



# **COST CONTROLS MANAGER**

## HOW TO UTILIZE THIS MANUAL

### So how do we start this process?

- Step 1. Pick a Certification Date with your GM & Area Supervisor. This is the date that you will be tested on your knowledge by your Supervisor. To prove that you have the knowledge to be super confident you will need to teach your supervisor the subject matter.
- Step 2. Set up your training plan weekly with your GM. You need to drive your training so if the certification date is coming and you haven't mastered something get on your GM to help you.
- Step 3. Select your Impact project with the help of your GM. It's not enough that you can recite things we need to know you can make an impact in the store.
- Step 4. Now that you have a plan on your training you can drive it. 90% of the tools you need are on ToppersU which you have access too.
- Step 5. Your GM should be checking your knowledge throughout training and signing off when they feel you have mastered the topic. Your Supervisor should be alerted immediately if you don't believe you will pass the certification on the date you set.
- Step 6. It's certification day! Your Supervisor will use the certification at the end of the section to give you points. The Supervisor will judge whether or not you know the subject matter up to their high standards and that you could teach someone else to do it.

## Cost Controls Manager | Food Costs

| Weekly Inventory        |     |  |   |
|-------------------------|-----|--|---|
| ✓MIT                    | ✓GM | Expectation/Task   | Available Resource(s)   |
|                         |     | Understands how to accurately count Weekly inventory.                    | <ul style="list-style-type: none"> <li>How to Setup Shelf to Sheet Inventory</li> <li>How to Conduct Weekly Inventory</li> <li>Nightly-Weekly Inventory</li> </ul>  |
|                         |     | Understands how inventory affects order estimates and prep amounts       | <ul style="list-style-type: none"> <li>Order Estimates – How to Place a Food Order</li> <li>Prep – Labor and Service Program</li> <li>Tutorial (Video)</li> </ul>   |
| Analyzing Food Variance |     |  |   |
| ✓MIT                    | ✓GM | Expectation/Task   | Available Resource(s)   |
|                         |     | Can troubleshoot and diagnose inventory cost issues.                     | <ul style="list-style-type: none"> <li>How to Analyze and Control Food Variance</li> </ul>  |
| Truck & Coke Ordering   |     |  |   |
| ✓MIT                    | ✓GM | Expectation/Task   | Available Resource(s)   |
|                         |     | Can place accurate PFG/Coke orders using the Order Estimates             | <ul style="list-style-type: none"> <li>How to place a food order</li> <li>How to place a Coke order by phone</li> <li>How to set up Coke online ordering</li> </ul> |
|                         |     | Understands how to conduct a food transfer                               | <ul style="list-style-type: none"> <li>How to conduct food transfer</li> <li>Food transfer form</li> </ul>  |
| Training & Coaching     |     |  |   |
| ✓MIT                    | ✓GM | Expectation/Task   | Available Resource(s)   |
|                         |     | Understands how to train/coach Team Members on controlling food variance | <ul style="list-style-type: none"> <li>Giving feedback from the oven</li> <li>How to analyze and control Food Variance</li> <li>The Golden Rule</li> </ul>          |

## Cost Controls Manager | Labor Costs

| Schedule & Labor Costs   |     |   |   |
|--------------------------|-----|---|---|
| ✓MIT                     | ✓GM | Expectation/Task  | Available Resource(s)   |
|                          |     | Understands the impact of making a great schedule <ul style="list-style-type: none"> <li>A schedule is a plan for the week</li> <li>Having a great plan is essential for great labor costs</li> </ul> | <ul style="list-style-type: none"> <li>Labor and Schedule Program Tutorial</li> <li>Fundamentals of Writing a Great Schedule</li> <li>How to Make a GM Weekly Plan</li> <li>Weekly Planning &amp; Review</li> </ul> |
|                          |     | Understands the Impact a schedule has on the team/store environment   | <ul style="list-style-type: none"> <li>Empowering your team</li> </ul>  |
|                          |     | Can make an accurate schedule balancing service and labor <ul style="list-style-type: none"> <li>Make as many schedules as necessary to reach this expectation</li> </ul>                             | <ul style="list-style-type: none"> <li>Labor &amp; Schedule Program Tutorial</li> </ul>   |
| Running Your Projections |     |   |   |
| ✓MIT                     | ✓GM | Expectation/Task  | Available Resource(s)   |
|                          |     | Understands how to manage labor when according to projections.  | <ul style="list-style-type: none"> <li>How to Use the DMR to Manage Costs</li> </ul>  |

