Mania leadership shadow that the Team Members recognize and follow.



Shift-to-Shift

Customer Mania Mindset



Goal: Show the attitude and behaviors of 100% C.H.A.M.P.S. with a YES! attitude with every customer.
Cast a Customer Mania leadership shadow that the Team Members recognize and follow.

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:

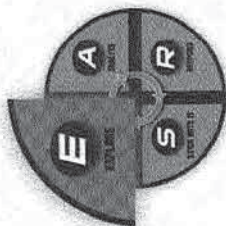
- Welcome to Our Team eLearning
- You As a Customer Maniac eLearning
- Heart of the Hut Little Red Book

Standard		Processes/Routines	Notes
☐	1. Team Members are trained on Customer Mania mindset:		
☐	a. All Team Members are trained and certified on Customer Mania.	☐ Uses processes/routines that are working	
☐	b. Customer Mania is reinforced in all team meetings and ongoing training.	☐ Uses processes/routines that are not working	
		☐ Does not have processes/routines	
☐	2. Managers consistently demonstrate Customer Mania:	☐ Uses processes/routines that are working	
☐	a. Talk with at least 3 customers every day.	☐ Uses processes/routines that are not working	
☐	b. Demonstrate a sense of urgency toward customers.	☐ Does not have processes/routines	
☐	c. Make operational decisions with the customer in mind.		
☐	d. Remove barriers to Customer Mania.		
☐	e. Use Manager Walks to drive C.H.A.M.P.S.		
☐	f. Ensure all Team Members demonstrate Customer Mania behaviors.		

Customer Mania Mindset

Goal: Show the attitude and behaviors of 100% C.H.A.M.P.S. with a YES! attitude with every customer.
Cast a Customer Mania leadership shadow that the Team Members recognize and follow.

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



Standard		Processes/Routines	Notes
☐	3. Team Members are trained on Heart of the Hut recipes:		
☐	a. All Team Members trained on Heart of the Hut.	☐ Uses processes/routines that are working	
☐	b. Heart of the Hut reinforced on each shift.	☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	4. Handle customer complaints correctly:		
☐	a. Respond to customer concerns immediately and successfully.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	b. Team Members use B.L.A.S.T. to understand and resolve customer complaints.		
☐	c. Complaints and resolutions are tracked.		
☐	5. Reinforce Customer Mania:		
☐	a. Recognize Team Members by giving Recognition Cards during meetings.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	b. Team Members use Recognition Cards to recognize their peers for demonstrating Customer Mania behaviors.		



Customer Mania Mindset

Goal: Show the attitude and behaviors of 100% C.H.A.M.P.S. with a YES! attitude with every customer. Cast a Customer Mania leadership shadow that the Team Members recognize and follow.

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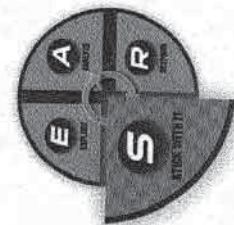
Standard #	Pattern or Isolated?	Root Causes/Notes

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

Customer Mania Mindset



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Final Sign Off

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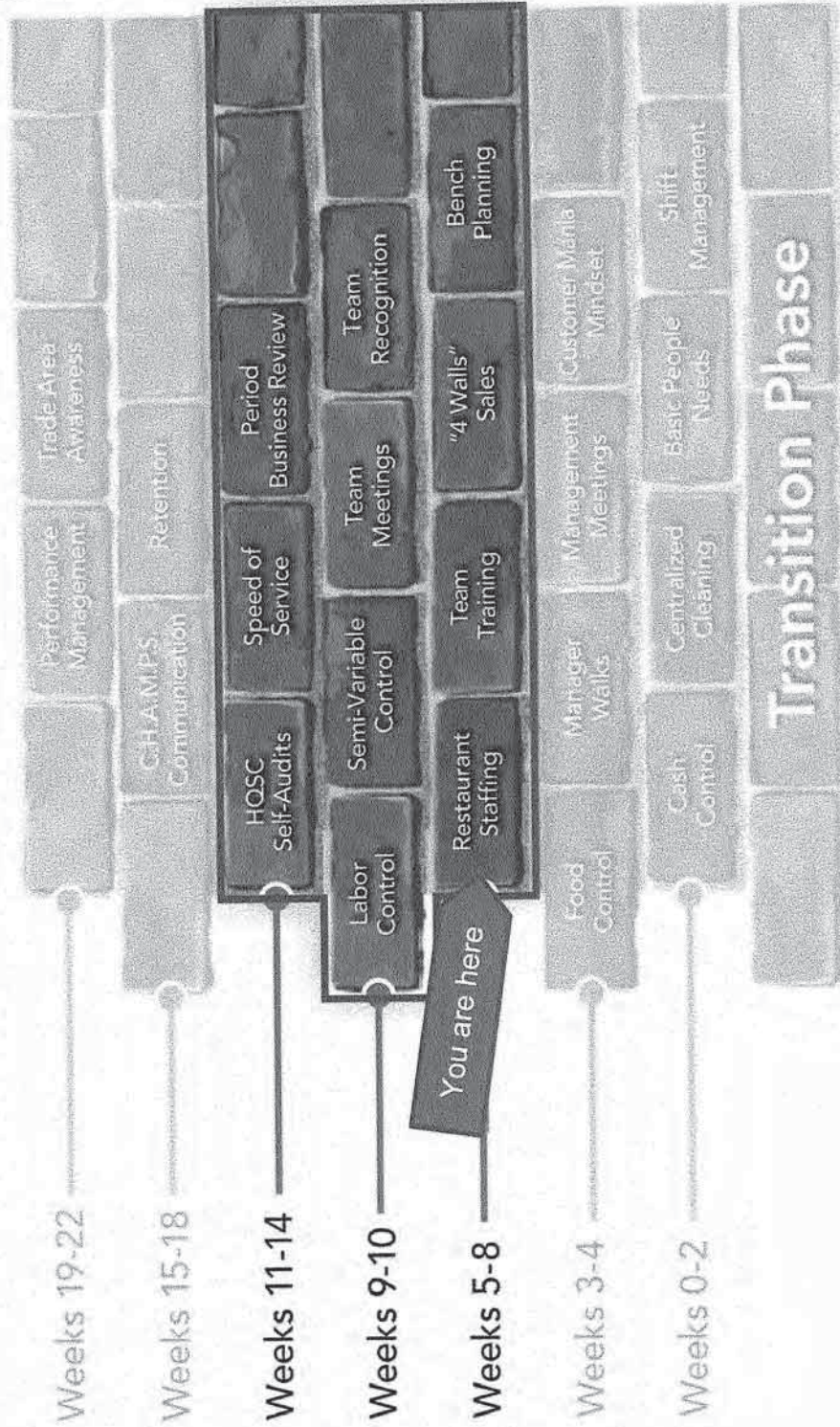
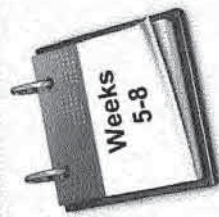
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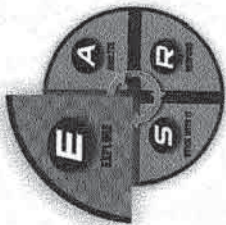
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Restaurant Staffing

Goal: Keep restaurant consistently staffed for 100% C.H.A.M.P.S. execution on every shift.



Day-to-Day



Restaurant Staffing



Goal: Keep restaurant consistently staffed for 100% C.H.A.M.P.S. execution on every shift.

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

- Ask open-ended questions.
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Resources:

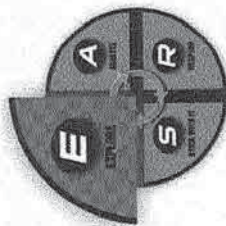
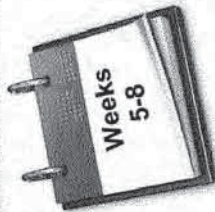
- LEAD eLearning – Building an A Team
- Hiring Zone eLearning

Standard		Processes/Routines	Notes
☐	1. Recruiting ready:		
☐	a. Prepared to handle new applicants.	☐ Uses processes/routines that are working	
☐	b. Treat applicants as customers.	☐ Uses processes/routines that are not working	
☐	c. Review applications frequently.	☐ Does not have processes/routines	
☐	2. Team awareness:		
☐	a. Team Members know what positions are available.	☐ Uses processes/routines that are working	
☐	b. Team Members treat applicants as customers.	☐ Uses processes/routines that are not working	
☐	c. Team Members tell applicants we are always accepting applications.	☐ Does not have processes/routines	
☐	d. Brainstorm creative recruiting ideas with Team Members regularly.		

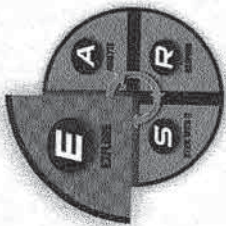
Restaurant Staffing

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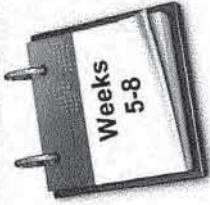
Explore the situation and gather information about *what* is going on to identify gaps.



Standard		Processes/Routines	Notes
☐	3. Plan:		
☐	a. Regularly review restaurant bench plan.	☐ Uses processes/routines that are working	
☐	b. Identify gaps in the schedule.	☐ Uses processes/routines that are not working	
☐	c. Factor expected sales forecasts and external environment into hiring plan.	☐ Does not have processes/routines	
☐	4. Screen:		
☐	a. Review applicants in detail.	☐ Uses processes/routines that are working	
☐	b. Conduct phone screens.	☐ Uses processes/routines that are not working	
☐		☐ Does not have processes/routines	
☐	5. Interview:		
☐	a. Use Structured Interview Guide.	☐ Uses processes/routines that are working	
☐	b. Avoid unlawful questions.	☐ Uses processes/routines that are not working	
☐	c. Evaluate applicants based on answers, attitude and skill.	☐ Does not have processes/routines	
☐	d. Conduct second interview for qualified candidates.		



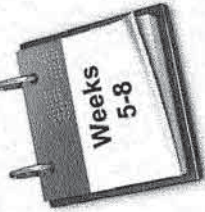
Restaurant Staffing



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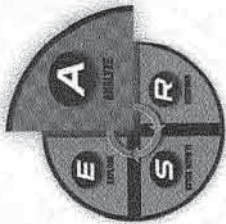
Explore the situation and gather information about *what* is going on to identify gaps.

Standard	Processes/Routines	Notes
☐ 6. Hire:		
☐ a. Check references.	☐ Uses processes/routines that are working	
☐ b. Conduct RJP, if appropriate.	☐ Uses processes/routines that are not working	
☐ c. Extend an offer.	☐ Does not have processes/routines	
☐ d. Complete Form I-9 and/or background check (if applicable).		
☐ e. Complete WOTC paperwork, if applicable.		
☐ f. Hire for heart, train for skill.		



Restaurant Staffing

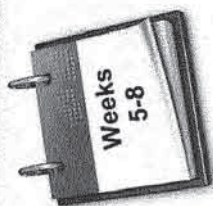
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Standard #	Pattern or Isolated?	Root Causes/Notes

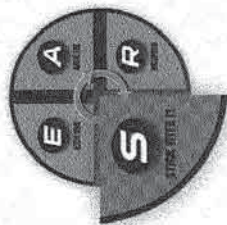


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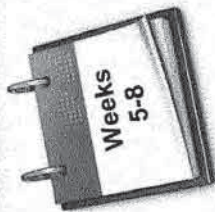
Restaurant Staffing



