Manager In Training Manual

Contents

At Toppers we are highly focused on people. We feel that by selecting great people and training them well we can achieve the goals we are focused on.

Congratulations! You have been selected by your peers and management to be a leader in this company. You have shown qualities that are representative of a future leader.   During this training you will work hip to hip with a trainer; however the speed of training is driven by you. You are the leader of your own destiny. Your Area Supervisor/Franchisee will be checking in with you periodically to ensure your training is on course. At the end of level of your training your Area supervisor/Franchisee will perform a certification which will determine if you are ready for promotion.

The goal of your training is that you feel confident, have high standards, and put your people first. Below you will see the mission and something we call the strategy. The Mission is the goal and the strategy is how we are going to accomplish the mission.

Toppers Company Mission:

To be the best pizza company in the world by killing it on every detail of the Customer experience.

Restaurant Strategy:

Achieve the mission through a confident Team that has high standards and takes care of their Team.

HIGH STANDARDS
- Clear expectations & accountability

CONFIDENCE
- Organized training
- A commitment to training execution
- Confidence = is defined as the ability to train the subject matter
- We don't promote before they are ready

CARE
- Listen
- Ask for feedback
- Respect people's time with scheduling, time off, out times, and having the schedule done on time
- Schedule appropriately so we are not short staffed
- Remove low performers that bring down the rest of the Team
- Include the team on hiring choices
- Give them feedback to be better
- Recognize them when they do good things

MISSION

All things that happen in our restaurant relate back to the three areas above. The majority of issues you will have as a manager relate back to a lack of confidence, high standards or care.   In this manual you will be asked to get to the root of the problems in your stores through impact projects. In most impact projects that are related back to fixing a problem you will have to identify the symptoms in order to relate it back to the root problem which is always a lack of High Standards, Confidence, and Care.

HOW TO UTILIZE THIS MANUAL

So how do we start this process?

Step 1. You were selected! GM's and Supervisors only select people that are seen as leaders in their restaurants. You need to live the core values and help us use the strategy to achieve the mission.

Step 2. 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 3. 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 4. 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 5. 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 6. 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 7. 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.

OPERATIONS

Start Date of Level: _____

Certification Date: _____

		How to Use the MIT Program	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		MIT understands how to effectively use the MIT program	• How to Use the MIT Program (Video)
		The Strategy and how you play a part	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		MIT understands "The Strategy" and their role in it	• The Strategy
		Email Etiquette/Training	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands the Image of A Manager	• Professionalism DOC
		Understands Email & Phone Etiquette	• Professionalism DOC
		Understands Accountability	• Professionalism DOC
		Policies, Handbook, and Documentation	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Learns expectations of policies and procedures	• Policies and Procedures Overview
		Learns to use Progressive Discipline to create positive outcomes	• Policies and Procedures Overview
		Training & Coaching as a New Leader	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Learn "The Basics of Transitioning to a Leadership Role"	• Transitioning into a Leadership Role
		Understands the importance of coaching in the MIT role	• Coaching
		Understands how to implement coaching in their routine	• Coaching
		Understands how to coach others, and executes effective coaching regularly	• Coaching

Hospitality

√MIT	√GM	Expectation/Task	Available Resource(s)
		Understands and believes in Honoring the Guarantee	• BLAST (Video)
		MIT understands their role in hospitality, and empowers the team to take care of Customers at a high level	• Hospitality

Efficiency and Urgency

√MIT	√GM	Expectation/Task	Available Resource(s)
		Understands the importance of efficiency and urgency • Efficiency vs urgency • Mentality and systems • The impact	• Urgency and Efficiency (Video)
		Effectively conducts PRP, and regularly conducts PRP appropriately	• Pre-Rush Prep
		Understands and can demonstrate ability to be efficient as an oven tender/router	• Oven tending and Routing training module – Section: Routing Like a Rock Star
		Understands and can demonstrate how to be efficient at the Delivery Driver position	• Delivery Training module(Driver)
		Understands and can demonstrate how to be efficient in dough making	• Dough Making training module (Insider)
		Understands and can demonstrate ability to be efficient in cleaning tasks, specifically at closing time	• Closing the Store Hour by Hour
		Understands and can demonstrate how to appropriately handle timed orders	• How to Take and Execute Timed Orders