| Reducing Lost Sales Through Good Operations – Online ordering, Queue Hang-ups, Bad/Voids |     |  |  |
|--|-----|--|--|
| ✓MIT   | ✓GM | Expectation/Task   | Available Resource(s)  |
|  |     | Understands how Phones & OLO turning off policy.   | • Phones & OLO Policy  |
|  |     | Understands how to prevent Bad & Void through good operations  | • Preventing Bad & Void Orders through good OPS  |
|  |     | Can read a Nusutus report and diagnose issues  | • How to Review NuSutus Reports  |
| Theft Prevention   |     |  |  |
| ✓MIT   | ✓GM | Expectation/Task   | Available Resource(s)  |
|  |     | Understands and follows all cash handling procedures   | • Cash Handling Procedures   |
|  |     | Can troubleshoot and diagnose theft  | • How to Reduce and Catch Theft<br>• Financial Audit V2.0  |
| P&L/ Maintenance   |     |  |  |
| ✓MIT   | ✓GM | Expectation/Task   | Available Resource(s)  |
|  |     | Understands and can Explain a full P&L statement <ul style="list-style-type: none"> <li>• Complete 3 Min P&amp;L</li> </ul>                                | <ul style="list-style-type: none"> <li>• How to Read a Profit and Loss Statement</li> <li>• How to Use P&amp;L Data to Affect Change</li> <li>• 3-Minute P &amp; L worksheet and form</li> </ul> |
|  |     | Understands and can explain the concept of a store's "Break Even Point"  | • Break Even Analysis  |
|  |     | Understand the Importance of Maintenance to your Bottom Line   | <ul style="list-style-type: none"> <li>• How to Plan-Execute Preventative Maintenance</li> <li>• Maintenance log</li> </ul>  |
|  |     | Understands how to effectively clean the ovens   | • Oven Cleaning (Video)  |
|  |     | Understands how to complete the items on the maintenance log.  | • Maintenance Log  |
|  |     | Understands appropriate oven time/temp settings and how to adjust as needed for the perfect bake.  | • See Oven configuration in OPS Manual on mytoppers.   |
|  |     | Understands what vendors to call for: <ul style="list-style-type: none"> <li>• HVAC – Heating/Cooling</li> <li>• Plumbing</li> <li>• Electrical</li> </ul> | • Franchisee Specific  |

# Cost Controls Manager | Impact Project

The MIT and GM will choose an Impact Project for the MIT to complete for this level. It is required to complete at least 1 Impact Project in each MIT Program Level. Impact Projects are designed to be led by the MIT, and should affect an area of the operations that needs improvement.

Below is a list of potential Impact Projects for this level of the MIT Program. Supervisors will review Impact Project progress as part of each levels certification.

Progress of the Impact Project should be tracked using the Impact Project Forms. Before beginning an Impact Project, the MIT should have been sufficiently trained in that area.

Impact Projects are designed to be completed by MITs. Shift Leaders aren't required to complete.

| Impact Project   | Estimated Timeline |
|--|--------------------|
| Run Food Variance within 1% of Ideal Food Cost <ul style="list-style-type: none"><li>• 3 out of 4 weeks</li><li>• GM/Sup to check for accuracy</li></ul>   | 3 – 6 Weeks        |
| Run Labor % within 1.5% of projected Labor <ul style="list-style-type: none"><li>• 3 out of 4 weeks</li><li>• GM/Sup to check for accuracy</li></ul>   | 3 – 6 Weeks        |
| Other: Choose appropriate Impact Project <ul style="list-style-type: none"><li>• Choose with GM and Supervisor/Franchisee</li><li>• Must have clear goals</li><li>• Use blank Impact Sheet below</li></ul> | TBD                |