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Final Sign Off

RGM _____ Date _____

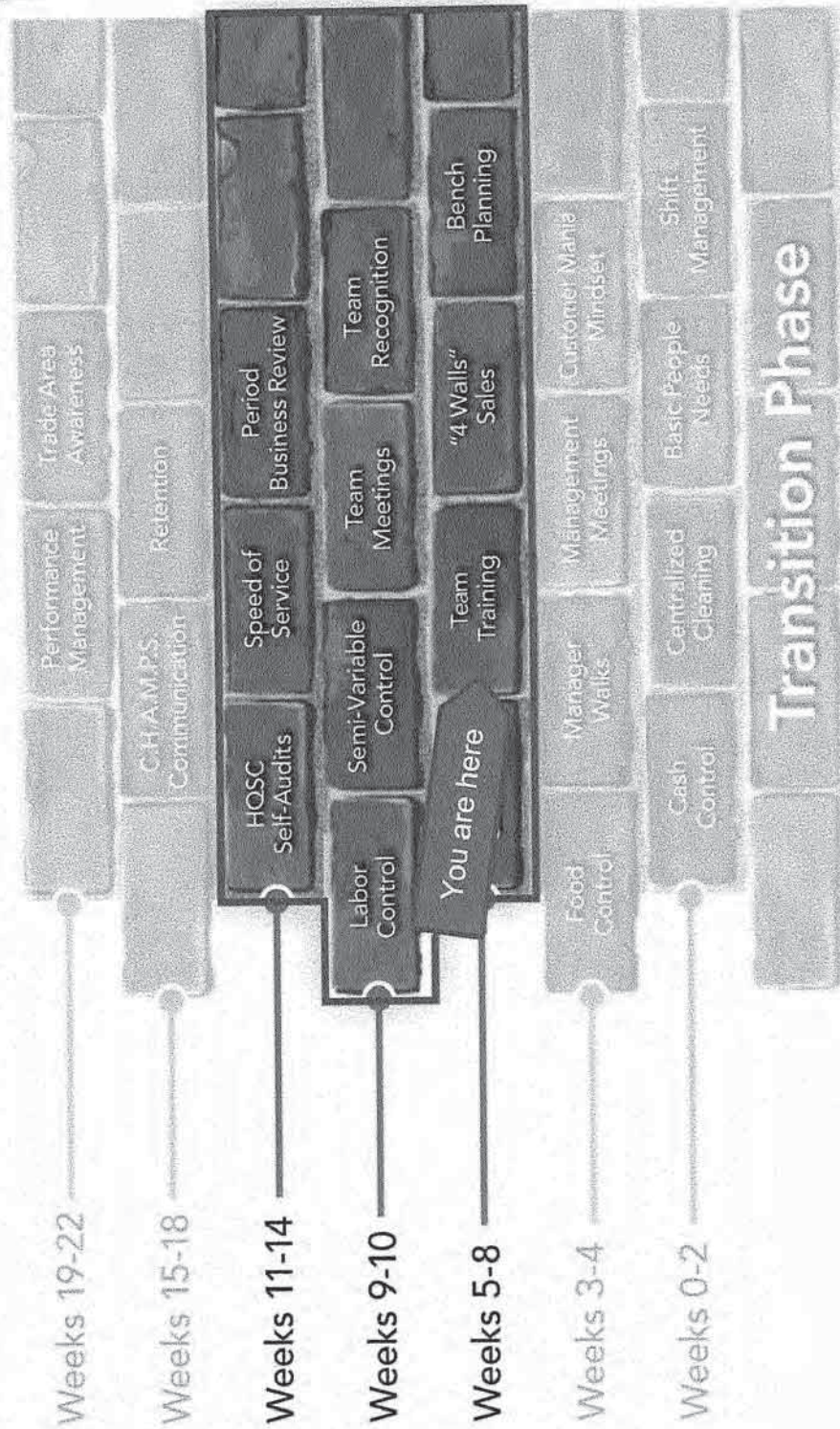
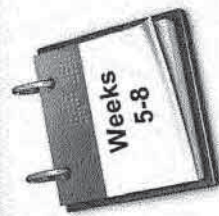
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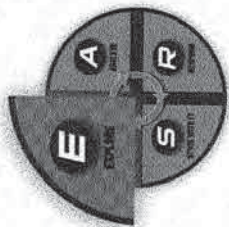
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Team Training

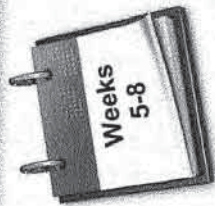
Goal: Prepare all Team Members to do their job to standard.



Day-to-Day



Team Training



Goal: Prepare all Team Members to do their job to standard.

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:

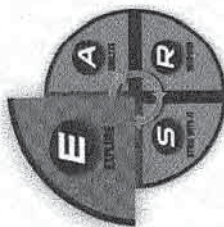
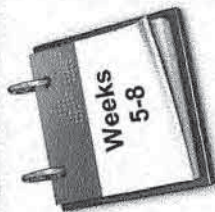
- LEAD eLearning – Manage Restaurant Training

Standard		Processes/Routines	Notes
☐	1. Trainers:		
☐	a. Consistently display knowledge and enthusiasm.	☐ Uses processes/routines that are working	
☐	b. Expect excellence from themselves and others and are passionate Customer Maniacs.	☐ Uses processes/routines that are not working	
☐	c. Demonstrate Heart of the Hut behaviors.	☐ Does not have processes/routines	
☐	d. Have patience, show empathy and understand the challenge of learning new skills.		
☐	2. Overcome barriers:		
☐	a. Each shift is properly staffed to account for training needs.	☐ Uses processes/routines that are working	
☐	b. Have a dedicated, certified Trainer at the restaurant.	☐ Uses processes/routines that are not working	
☐	c. Avoid scheduling Team Members in any position until they are certified.	☐ Does not have processes/routines	
☐	d. Don't schedule training during peak periods.		
☐	e. Utilize all training tools.		

Team Training

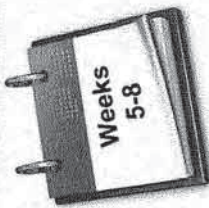
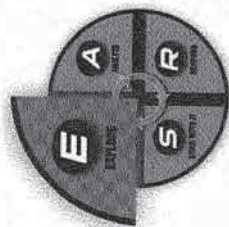
Goal: Prepare all Team Members to do their job to standard.

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



Standard		Processes/Routines	Notes
☐	3. New hire training:		
☐	a. New hires complete Welcome to Our Team, Restaurant Safety and Food Safety courses within the first three shifts.	☐ Uses processes/routines that are working	
☐	b. Have discussions and reinforce lessons with new hires at regular intervals.	☐ Uses processes/routines that are not working	
☐	c. New hires complete initial learning tracks related to their position within their first 30 days.	☐ Does not have processes/routines	
☐	d. Use BCM training schedules from the Learning Zone as a guide.		
☐	e. Schedule time to complete eLearning modules in the Learning Zone.		
☐	f. Schedule time to complete Shoulder-to-Shoulder.		
☐	g. New hires complete a learning track before moving on to the next one.		
☐	h. Determine additional training needs based on restaurant needs.		
☐	4. Tracking:		
☐	a. Review Learning Zone training reports and adjust training plans, as needed.	☐ Uses processes/routines that are working	
☐	b. Keep all signed copies of completed Shoulder-to-Shoulder checklists.	☐ Uses processes/routines that are not working	
☐	c. Follow specific tracking requirements for local health authorities.	☐ Does not have processes/routines	

Team Training



Goal: Prepare all Team Members to do their job to standard.

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

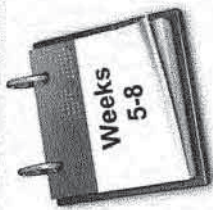
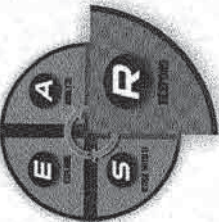
Standard		Processes/Routines	Notes
☐	5. Strategic considerations:		
☐	a. Cross-train Team Members for all positions.	☐ Uses processes/routines that are working	
☐	b. Only cross-train Team Members after they are fully certified for their primary role.	☐ Uses processes/routines that are not working	
☐	c. Consider restaurant performance, upcoming needs and training time when developing training plans.	☐ Does not have processes/routines	
☐	d. Plan training to develop specific management skills.		
☐	e. Take advantage of opportunities to coach management team.		

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 - Help Team Members identify and understand the root causes.
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Standard #	Pattern or Isolated?	Root Causes/Notes

Team Training



Goal: Prepare all Team Members to do their job to standard.

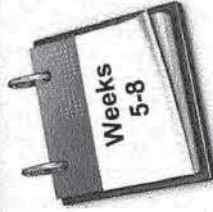
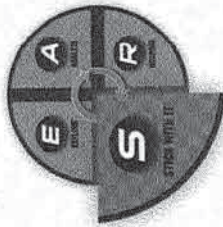
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Team Training

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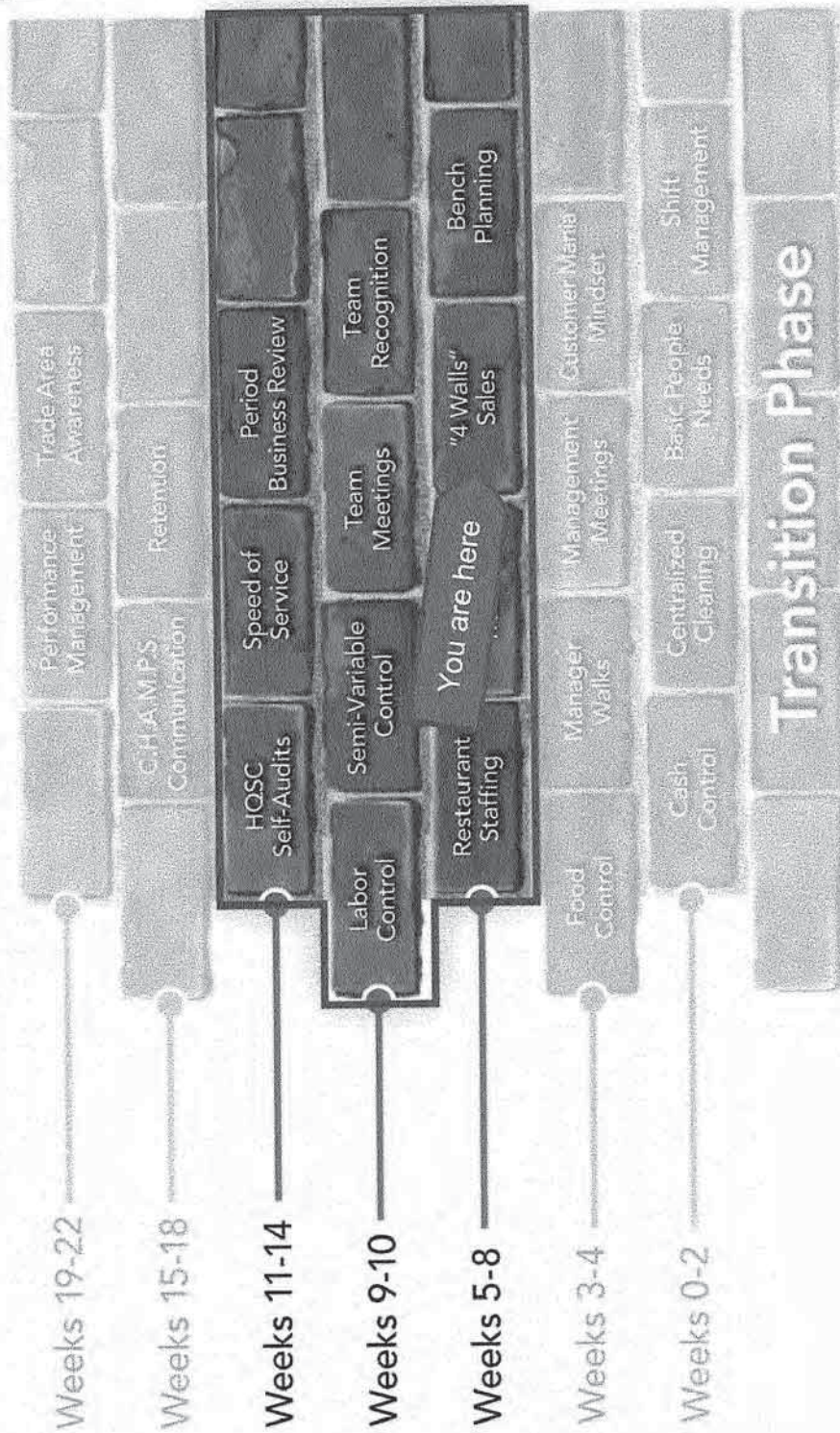
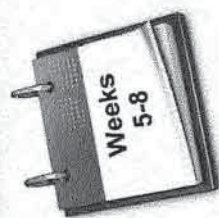
Date

RGM

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“4 Walls” Sales

Goal: Execute operations and capture all sales currently coming into your restaurant.





“4 Walls” Sales



Goal: Execute operations and implement approved marketing programs to drive sales.

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:

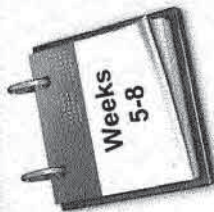
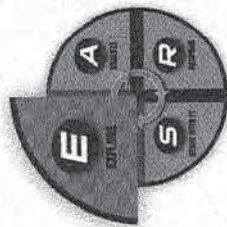
- LEAD eLearning – Drive Results
- You As a Customer Maniac eLearning

Standard		Processes/Routines	Notes
☐	1. Prepare for sales promotion/marketing campaign:		
☐	a. Obtain and post marketing information.	☐ Uses processes/routines that are working	
☐	b. Adjust sales forecast based on promotions.	☐ Uses processes/routines that are not working	
☐	c. Train Team Members on new sales promotions.	☐ Does not have processes/routines	
☐	d. Stock inventory to meet sales and mix levels.		
☐	e. Set up line/maketable/prep area properly.		
☐	f. Staff restaurant for volume forecasted.		
☐	g. Deploy Team Members to prevent bottlenecks.		
☐	2. Implement sales promotion/marketing campaign:		
☐	a. Display POP as designed.	☐ Uses processes/routines that are working	
☐	b. Use suggestive selling methods.	☐ Uses processes/routines that are not working	
☐	c. Use deployment to meet business needs.	☐ Does not have processes/routines	
☐	d. Track specific menu items/ingredients.		
☐	e. Complete customer food orders correctly.		

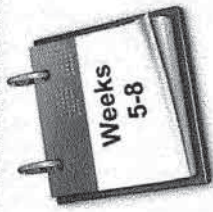
“4 Walls” Sales

Goal: Execute operations and implement approved marketing programs to drive sales.

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



Standard		Processes/Routines	Notes
☐	3. Maintain 100% C.H.A.M.P.S. execution to drive sales:		
☐	a. Meet standards for C.H.A.M.P.S. scores.	☐ Uses processes/routines that are working	
☐	b. Execute C.H.A.M.P.S. and Customer Mania.	☐ Uses processes/routines that are not working	
☐	c. Ensure managers model and recognize Customer Mania behaviors.	☐ Does not have processes/routines	
☐	d. Ensure salaried managers conduct unannounced CHAMPSCHECKS.		
☐	4. Customer feedback:		
☐	a. Talk with customers.	☐ Uses processes/routines that are working	
☐	b. Act upon customer feedback.	☐ Uses processes/routines that are not working	
☐	c. Review C.H.A.M.P.S. reports.	☐ Does not have processes/routines	



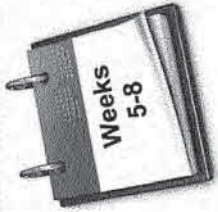
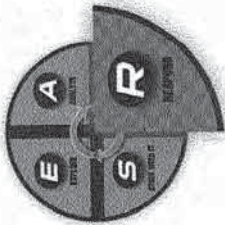
Goal: Execute operations and implement approved marketing programs to drive sales.