DMR

√MIT	√GM	Expectation/Task	Available Resource(s)
		Understands how to use, and effectively uses the DMR when in charge of shifts	• TBD

Dough Management

√MIT	√GM	Expectation/Task	Available Resource(s)
		Regularly and effectively manages dough when in charge of shifts	• Managing Dough Posting
		Can create accurate build-to numbers for dough	• Labor and Service Program Tutorial

Food Safety

√MIT	√GM	Expectation/Task	Available Resource(s)
		Understands and executes on basic food safety procedures	• Prep Training checklist

Store Cleanliness

√MIT	√GM	Expectation/Task	Available Resource(s)
		Understands the importance and impact of keeping a clean store	• Cleanliness Video
		Understands and demonstrates ability to keep the store clean throughout the shift and at close, through use of the DMR and TPR Audits	• Using TPRs to Improve Scores

✓MIT	✓GM	Checking out drivers and tills	
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Can accurately check out Drivers and Tills	• How to Count Out a Driver • How to Count Out a Till
		Safety and Security	
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands what to do in case of an injury	• First Report of Injury form
		Understands what to do in case of a fire, flood or tornado	• Emergency procedures
		Understands how to reduce the risk of robbery (in-store and on delivery)	• How to Reduce Risk of Robbery
		Understands what to do in the event of a robbery	• In-Store Robbery Incident Report • Delivery Robbery Incident Report
		Understands and follows all closing security procedures	• Closing Security Procedures
		Intro to Costs Controls	
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands the basics of Food Cost and Labor Cost	• The Basics of Food and Labor Costs
		Understands how and executes on controlling food variance throughout the shift	• The Basics of Food and Labor Costs
		Understands how and executes on controlling labor through-out the shift	• The Basics of Food and Labor Costs
		Entering Delivery Orders	
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Can enter PFG, and Coke orders into POS	• How to Enter a PFG-Coke Order in POS
		Can enter "Food bought/sold" transactions into POS	• How to Enter Store Bought Food
		Opening the Store	
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Follows Open It Checklist	• "Open It" section of DMR
		Can properly set up the store efficiently	• Open It
		Understands how to put away PFG order • FIFO • Write delivery date on boxes • Write delivery date on bags if taken out of boxes	• How to Put Away Food Order
		Makes accurate Prep List and Dough PARs	• Labor and Service Program • Labor and Service Program Tutorial (Video)

		Troubleshooting Major Issues	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands how to troubleshoot common issues with store equipment	• Troubleshooting Common Issues
		Understands how to shut off water and gas main valves	• Check with GM/Supervisor
		Understands steps to take in the case of a vehicle accident	• Vehicle Accident Report
		Understands how to handle extreme weather scenarios	• Extreme Weather Procedures
		Bookwork and Inventory	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Regularly conducts accurate Nightly inventory	• How to Conduct Nightly Inventory
		Regularly conducts accurate Weekly inventory	• How to Conduct Nightly Inventory

		Regularly conducts proper nightly bookwork
		  • Procedures followed correctly
		  • Accurate cash counting
		  • Accurate Food, Labor, Cash
		  • Troubleshoots inaccurate metrics
		  • MIT is efficient in bookwork procedures
		  • Conducts great cleanliness walk-through
			• How to Conduct Bookwork

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
Increase cleanliness • Measured using Cleanliness section of TPR	2 – 6 Weeks
Lower Load Time by .75 minutes • Measure against previous 8 week average • Hit goal 3 out of 4 weeks	3 – 6 Weeks
Lower OTD Time by 1 minute • Measure against previous 8 week average • Hit goal 3 out of 4 weeks	3 – 6 Weeks
Other: Choose appropriate Impact Project • Choose with GM and Supervisor/Franchisee • Must have clear goals • Use blank Impact Sheet below	TBD

GOAL: Improve Cleanliness score by ____%, as measured by Cleanliness section of TPR

Estimated time to complete: 2 – 6 weeks

The Symptom: A less than desirable cleanliness score.

Diagnosis of root problem:
Select the issue below that the symptoms relate back to.