|  |                    |
|--|--------------------|
| <b>GOAL:</b> Run Food Variance within 1% of Ideal Food Cost for 3 out of 4 weeks   |                    |
| Estimated time to complete: 3 – 6 weeks  |                    |
| <b>The Symptom:</b> Food Variance is not within 1% of ideal food costs.  |                    |
| <b>Diagnosis of needs:</b><br>Circle all items that are currently negatively affecting food variance in your store.  |                    |
| <i>Lacking Confidence</i> <i>Lacking High Standards</i> <i>Lacking Taking Care of People</i>   |                    |
| <b>Action Plans</b><br><i>*Include a plan for each item circled above. Each plan should include who is involved, what they are doing, and when they will do it by.</i> |                    |
| Item 1: _____  |                    |
|  |                    |
| Item 2: _____  |                    |
|  |                    |
| Item 3: _____  |                    |
|  |                    |
| <b>Results</b>   |                    |
| Week 1 Variance %:   | Week 4 Variance %: |
| Week 2 Variance %:   | Week 5 Variance %: |
| Week 3 Variance %:   | Week 6 Variance %: |

\*GM to verify accuracy of results weekly. Supervisor to verify results during certification.

### Symptoms:

### People Showing Up Late

*\*Include a plan for each item circled above. Each plan should include who is involved, what they are doing, and when they will do it by.*

Item 3: \_\_\_\_\_

|        | Projected Labor % | Actual Labor % | % +/- |
|--------|-------------------|----------------|-------|
| Week 1 |                   |                |       |
| Week 2 |                   |                |       |
| Week 3 |                   |                |       |
| Week 4 |                   |                |       |
| Week 5 |                   |                |       |
| Week 6 |                   |                |       |

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**GOAL:** \_\_\_\_\_

Estimated time to complete: \_\_\_\_\_

**The Symptoms:**

**Diagnosis of needs:**

*Lacking Confidence*

*Lacking High Standards*

*Lacking Taking Care of People*

**Action Plans**

*\*Include a plan for each item written above. Each plan should include who is involved, what they are doing, and when they will do it by.*

Item 1: \_\_\_\_\_

Item 2: \_\_\_\_\_

Item 3: \_\_\_\_\_

## Results

Enter all relevant tracking results here:

\*GM to verify accuracy of results weekly. Supervisor to verify results during certification.



## Level Certification: **COST CONTROLS**

|                                     |                                      |
|-------------------------------------|--------------------------------------|
| Date of certification:              | Supervisor conducting certification: |
| Projected date of level completion: | Projected date met? Y / N            |

### SUPERVISOR CHECKS

| ✓Sup             | Pts | Weekly Inventory & Online Ordering   |
|------------------|-----|--|
|                  | 2   | Check the last 4 weekly inventories the MIT performed verify accuracy<br><i>*Mark as complete if 4 or more shifts are accurate</i>                           |
|                  | 2   | Check the last 5 weeks of shifts to ensure OLO was not shut off during a shift the MIT was running without pulling phones first. Inquire why if it was done. |
|                  | 2   | Check previous schedule written by MIT to verify accurate projections and balance of labor and service   |
| ✓Sup             | Pts | Impact Project   |
|                  | 6   | Verify successful completion of chosen Impact Project  |
| <b>Total Pts</b> |     |  |
| /12              |     |  |