- 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.

Root Causes/Notes

“4 Walls” Sales

Goal: Execute operations and implement approved marketing programs to drive sales.

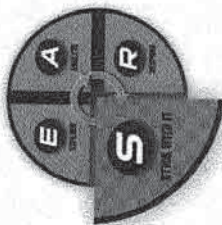


Respond by developing *action plans* needed to close the gap:

- 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 this 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

“4 Walls” Sales



Goal: Execute operations and implement approved marketing programs to drive sales.

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.

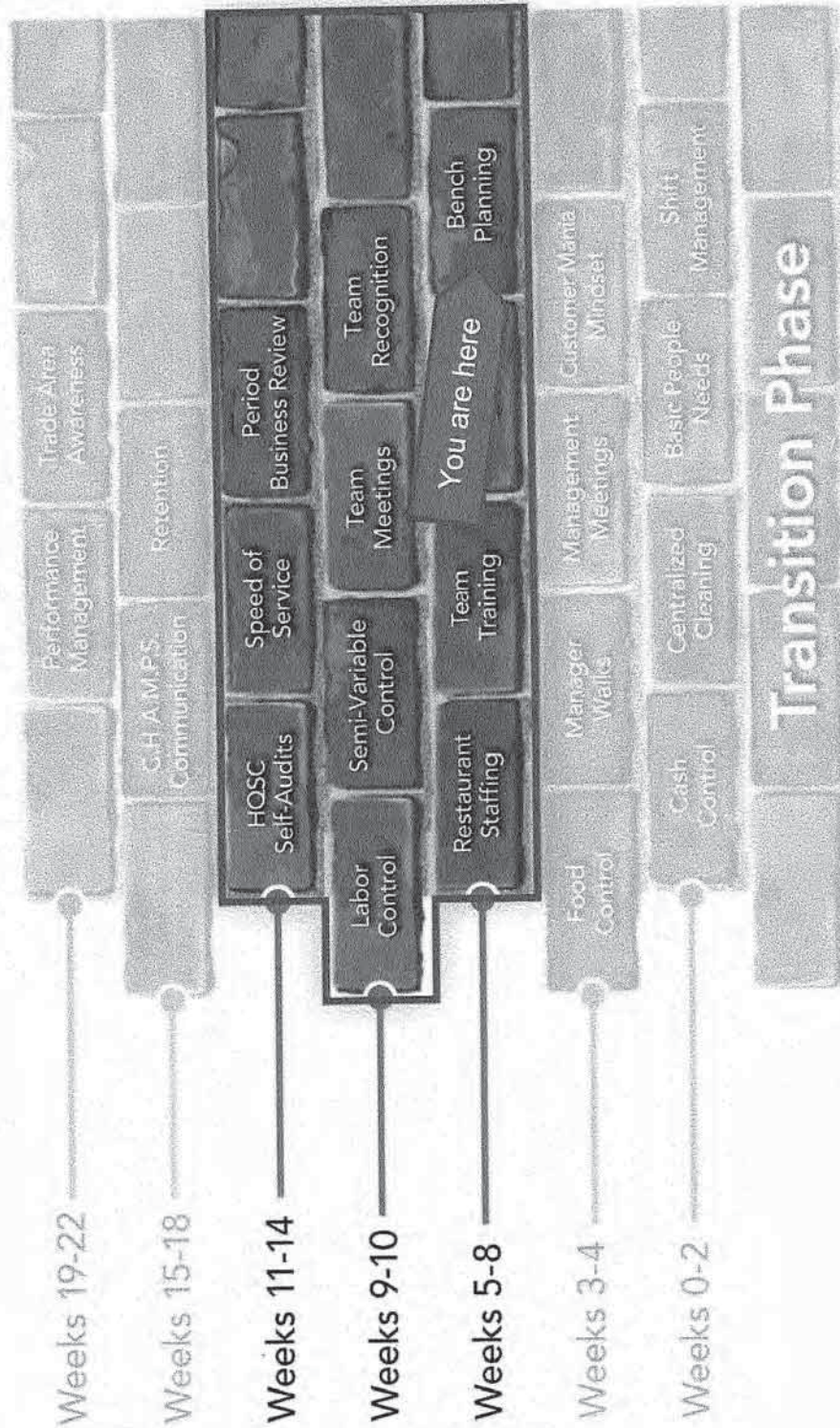
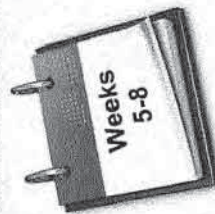
	All Standards Met?	Standard #s Not Met?	Additional Action Required
Review 1	☐ Yes ☐ No		
Review 2	☐ Yes ☐ No		
Review 3	☐ Yes ☐ No		

Final Sign Off

RGM _____ Date _____ Area Coach _____ Date _____

Bench Planning

Goal: Build people capability and establish Individual Development Plans that ensure staffing readiness for open positions.



Day-to-Day

Bench Planning

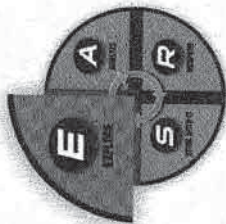
Goal: Build people capability and establish Individual Development Plans that ensure staffing readiness for open positions.

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 – Building People Capability, Building an A Team
- Heart of the Hut Little Red Book



Standard		Processes/Routines	Notes
☐	1. Retention factors:		
☐	a. Provide consistent, strong training.	☐ Uses processes/routines that are working	
☐	b. Provide and communicate a clear career path.	☐ Uses processes/routines that are not working	
☐	c. Honor schedule requests.	☐ Does not have processes/routines	
☐	d. Build and encourage Heart of the Hut culture.		
☐	2. Bench planning process:		
☐	a. Review current staffing.	☐ Uses processes/routines that are working	
☐	b. Identify pool of applicants to fill open positions.	☐ Uses processes/routines that are not working	
☐	c. Identify Team Members who are ready to be considered for promotion.	☐ Does not have processes/routines	
☐	d. Forecast staffing and development needs over the next four periods.		
☐	e. Assess current capabilities and needed cross-training for each Team Member.		
☐	f. Use performance management processes to support bench planning.		

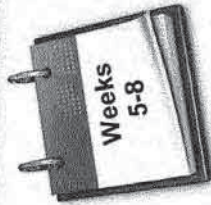
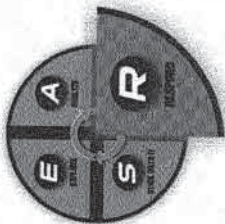
Analyze root causes and patterns to determine *why* there is a gap:

- 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

Bench Planning

Goal: Build people capability and establish Individual Development Plans that ensure staffing readiness for open positions.



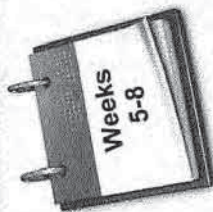
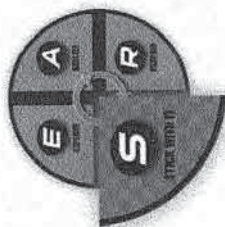
Respond by developing *action plans* needed to close the gap:

- 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 this 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

Bench Planning

Goal: Build people capability and establish Individual Development Plans that ensure staffing readiness for open positions.



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

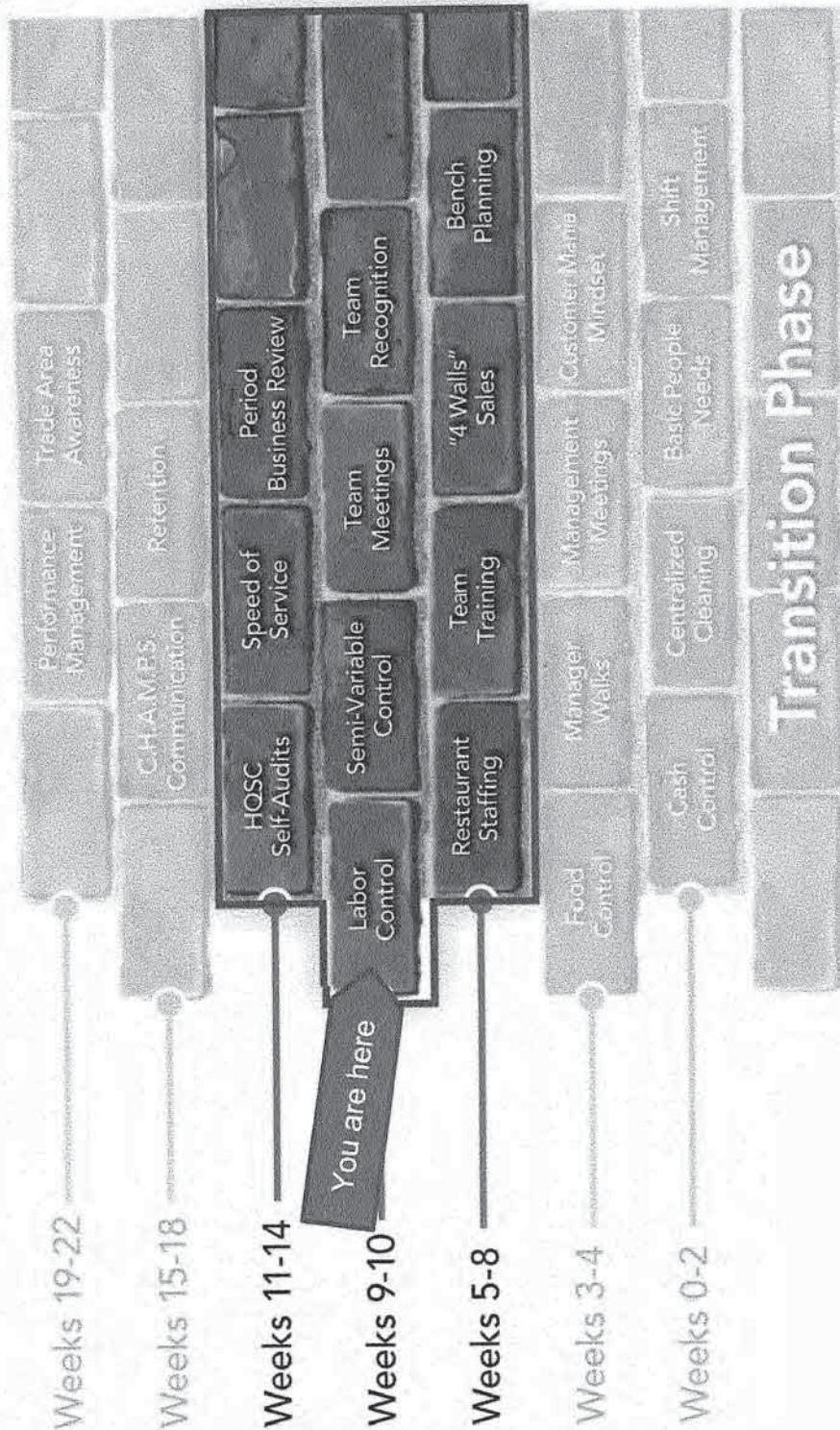
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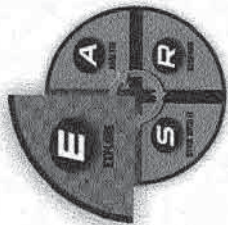
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Labor Control

Goal: Drive C.H.A.M.P.S. and profit through proper labor control.





Labor Control

Goal: Drive C.H.A.M.P.S. and profit through proper labor control.

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

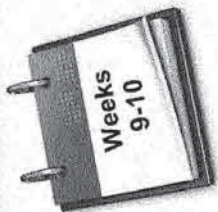
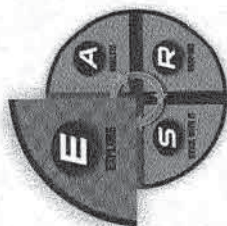
Standard		Processes/Routines	Notes
☐	1. Forecast sales:		
☐	a. Review restaurant sales history.	☐ Uses processes/routines that are working	
☐	b. Check marketing calendar or special promotions.	☐ Uses processes/routines that are not working	
☐	c. Factor in special circumstances that might affect sales.	☐ Does not have processes/routines	
☐	d. Review system-generated forecast.		
☐	e. Create forecasts on a weekly basis.		
☐	2. Develop labor schedule:		
☐	a. Develop labor schedule based on forecast for each position needed per hour per day.	☐ Uses processes/routines that are working	
☐	b. Create shift schedules to achieve 100% customer satisfaction during peak and non-peak hours.	☐ Uses processes/routines that are not working	
☐	c. Allow scheduling flexibility to meet peak hour demands.	☐ Does not have processes/routines	
☐	d. Develop schedule based on labor cost targets and/or ideal hours.		



Labor Control

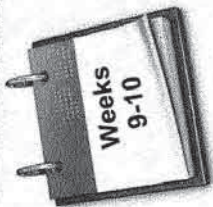
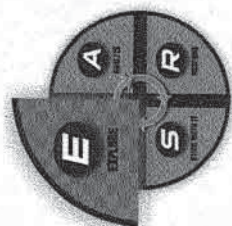
Goal: Drive C.H.A.M.P.S. and profit through proper labor control.

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



Standard		Processes/Routines	Notes
☐	3. Deploy Team Members:		
☐	a. Develop deployment plan for each shift.	☐ Uses processes/routines that are working	
☐	b. Put your "Aces in their Places."	☐ Uses processes/routines that are not working	
☐	c. Complete schedules on time.	☐ Does not have processes/routines	
☐	d. Accommodate Team Member requests when possible.		
☐	e. Follow up with shift leaders to ensure they are following the deployment plan.		
☐	f. Redeploy, as needed.		
☐	4. Evaluate and improve:		
☐	a. Track actual hours used.	☐ Uses processes/routines that are working	
☐	b. Compare results with ideal hours scheduled.	☐ Uses processes/routines that are not working	
☐	c. Review reports (for example, Weekly Labor, Sales/Transaction, Day Part, Menu Mix, Team Member Availability, Overtime).	☐ Does not have processes/routines	
☐	d. Review variables that affect cost of labor, including average wage rates, productivity, scheduling, training time, management time and overtime.		
☐	e. Develop plans to correct any cost of labor variances.		

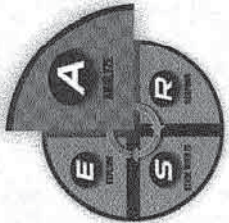
Labor Control



Goal: Drive C.H.A.M.P.S. and profit through proper labor control.

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

Standard		Processes/Routines	Notes
☐	5. Reforecast and adjust:		
☐	a. Utilize labor analysis to adjust forecast and schedules to address variances.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐	b. Communicate reforecasting and adjustments to everyone impacted, including Above Restaurant Leader.		



Labor Control

Goal: Drive C.H.A.M.P.S. and profit through proper labor control.

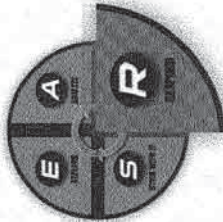


Analyze root causes and patterns to determine *why* there is a gap:

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

Labor Control



Goal: Drive C.H.A.M.P.S. and profit through proper labor control.

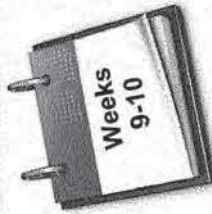
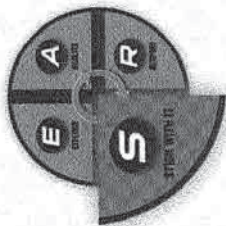
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Labor Control

Goal: Drive C.H.A.M.P.S. and profit through proper labor control.



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		
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Review 3	☐ Yes ☐ No		

Final Sign Off

RGM _____ Date _____

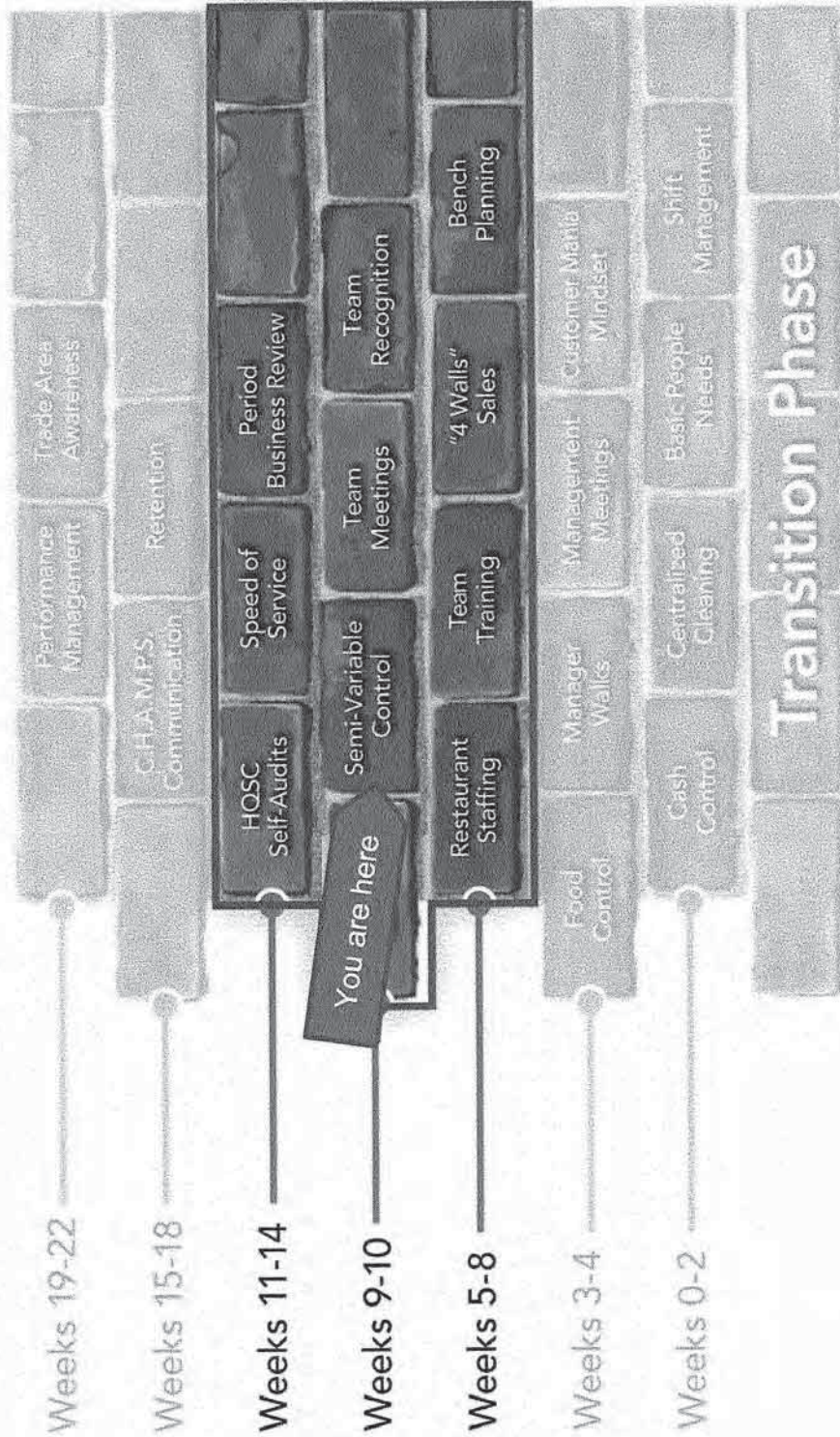
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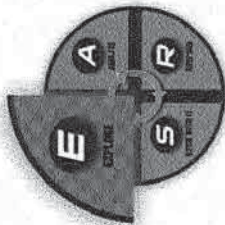
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Semi-Variable Cost Control

Goal: Drive profits through semi-variable cost control.





Semi-Variable Cost Control



Goal: Drive profits through semi-variable cost control.

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.
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Resources:

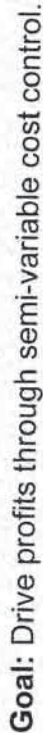
- LEAD eLearning – Advanced Finances

Standard		Processes/Routines	Notes
☐	1. Use checkbook approach:		
☐	a. Budget percentage of projected sales for the next period as semi-variable target.	☐ Uses processes/routines that are working	
☐	b. Track actual semi-variable spending against budget for the period.	☐ Uses processes/routines that are not working	
☐	c. Adjust spending and future budgets based on results.	☐ Does not have processes/routines	
☐	2. Communication:		
☐	a. Ensure management team understands semi-variable items.	☐ Uses processes/routines that are working	
☐	b. Share semi-variable budget with management team at the start of the period.	☐ Uses processes/routines that are not working	
☐	c. Share spending compared to budget in management team meetings and discuss adjustments required.	☐ Does not have processes/routines	
☐	d. Recognize contributions from management team and Team Members for positive results.		

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



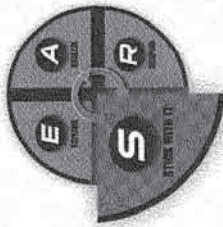
Goal: Drive profits through semi-variable cost control.

- 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 this 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.
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Semi-Variable Cost Control



Goal: Drive profits through semi-variable cost control.

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- Give frequent feedback on progress.
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Review 3	☐ Yes ☐ No		

Final Sign Off

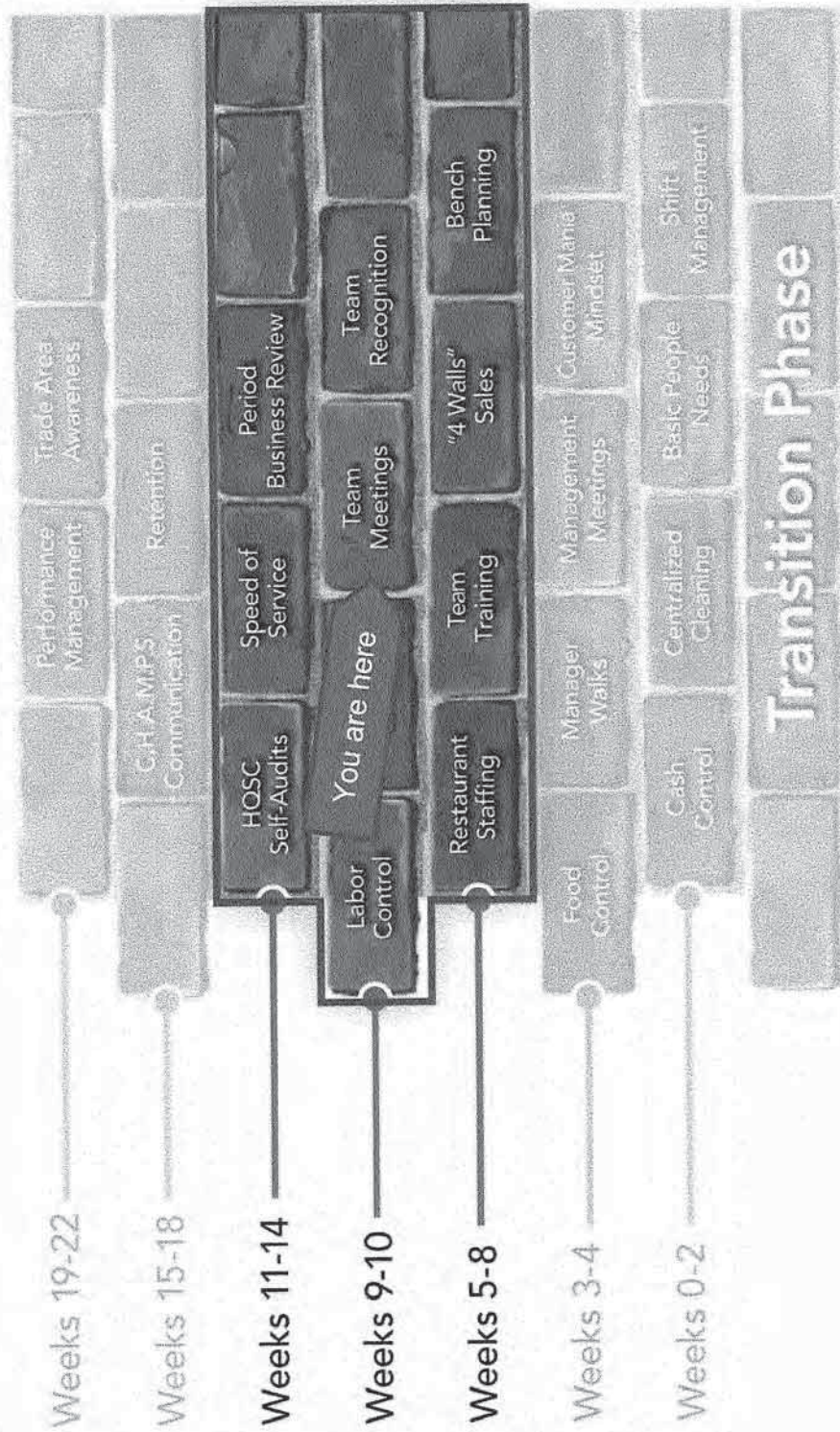
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Team Meetings

Goal: Communicate current information to Team Members and get their input on how to improve restaurant performance.



Day-to-Day

Team Meetings

Goal: Communicate current information to Team Members and get their input on how to improve restaurant performance.

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

- Ask open-ended questions.
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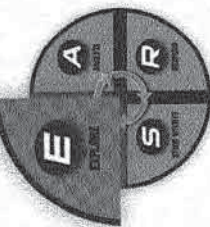
Resources:

- LEAD eLearning – Productive Meetings



Standard		Processes/Routines	Notes
☐	1. All managers conduct JumpStart meetings:		
☐	a. Manager on duty leads meetings at the beginning of each shift with all scheduled Team Members	☐ Uses processes/routines that are working	
☐	b. Set deployment plan and expectations for the shift.	☐ Uses processes/routines that are not working	
☐	c. Create and follow an agenda.	☐ Does not have processes/routines	
☐	d. Start on time.		
☐	e. Include recognition of Team Member performance.		
☐	f. Set goals for shift.		

Team Meetings



Goal: Communicate current information to Team Members and get their input on how to improve restaurant performance.

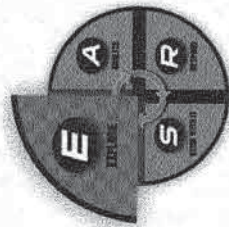
Explore the situation and gather information about *what* is going on to identify gaps.

Standard	Processes/Routines	Notes
☐ 2. RGM conducts all-team meetings:		
☐ a. All Team Members attend.	☐ Uses processes/routines that are working	
☐ b. Schedule during off-peak or non-open hours.	☐ Uses processes/routines that are not working	
☐ c. Place all-team meetings 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 of Team Member performance.		
☐ j. Use EARS for problem solving, as required.		
☐ k. Provide meeting summary.		
☐ l. Follow up on action items after the meetings.		