### CONVERSATION & DEMONSTRATION

| ✓Sup | Pts | Analyzing Food Variance/Ordering  |
|------|-----|---|
|      | 2   | Can guide you through the steps to diagnose a food variance issue <ul style="list-style-type: none"> <li>• What report do you go to first? (Usage detail –date range)</li> <li>• How do you dissect the report to tell you a story?</li> <li>• How do you get to final diagnosis?</li> </ul>                |
|      | 2   | Can explain how to accurately place PFG/Coke orders using Order Estimates <ul style="list-style-type: none"> <li>• Can explain how ordering correctly is essential to success</li> <li>• Walk through Order Estimate process</li> <li>• Walk through placing an order for PFG/Coke</li> </ul>               |
|      | 2   | Can explain common ways that food is wasted and the ways to prevent them <ul style="list-style-type: none"> <li>• Not double checking orders (mistakes/remakes)</li> <li>• Over-prepping</li> <li>• Improper rotation of product (FIFO)</li> <li>• Bad orders due to poor operations (High OTDs)</li> </ul> |
| ✓Sup | Pts | Scheduling & Labor Costs  |
|      | 2   | Can explain the most important things when writing a schedule. <ul style="list-style-type: none"> <li>• Accurate Projections</li> <li>• Correct efficiency</li> <li>• Scheduling people according to their availability</li> </ul>  |
|      | 2   | Can explain how inaccurate (+/-) sales projections affect labor cost  |
|      | 2   | Can explain how operations efficiencies affect labor cost <ul style="list-style-type: none"> <li>• Speed on makeline</li> <li>• Routing</li> <li>• Urgency</li> </ul>   |
| ✓Sup | Pts | Theft Prevention  |
|      | 2   | Can explain all cash handling procedures  |
|      | 2   | Can explain the purpose of the financial audit and how frequently it should be done.  |
|      | 2   | Can explain what is included in each discount group <ul style="list-style-type: none"> <li>• Manager Discounts</li> <li>• Advertised discounts</li> </ul>   |
|      | 2   | Can explain how to detect theft with Void & Bad Orders  |

| ✓Sup             | Pts | P&L/Maintenance  |
|------------------|-----|--|
|                  | 2   | Can explain the following areas of a P&L <ul style="list-style-type: none"> <li>• Sales</li> <li>• Labor</li> <li>• Food Costs</li> <li>• Variable costs (Controllable)</li> <li>• Fixed costs (Uncontrollable)</li> <li>• EBITDA</li> </ul> |
|                  | 2   | Can explain how maintenance can affect your P&L  |
| <b>Total Pts</b> |     |  |
| /24              |     |  |

## SHIFT OBSERVATION

Observe the MIT leading a shift and rate them on the items below

1 = Insufficient, 2 = Needs some improvement, 3 = Good, 4 = Excellent

| ✓Sup             | Rate 1 – 4 | Leading  |
|------------------|------------|--|
|                  |            | Coaching and Communicating with the team about costs.  |
|                  |            | Can demonstrate when to cut labor and when to not.   |
|                  |            | Can demonstrate how to coach people on portioning and waste.   |
| ✓Sup             | Rate 1 – 4 | Cash Handling  |
|                  |            | Follows all cash handling procedures   |
| ✓Sup             | Rate 1 – 4 | Urgency  |
|                  |            | MIT is urgent at all times   |
|                  |            | Drivers and Insiders are urgent at all times when MIT is in charge   |
| ✓Sup             | Rate 1 – 4 | Portioning   |
|                  |            | Saucing pizzas   |
|                  |            | Topping pizzas   |
|                  |            | Topping Topperstix   |
|                  |            | Other menu items made/finished appropriately<br><i>*Observe at least 2 items other than Pizzas or Topperstix</i> |
| <b>Total Pts</b> |            |  |
| /32              |            |  |

## FINAL SCORING

| Total Score<br>(All categories)   | Scoring<br>Percentage | Grade |
|---|-----------------------|-------|
| /68   |                       |       |
| <b>PASSING GRADES:</b><br>94% - 100% - "A"<br>87% - 93.99% - "B"<br>80% - 86.99% - "C"<br><b>Non-Passing Grade:</b><br>79.99% or below – Reassess training needs and reschedule certification |                       |       |

## NEXT STEPS

| Promoted to Cost Control Manager   | Retrain Cost Controls Level   |
|--|---|
| Most important items to improve in the level:<br>1.<br>2.<br>3.<br>4.  | Most important items to improve in the level:<br>1.<br>2.<br>3.<br>4. |
| Review next level of MIT Program <ul style="list-style-type: none"><li>• Review content briefly</li><li>• Discuss training plan with MIT and GM</li><li>• Choose projected completion date</li></ul> | New projected completion date for<br>Operations Level: _____          |
| MIT Signature: _____ MIT Printed name: _____<br>Date: _____  |   |
| Supervisor Signature: _____ Supervisor Printed name: _____<br>Date: _____  |   |