Team Meetings

Goal: Communicate current information to Team Members and get their input on how to improve restaurant performance.

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



Standard		Processes/Routines	Notes
☐	3. RGM conducts one-on-one meetings:		
☐	a. Use one-on-one meetings for private topics, individual development and/or recognition.	☐ Uses processes/routines that are working	
☐	b. Schedule periodically with each Team Member, as needed.	☐ Uses processes/routines that are not working	
☐	c. Create and follow an agenda.	☐ Does not have processes/routines	
☐	d. Start on time.		
☐	e. Include recognition.		
☐	f. Use EARS for problem solving, as required.		
☐	g. Provide meeting summary.		
☐	h. Follow up on action items after the meetings.		

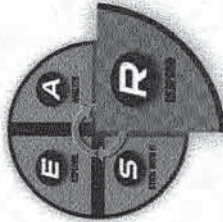
Analyze root causes and patterns to determine *why* there is a gap:

- 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

Team Meetings

Goal: Communicate current information to Team Members and get their input on how to improve restaurant performance.



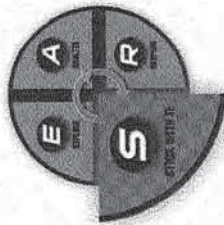
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- Anticipate the impact of the planned action on other areas of the business.
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- Support Team Members as they work to resolve problems.
- Make sure Team Members are personally committed to actions.

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

Team Meetings

Goal: Communicate current information to Team Members and get their input on how to improve restaurant performance.



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		
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Review 3	☐ Yes ☐ No		

Final Sign Off

RGM _____ Date _____

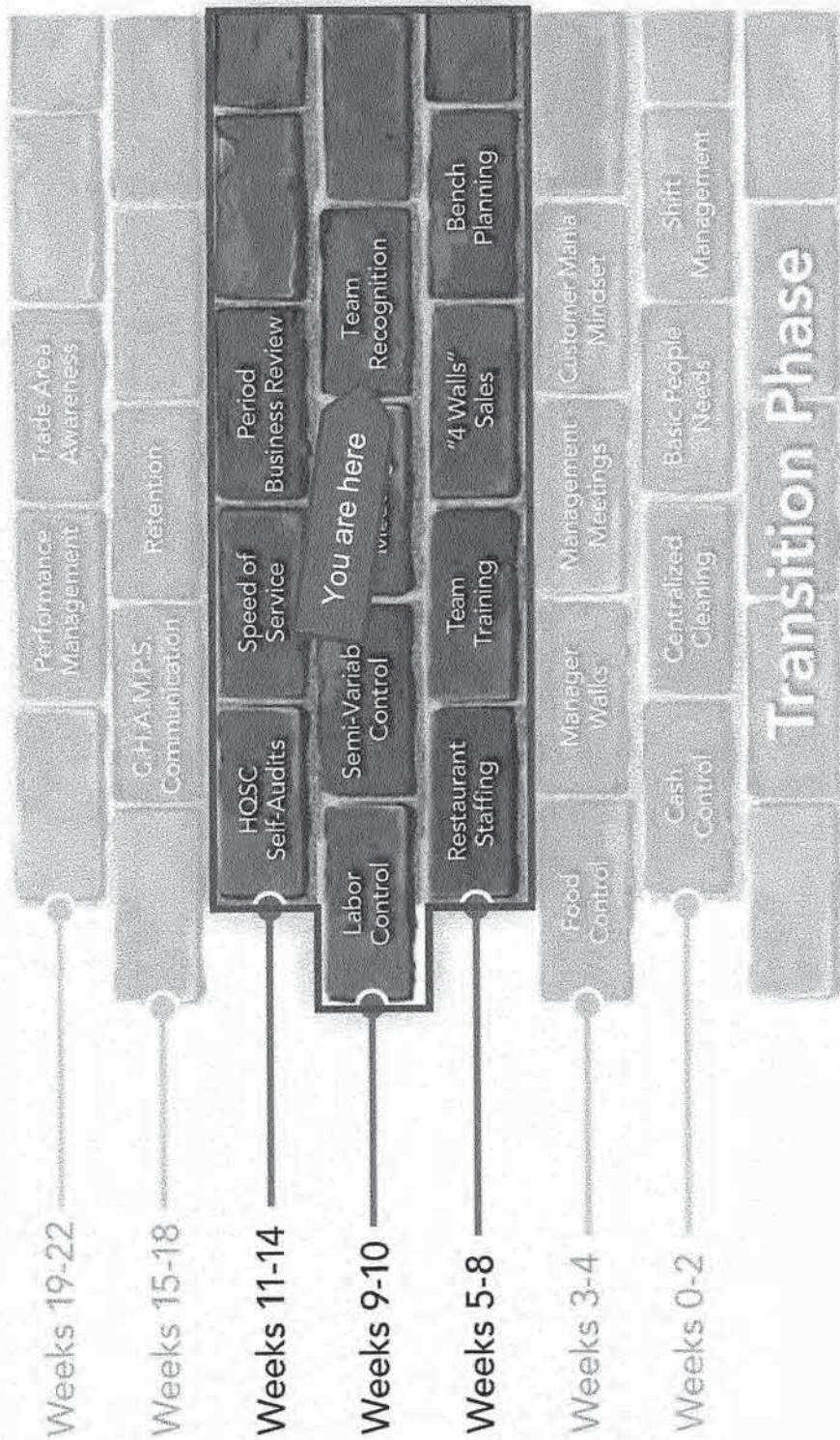
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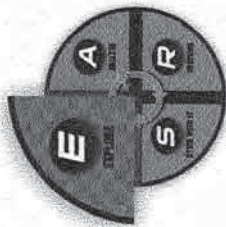


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Team Recognition

Goal: Use Heart of the Hut recognition tools to build a culture that drives Team Member retention.





Team Recognition



Goal: Use Heart of the Hut recognition tools to build a culture that drives Team Member retention.

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:

- Welcome to Our Team eLearning
- You As a Customer Maniac eLearning
- Heart of the Hut Little Red Book

Standard		Processes/Routines	Notes
☐ 1. Heart of the Hut recognition processes and tools:	☐ a. Managers give out recognition cards daily.	☐ Uses processes/routines that are working	
	☐ b. Team Members receive positive feedback every day.	☐ Uses processes/routines that are not working	
	☐ c. Encourage peer recognition.	☐ Does not have processes/routines	
	☐ d. Team Members give each other recognition cards.		
	☐ e. Adequate supply of recognition cards available.		
	☐ f. Adequate supply of "You Rock" pins available (if applicable).		
	☐ g. Hold informal team celebrations for other achievements and milestones (for example, service anniversaries, birthdays and educational achievements).		
	☐ 2. Heart of the Hut communication board:	☐ Uses processes/routines that are working	
	☐ a. Post current CHAMPSCHECK scores.	☐ Uses processes/routines that are not working	
	☐ b. Post Customer WOW report.	☐ Does not have processes/routines	
	☐ c. Display recognition cards.		
	☐ d. Write specific behavioral feedback for each C.H.A.M.P.S. area.		
	☐ e. List Focus of the Day and change daily.		

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.

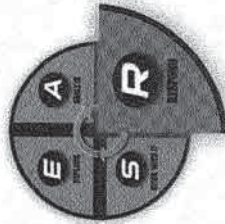
Consider several possible causes.

Consider Team Member's capability as a cause.

Help Team Members deal with root causes to fix

Standard #	Pattern or Isolated?	Root Causes/Notes

Team Recognition



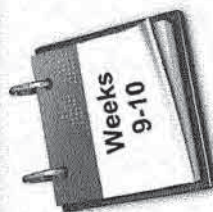
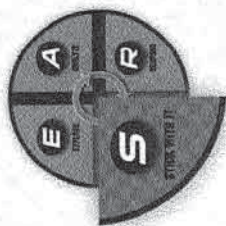
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Team Recognition



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Final Sign Off

RGM

Date

ARL

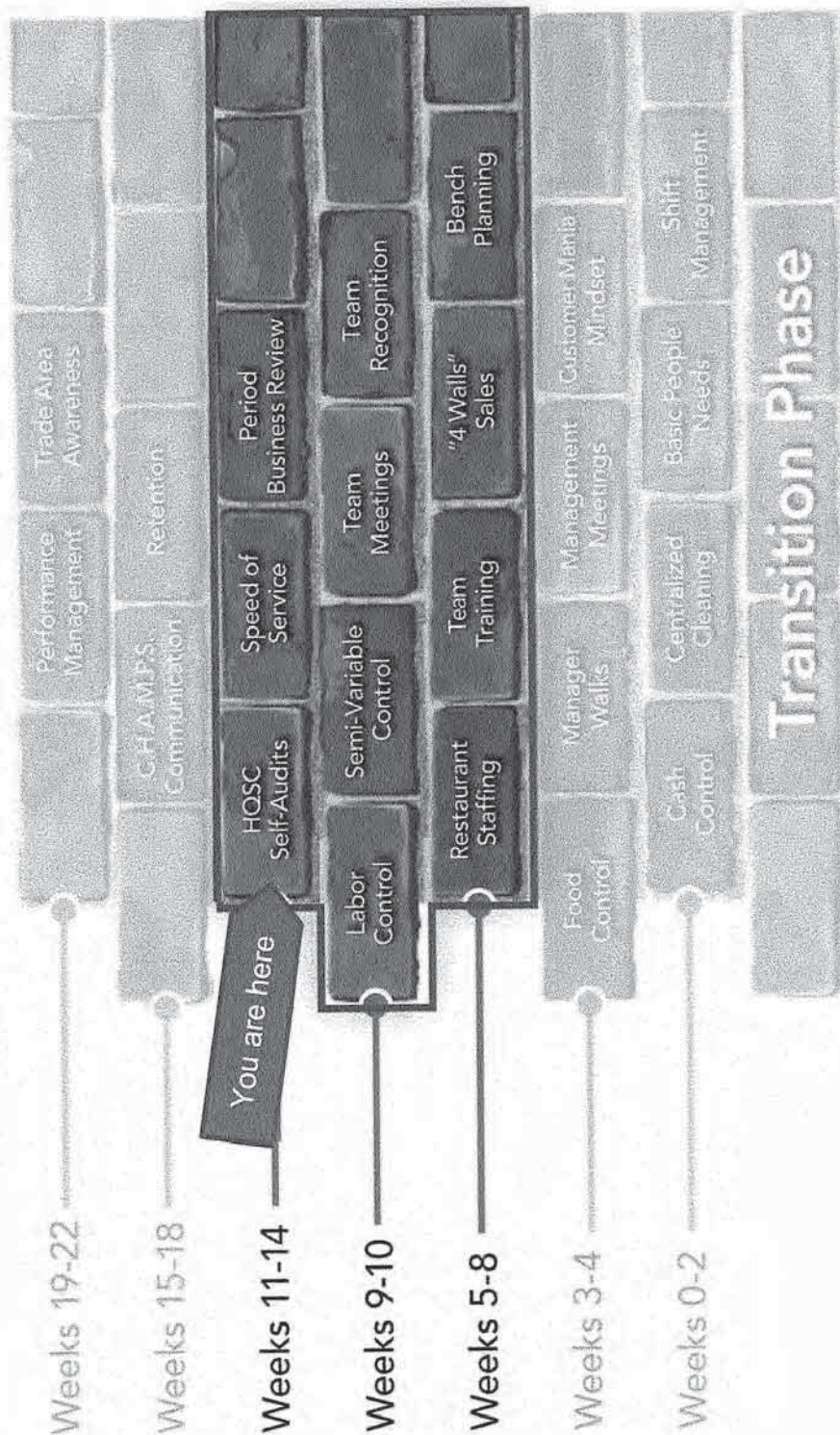
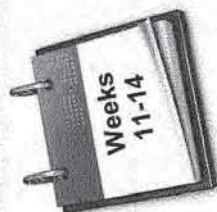
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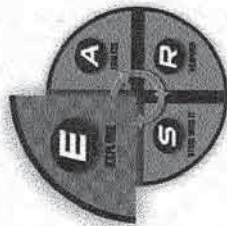
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HQSC Self-Audit

Goal: Evaluate restaurant excellence and Customer Mania using the HQSC Self-Review assessment tool as a self-audit.



Day-to-Day



HQSC Self-Audit

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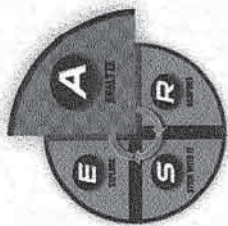
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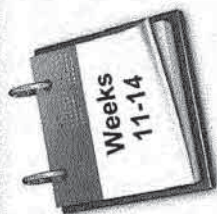
- HQSC Standard of Operations Manual

Standard		Processes/Routines	Notes
☐	1. HQSC self-audit:		
☐	a. Conduct a minimum of two per quarter, one of which should be with the ARL.	☐ Uses processes/routines that are working	
☐	b. RGM conducts with management team to gain alignment on HQSC standards.	☐ Uses processes/routines that are not working	
☐	c. Use EARS problem-solving process to resolve issues.	☐ Does not have processes/routines	
☐	d. Handle safety hazards and food safety issues immediately.		
☐	e. Include non-urgent issues as part of restaurant action plans.		
☐	f. Complete follow-up on action items.		
☐	g. Recognize positive results.		
☐	2. Follow up:		
☐	a. Check HQSC action items progress during Manager Walks.	☐ Uses processes/routines that are working	
☐	b. Review self-audits and HQSC and Ecosure audits to identify C.H.A.M.P.S. trends and issues to drive Customer Mania.	☐ Uses processes/routines that are not working	
☐	c. Use HQSC as a reference tool to build operational standard awareness.	☐ Does not have processes/routines	



HQSC Self-Audit

Goal: Evaluate restaurant excellence and Customer Mania using the HQSC Self-Review assessment tool as a self-audit.



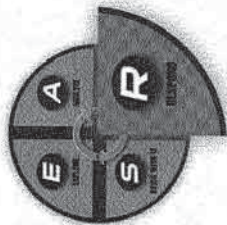
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Standard #	Pattern or Isolated?	Root Causes/Notes

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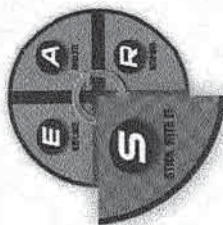
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

HQSC Self-Audit

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Final Sign Off

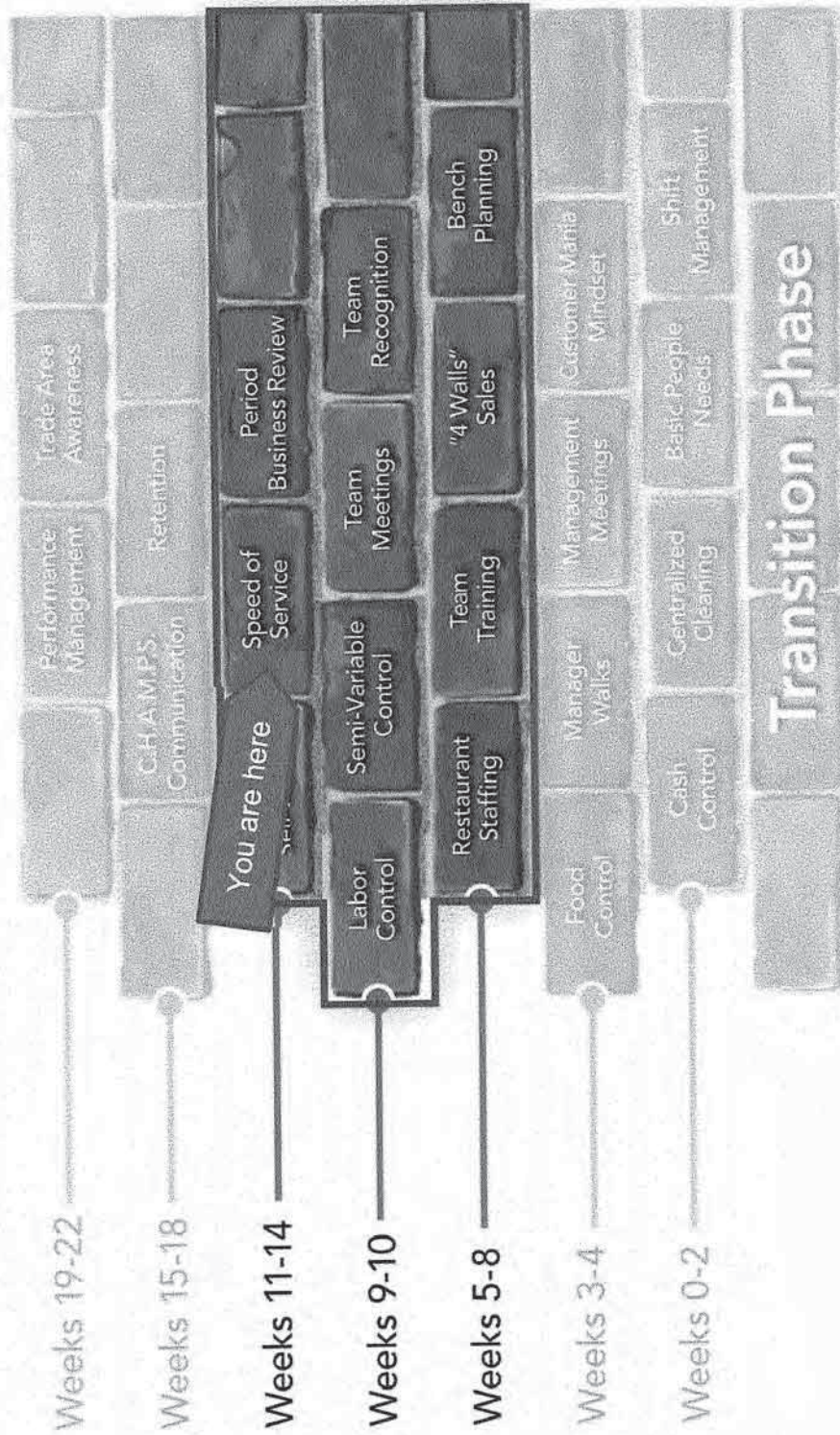
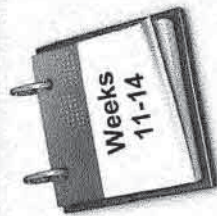
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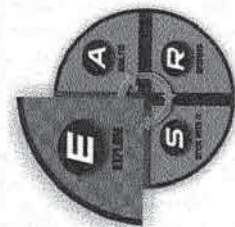
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Speed of Service

Goal: Meet Speed of Service (SOS) goals that deliver C.H.A.M.P.S. and drive higher sales.



Day-to-Day



Speed of Service



Goal: Meet Speed of Service (SOS) goals that deliver C.H.A.M.P.S. and drive higher sales.

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

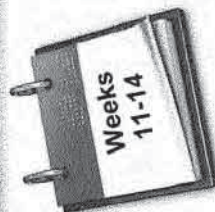
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Resources:

- HQSC Standard of Operations Manual
- You As a Customer Service Maniac eLearning

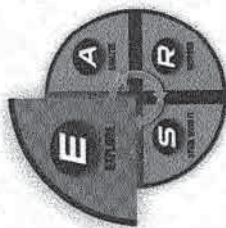
Standard		Processes/Routines	Notes
☐	1. Greeting:		
☐	a. Customer is greeted at the counter within 15 seconds.	☐ Uses processes/routines that are working	
☐	b. Phone is answered by the third ring.	☐ Uses processes/routines that are not working	
☐	c. Customer is never placed on hold for more than 30 seconds, and only with the customer's permission.	☐ Does not have processes/routines	
☐	2. Production/Delivery:		
☐	a. Production time is less than 15 minutes.	☐ Uses processes/routines that are working	
☐	b. In-store delivery time is less than 19 minutes.	☐ Uses processes/routines that are not working	
☐	c. Delivery promise times are accurate and within SOS service goals.	☐ Does not have processes/routines	
☐	d. Carryout promise times are within SOS service goals.		

Speed of Service



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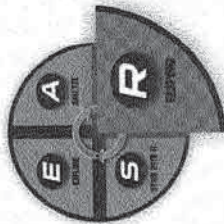
Standard		Processes/Routines	Notes
☐	3. Delivery fundamentals:		
☐	a. Accurate order – customers get exactly what they ordered, at exactly the time we promised.	☐ Uses processes/routines that are working	
☐	b. Ready for Revenue – Team Members have the restaurant ready before customers start calling.	☐ Uses processes/routines that are not working	
☐	c. Speed rack execution – Team Members properly utilize the speed rack to get the right pizza to the right customer.	☐ Does not have processes/routines	
☐	d. Intelligent/dedicated dispatch – dispatchers make sure every delivery run makes sense.		
☐	e. Updated map – utilize trade area maps to locate the customer's address and the best possible route from one delivery to another.		
☐	f. Restaurant staffing – Team Members have a smile for every customer and for each other, and are reliable and on time.		
☐	g. Analyze reports/results – management team tracks results of delivery runs to make sure we continue to provide great customer service.		



Goal: Meet Speed of Service (SOS) goals that deliver C.H.A.M.P.S. and drive higher sales.

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Speed of Service



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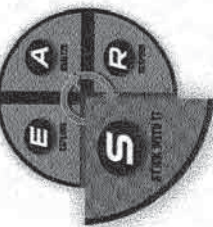
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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Speed of Service



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Final Sign Off

RGM

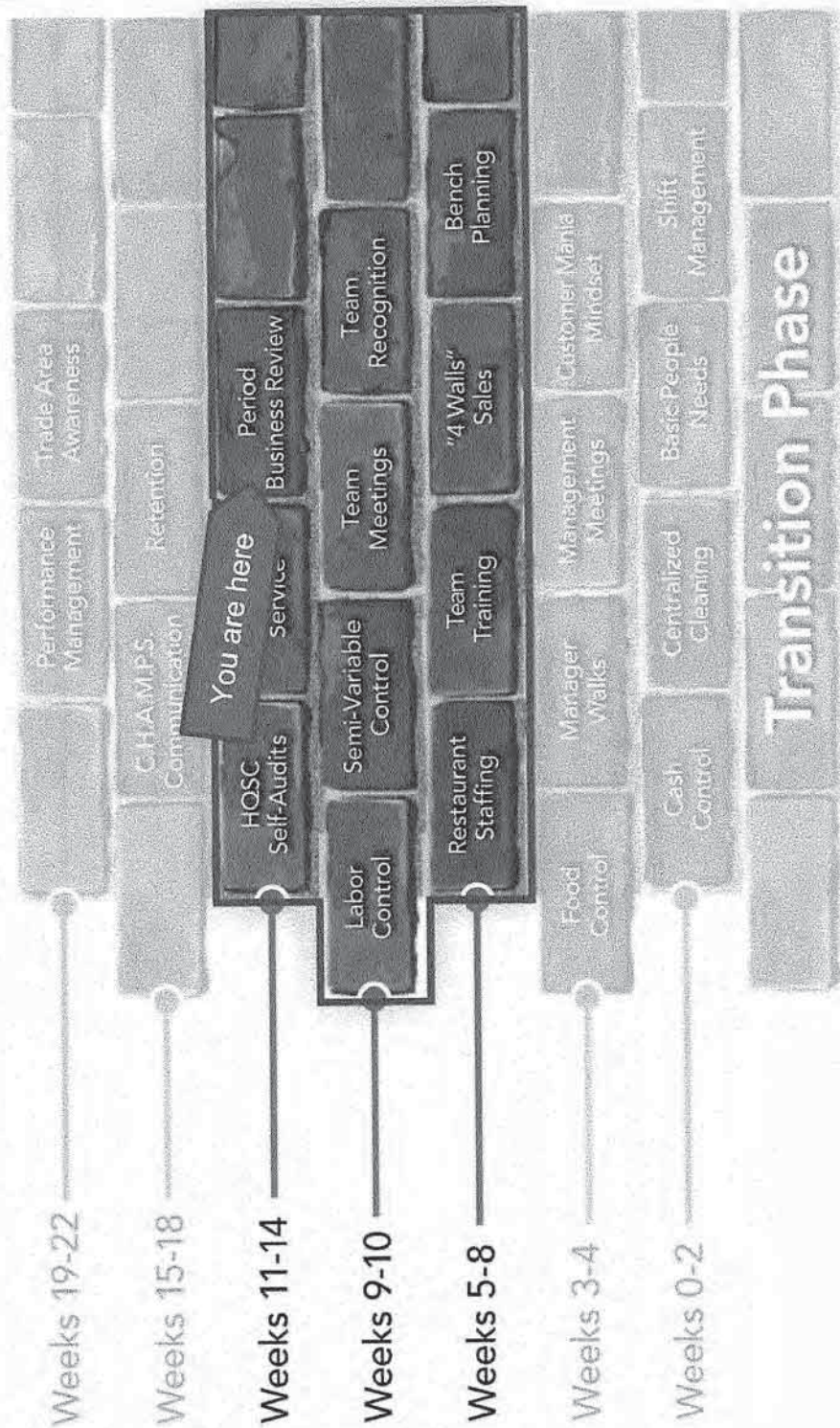
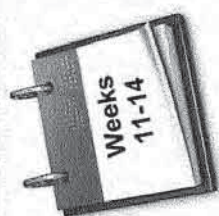
Date

ARL

Date

Period Business Review

Goal: Review business results with management team and ARL on a regular basis.



Day-to-Day

Period Business Review



Goal: Review business results with management team and ARL on a regular basis.

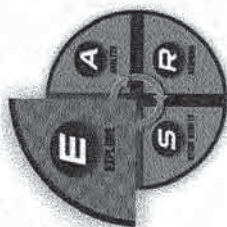
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Resources:

- LEAD eLearning – Drive Results

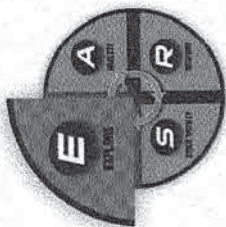
Standard		Processes/Routines	Notes
☐	1. Review daily results:		
☐	a. Read standard reports.	☐ Uses processes/routines that are working	
☐	b. Communicate results to ARL.	☐ Uses processes/routines that are not working	
☐	c. Record actions, as needed.	☐ Does not have processes/routines	
☐	2. Prepare for Period Business Review:		
☐	a. Complete Period Business Review form (if applicable).	☐ Uses processes/routines that are working	
☐	b. Review current Scorecard, restaurant bench plan and P&L statement.	☐ Uses processes/routines that are not working	
☐	c. Analyze results against daily numbers.	☐ Does not have processes/routines	
☐	d. Identify improvements made.		
☐	e. Identify improvements that still need to be made.		
☐	f. Determine next steps and action plan.		



Period Business Review

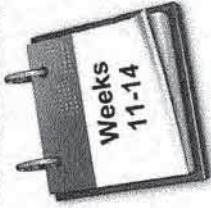
Goal: Review business results with management team and ARL on a regular basis.

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



Standard		Processes/Routines	Notes
☐	3. Attend Period Business Review with ARL:		
☐	a. Present restaurant results.	☐ Uses processes/routines that are working	
☐	b. Recognize progress toward goals.	☐ Uses processes/routines that are not working	
☐	c. Participate according to meeting ground rules.	☐ Does not have processes/routines	
☐	4. Complete post-meeting actions:		
☐	a. Complete restaurant performance improvement plan and share with restaurant management team.	☐ Uses processes/routines that are working	
☐	b. Communicate Period Business Review meeting notes to management team.	☐ Uses processes/routines that are not working	
☐	c. Recognize improvement plan progress and achievement.	☐ Does not have processes/routines	

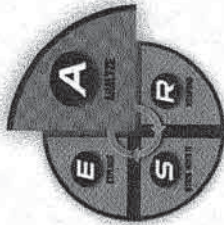
Period Business Review



Goal: Review business results with management team and ARL on a regular basis.

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

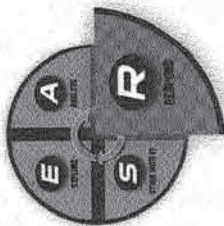
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Standard #	Pattern or Isolated?	Root Causes/Notes

Period Business Review

Goal: Review business results with management team and ARL on a regular basis.

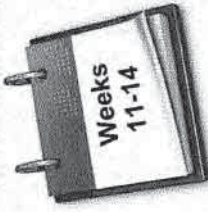
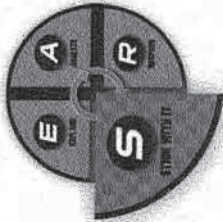


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Review 2	☐ Yes ☐ No		
Review 3	☐ Yes ☐ No		

Final Sign Off

RGM

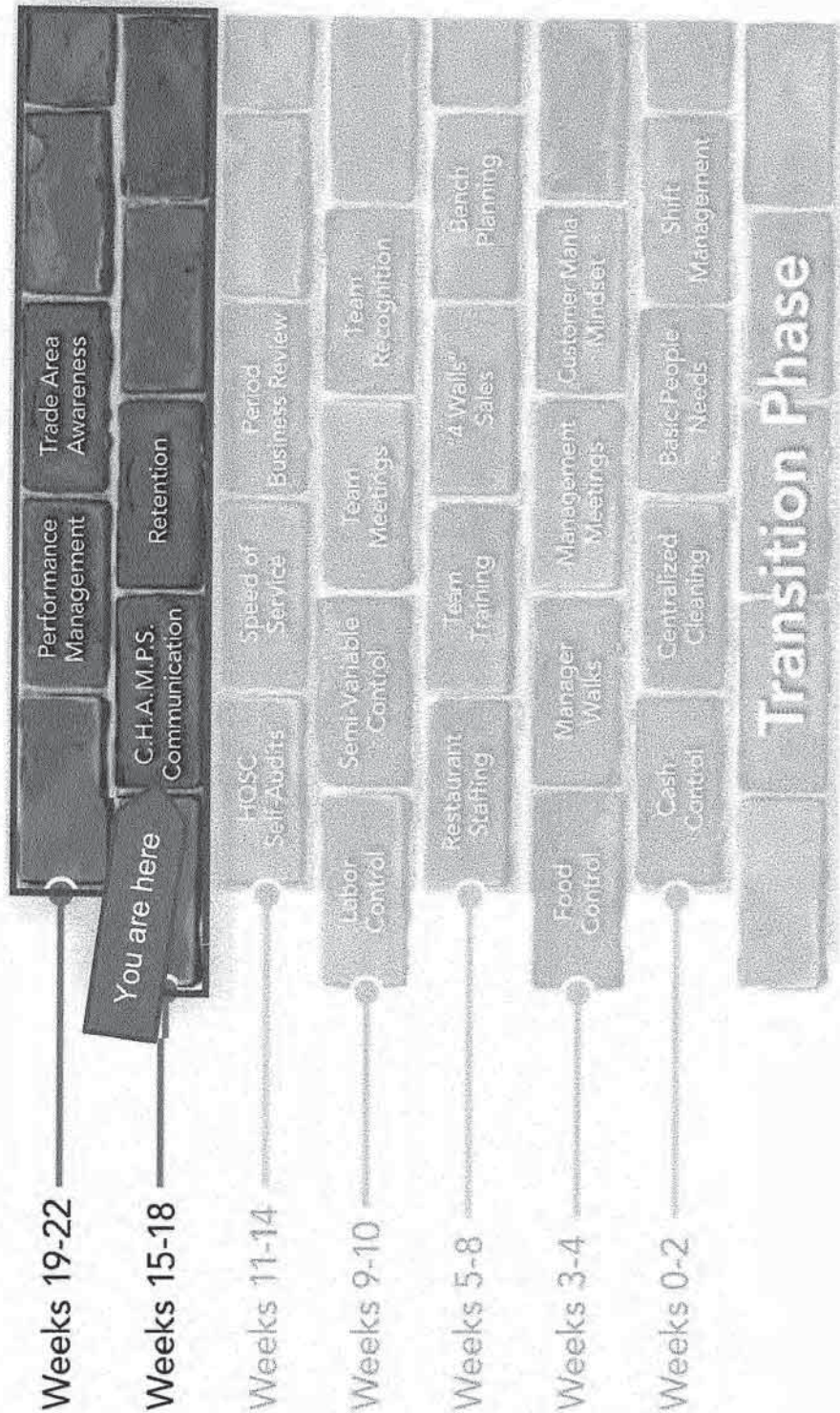
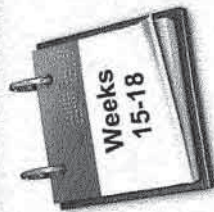
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ARL

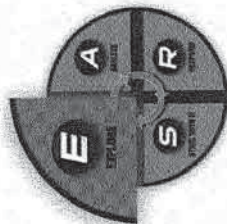
Date

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

Goal: Build awareness of restaurant achievements and encourage participation in improving restaurant performance of C.H.A.M.P.S.



Restaurant Culture



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

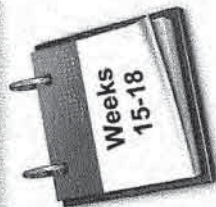
Goal: Build awareness of restaurant achievements and encourage participation in improving restaurant performance of C.H.A.M.P.S.

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

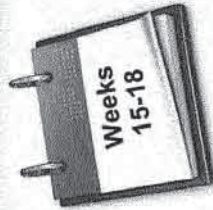
- Ask open-ended questions.
- Avoid jumping to conclusions.
- Listen to various opinions to get information.
- Make observations to get information.
- Consider clues to Team Members' capabilities for the issue/task.
- Review written data to understand the issue.
- Clearly define the problem in a way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

Resources:

- You As a Customer Service Maniac eLearning
- LEAD eLearning – Drive Results



Standard		Processes/Routines	Notes
☐	1. Processes:		
☐	a. Include C.H.A.M.P.S. as a set agenda item in every meeting.	☐ Uses processes/routines that are working	
☐	b. Discuss C.H.A.M.P.S. with Team Member candidates and new Team Members.	☐ Uses processes/routines that are not working	
☐	c. Review C.H.A.M.P.S. during special events.	☐ Does not have processes/routines	
☐	d. Share C.H.A.M.P.S. results with the restaurant team.		
☐	2. Communication Board:		
☐	a. Display most recent CHAMPSCHECK.	☐ Uses processes/routines that are working	
☐	b. Post current CHAMPSCHECK report.	☐ Uses processes/routines that are not working	
☐	c. Give specific behavioral feedback for each C.H.A.M.P.S. area.	☐ Does not have processes/routines	
☐	d. List Focus of the Day and change it daily.		
☐	e. Post Employee WOW report.		



Goal: Build awareness of restaurant achievements and encourage participation in improving restaurant performance of C.H.A.M.P.S.

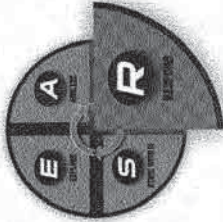
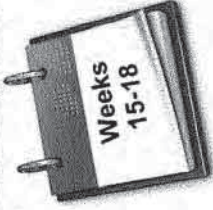
Analyze root causes and patterns to determine *why* there is a gap:

- 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

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

Goal: Build awareness of restaurant achievements and encourage participation in improving restaurant performance of C.H.A.M.P.S.



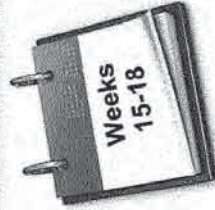
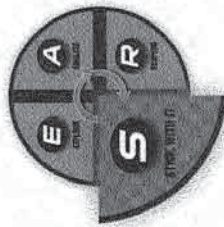
Respond by developing *action plans* needed to close the gap:

- 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

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

Goal: Build awareness of restaurant achievements and encourage participation in improving restaurant performance of C.H.A.M.P.S.



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#s#s Not Met?	Additional Action Required
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Final Sign Off

RGM

Date

ARL

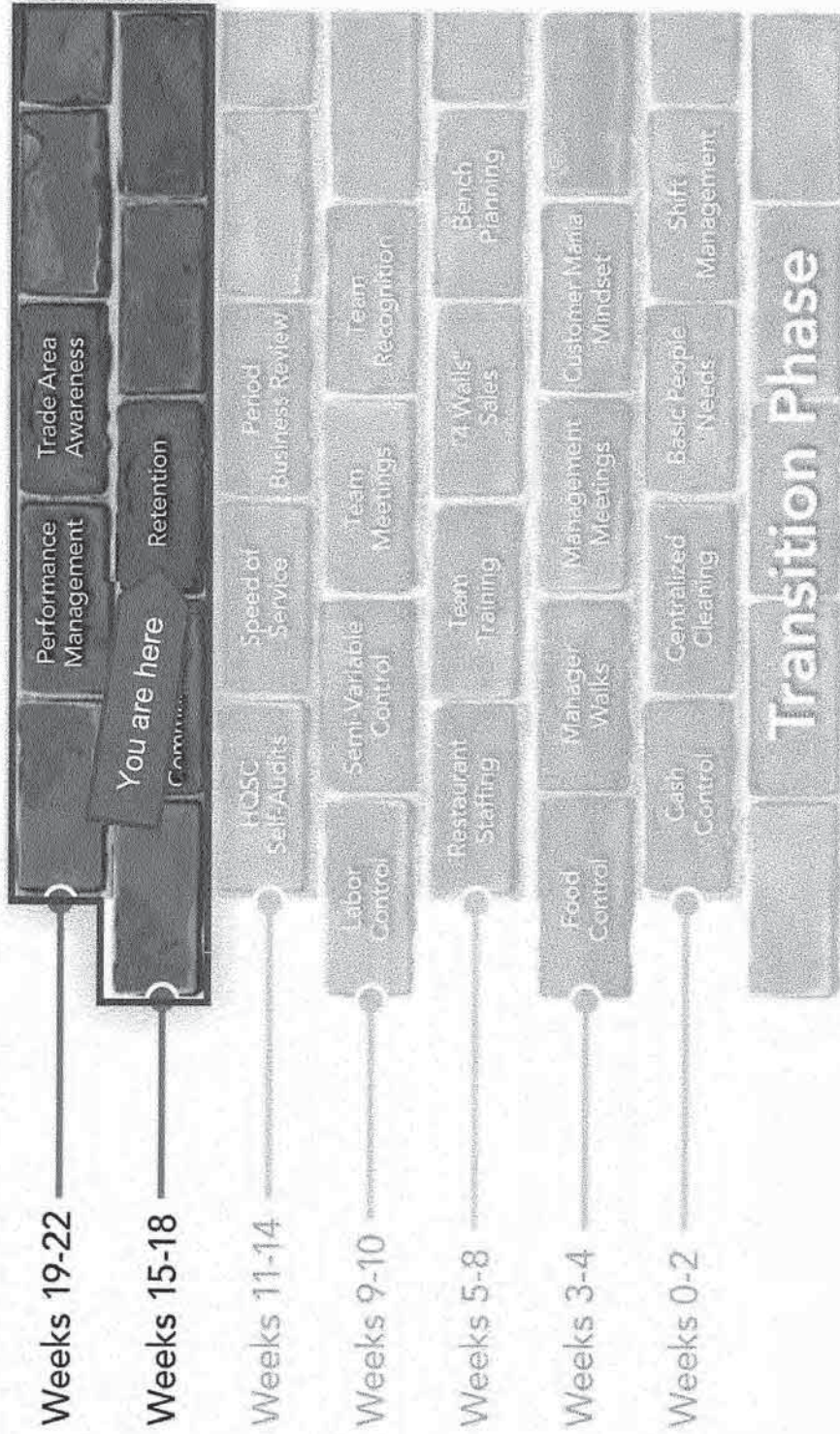
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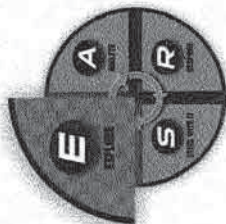
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Retention

Goal: Build Team Member and management team retention by establishing systems and processes.



Restaurant Culture



Retention

Goal: Build Team Member and management team retention by establishing systems and processes.

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 – Building an A Team, Building People Capabilities
- Heart of the Hut Little Red Book

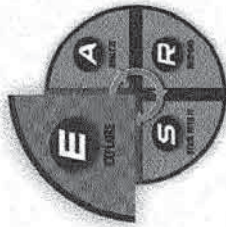
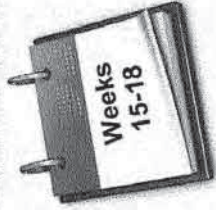


Standard		Processes/Routines	Notes
☐	1. New Team Members:		
☐	a. New Team Members completed orientation and new hire training.	☐ Uses processes/routines that are working	
☐	b. RGM checks with new Team Members at critical times during onboarding.	☐ Uses processes/routines that are not working	
☐	c. RGM recognizes Team Members at new-hire milestones.	☐ Does not have processes/routines	
☐	2. Basic Team Member needs met:		
☐	a. Competitive, accurate and timely pay	☐ Uses processes/routines that are working	
☐	b. Uniforms	☐ Uses processes/routines that are not working	
☐	c. Scheduling	☐ Does not have processes/routines	
☐	d. Safe and clean facilities		
☐	e. Teamwork		
☐	f. Respect		
☐	g. Recognition		
☐	h. Promotion opportunities		

Retention

Goal: Build Team Member and management team retention by establishing systems and processes.

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



Standard		Processes/Routines	Notes
☐	3. Positive management treatment and teamwork:		
☐	a. Show positive leadership shadow to team.	☐ Uses processes/routines that are working	
☐	b. Listen to and respond to Team Member requests in a timely manner.	☐ Uses processes/routines that are not working	
☐	c. Greet Team Members when they arrive and thank them as they leave.	☐ Does not have processes/routines	
☐	d. Managers model How We Work Together (HWWT ²) Principles.		
☐	e. Reinforce Heart of the Hut with Team Members.		
☐	f. Use recognition programs consistently.		
☐	4. Career opportunities:		
☐	a. Communicate career paths to Team Members.	☐ Uses processes/routines that are working	
☐	b. Individual Development Plans are in place and reviewed regularly.	☐ Uses processes/routines that are not working	
☐	c. Communicate promotions according to guidelines.	☐ Does not have processes/routines	

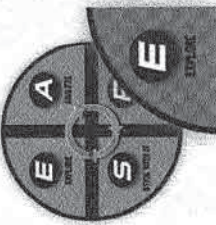


Analyze root causes and patterns to determine *why* there is a gap:

- Consider several possible causes.
Consider Team Member's capabilities.
Help Team Members deal with root problems permanently.

Root Causes/Notes

Retention



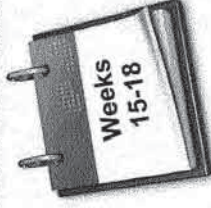
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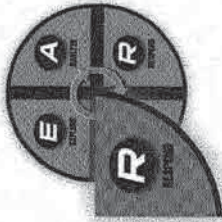
Retention



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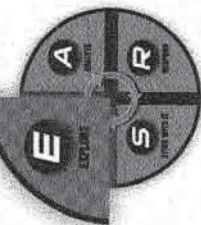
Final Sign Off

RGM _____ Date _____ ARL _____ Date _____

Goal: Provide formal performance feedback to members of the restaurant team. Encourage ongoing development that has a positive impact on staffing, training and retention.



Performance Management



Goal: Provide formal performance feedback to members of the restaurant team. Encourage ongoing development that has a positive impact on staffing, training and retention.

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Resources:

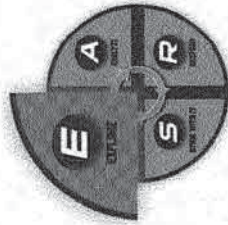
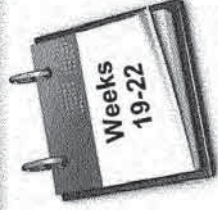
- LEAD eLearning – Building People Capability, Productive Meetings

Standard		Processes/Routines	Notes
☐	1. Prepare for performance appraisals:		
☐	a. Be ready for Team Members' questions with specific answers.	☐ Uses processes/routines that are working	
☐	b. Create thorough and accurate documentation that can be used for the Team Member's employment file.	☐ Uses processes/routines that are not working	
☐	c. Set goals to achieve better overall Team Member and restaurant results.	☐ Does not have processes/routines	
☐	2. Conduct performance appraisals:		
☐	a. Share performance criteria and desire for Team Member's success.	☐ Uses processes/routines that are working	
☐	b. Provide feedback to the Team Member throughout the year so feedback received during the appraisal is not a surprise.	☐ Uses processes/routines that are not working	
☐	c. Ask about Team Member's goals and work with them to get there.	☐ Does not have processes/routines	
☐	d. Spend time discussing what the Team Member did well.		
☐	e. Share specific examples of what you like about their work.		
☐	f. Discuss any performance issues and document it in writing.		

Performance Management

Goal: Provide formal performance feedback to members of the restaurant team. Encourage ongoing development that has a positive impact on staffing, training and retention.

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



Standard		Processes/Routines	Notes
☐	3. Conduct one-on-one meetings:		
☐	i. Use one-on-one meetings for private topics, individual development and/or recognition.	☐ Uses processes/routines that are working	
☐	j. Schedule periodically with each Team Member, as needed.	☐ Uses processes/routines that are not working	
☐	k. Create and follow an agenda.	☐ Does not have processes/routines	
☐	l. Start on time.		
☐	m. Include recognition.		
☐	n. Use EARS for problem solving, as required.		
☐	o. Provide meeting summary.		
☐	p. Follow up on action items after the meetings.		

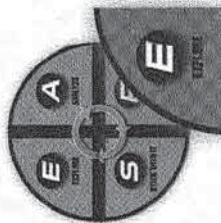


Analyze root causes and patterns to determine *why* there is a gap:

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

Performance Management

Goal: Provide formal performance feedback to members of the restaurant team. Encourage ongoing development that has a positive impact on staffing, training and retention.

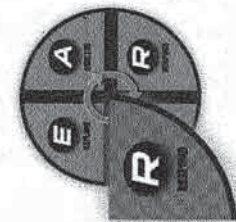


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Standard #	What Action Is Needed	Who Will Take Action	When Action Will Be Taken

Performance Management



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Final Sign Off

RGM

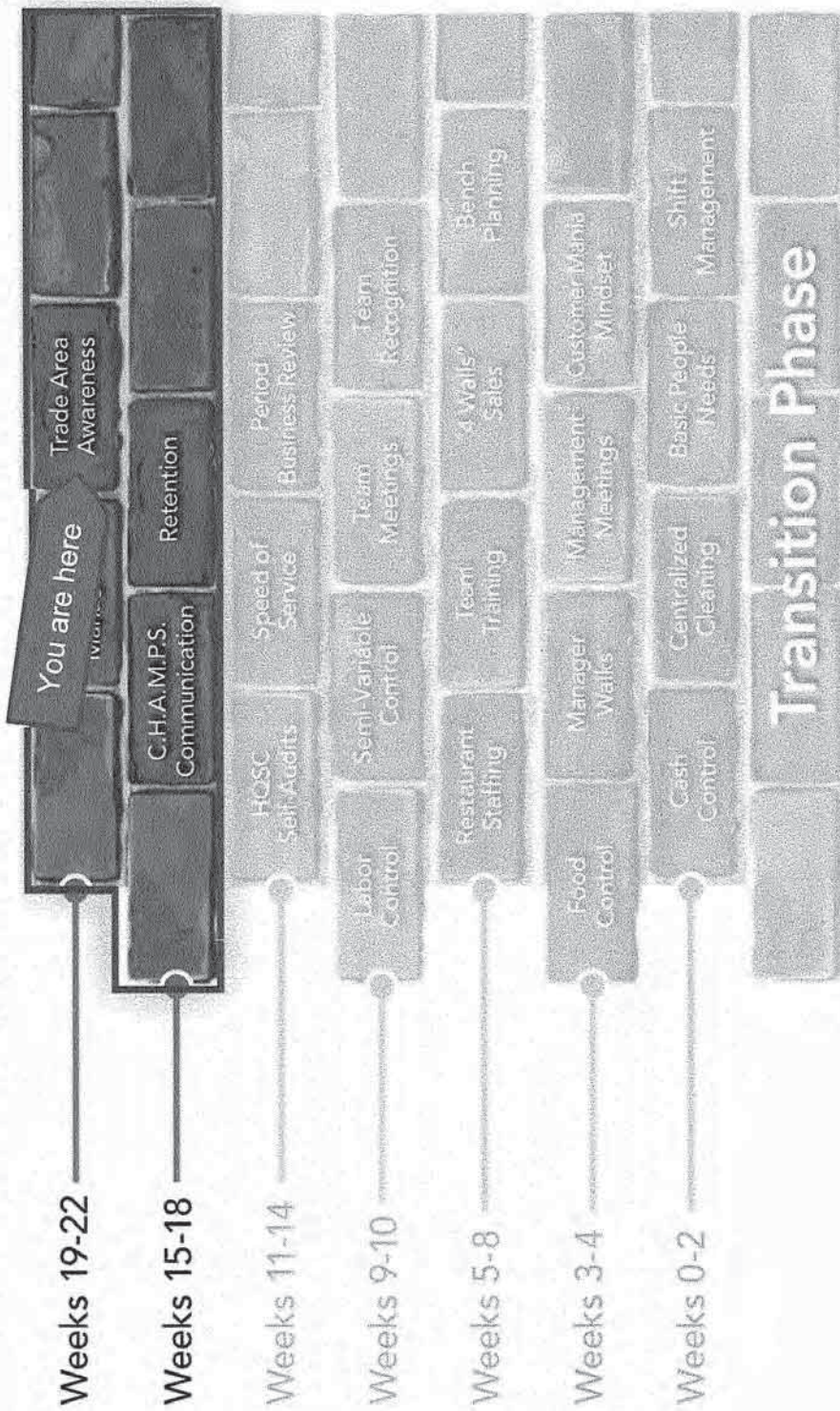
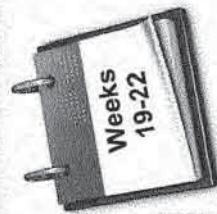
Date

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Date

Trade Area Awareness

Goal: Increase sales and profit through trade area awareness and actions.



Restaurant Culture

Trade Area Awareness

Goal: Increase sales and profit through trade area awareness and actions.

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

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Resources:

- LEAD eLearning – Drive Results

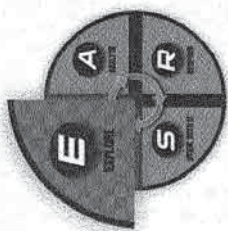


Standard		Processes/Routines	Notes
☐	1. Traffic generators:		
☐	a. Identify traffic patterns by day part.	☐ Uses processes/routines that are working	
☐	b. Use traffic generators and monitor return activity.	☐ Uses processes/routines that are not working	
☐	c. Use customer appreciation methods.	☐ Does not have processes/routines	
☐	d. Maintain outside of building to standards.		
☐	2. Competition:		
☐	a. Visit competitors.	☐ Uses processes/routines that are working	
☐	b. Share findings with management team.	☐ Uses processes/routines that are not working	
		☐ Does not have processes/routines	

Trade Area Awareness

Goal: Increase sales and profit through trade area awareness and actions.

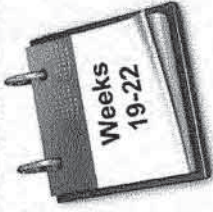
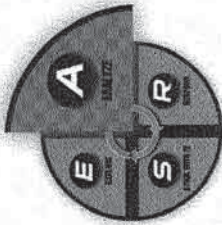
Explore the situation and gather information about *what* is going on to identify gaps.



Standard	Processes/Routines	Notes
☐ 3. Trade area: ☐ a. RGM and ARL evaluate trade area. ☐ b. Identify permanent changes. ☐ c. Identify temporary changes. ☐ d. Identify day part volumes. ☐ e. Identify locations that generate the majority of sales. ☐ f. Identify locations with sales opportunities (for example, schools and businesses).	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	
☐ 4. Local store marketing (if applicable): ☐ a. Door hanging occurs regularly. ☐ b. Business-to-business visits occur regularly. ☐ c. Hotels visited regularly. ☐ d. Resident appreciation events at apartment complexes occur regularly.	☐ Uses processes/routines that are working ☐ Uses processes/routines that are not working ☐ Does not have processes/routines	

Trade Area Awareness

Goal: Increase sales and profit through trade area awareness and actions.



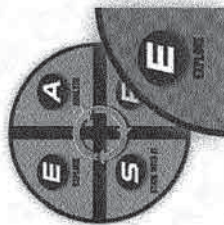
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Trade Area Awareness

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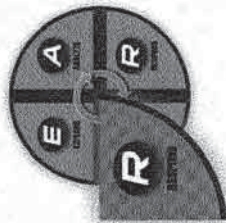


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Trade Area Awareness



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Final Sign Off

RGM _____ Date _____

ARL _____ Date _____

Recognize and Celebrate!

Congratulations! You and your restaurant team have put a great deal of effort, thought and talent into Building Restaurant Excellence. Now it's time to recognize and celebrate everyone who helped you get to this point!

There are many ways you can approach this, but take time to discuss with your ARL some ideas for celebrating your restaurant's success. Here are a few questions to help you think about what to recognize and how to celebrate:

Recognition/Reflection

- What was the biggest challenge you faced while Building Restaurant Excellence, and how did you and your team overcome it?
- What measurable, tangible results did you achieve that can be tied to the long-term improvements you've made?
- What phase or process represents the biggest turnaround?
- Think about each of your Team Members. What was the best contribution each person made to Building Restaurant Excellence?
- Was there a turning point or inspirational moment during the process that really gave you the momentum you needed to succeed? What was it and how did it act as a catalyst for you and your team?
- What were the lessons learned during the process? What would you do differently if you could do it over again? What did you do well that you can apply to help you stick with it and continue Building Restaurant Excellence in the future?

Celebrate!

Success deserves to be celebrated! Work with your ARL to determine an appropriate way to really celebrate your team's contributions to Building Restaurant Excellence. Show them how much you appreciate what they've done and will continue to do to create the long-term improvements that lead to *excellence*!

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