Lacking Confidence   *Lacking High Standards*   *Lacking Taking Care of People*

Action Plans
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 1: _____

Item 2: _____

Item 3: _____

Results

Current Score: _____%   Date of current score: _____
*Use most recent TPR, or conduct Cleanliness section of TPR to determine score

New Score: _____%   Date of new score: _____
*Use most recent TPR, or conduct Cleanliness section of TPR to determine score

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

GOAL: Lower Your 6 Week Load Time Average by .75 minutes
Estimated time to complete: 3 – 6 weeks
The Symptom: Higher than desired load time.

Diagnosis of needs:
Circle all items that are currently negatively affecting the load time in your store.

Lacking Confidence   Lacking High Standards   Lacking Taking Care of People

Action Plans
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 1: _____

Item 2: _____

Item 3: _____

Results	
Previous 6 Week Average:	
Week 1 Load:	Week 4 Load:
Week 2 Load:	Week 5 Load:
Week 3 Load:	Week 6 Load:

*To get previous 6 week avg., run a KI report in POS and set custom date range to the 6 weeks prior to the Impact Project. Repeat measuring the 6 week avg. after each week during the Impact Project.

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

GOAL: Lower Your 6 Week OTD Average by ___ minutes
Estimated time to complete: 3 – 6 weeks

The Symptom: Higher than desired OTD average.

Diagnosis of needs:
Circle all items that are currently negatively affecting food variance in your store.

Lacking Confidence   *Lacking High Standards*   *Lacking Taking Care of People*

Action Plans
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 1: _____

Item 2: _____

Item 3: _____

Results	
Previous 6 Week Average:	
Week 1 OTD:	Week 4 OTD:
Week 2 OTD:	Week 5 OTD:
Week 3 OTD:	Week 6 OTD:

*To get previous 6 week avg., run a KI report in POS and set custom date range to the 6 weeks prior to the Impact Project. Repeat measuring the 6 week avg. after each week during the Impact Project.

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

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

SUPERVISOR CHECKS

√Sup	Pts	Bookwork and Inventory
	2	Check the last 5 shifts the MIT closed to verify accuracy of inventory *Mark as complete if 4 or more shifts are accurate*
	2	Check the last 5 shifts the MIT closed to verify accuracy of bookwork • Cash +/- • Bad/Voids • Average clock-out times aren't excessive • "Closing" checklist completed • Other metrics are accurate *Mark as complete if 4 or more shifts are accurate*
√Sup	**Pts**	**Impact Project**
	6	Verify successful completion of chosen Impact Project
Total Pts		
/10		

CONVERSATION & DEMONSTRATION

√Sup	Pts	Dough Management
	2	Can explain dough management processes to ensure perfect dough at all times • Proofing methods, including "power proofing" • Can identify under-proofed, over-proofed, and perfect dough • Can explain why dough would get blown • Can explain why dough wouldn't proof correctly • Can explain what part each ingredient plays in the dough recipe.
	2	Can explain their process of daily dough management • When to check dough • What to check for when checking dough • How to estimate number of trays needed • Managing dough for subsequent shifts, including the following day
√Sup	**Pts**	**Cleanliness**
	2	Can explain the importance of keeping a clean store
	2	Consistently uses cleanliness system • DMR – Open It, Close It • Shiftly cleanliness system – DMR Run It, or other system

√Sup	Pts	Safety & Security
	2	Can explain proper injury procedures • First Report of Injury form
	2	Can explain proper procedures in the event of a fire
	2	Can explain what systems and policies we have in place to reduce our risk of in-store and delivery robberies

	2	Can explain what to do in the event of an in-store robbery and delivery robbery
		• During robbery
		• After robbery
		  o Who to contact
		  o Forms to fill out

	2	Can explain proper closing security procedures • Locking doors • Opening the safe • Taking out trash • Taking deposit to bank
√Sup	**Pts**	**Food Cost**
	2	Can explain what Ideal Food Cost, Actual Food, and Food Variance are
	2	Can explain how to control variance throughout a shift
√Sup	**Pts**	**Labor Cost**
	2	Can explain their role in controlling labor throughout a shift
√Sup	**Pts**	**Opening the Store**
	2	Understands how and consistently uses DMR "Open It" checklist when opening the store
	2	Can demonstrate how to accurately make a Prep List and Dough PARs using the Labor and Service Program
√Sup	**Pts**	**Hospitality**
	2	Can explain the importance of honoring the guarantee
	2	Can explain the importance of empowering Team Members to take care of Customers
√Sup	**Pts**	**Email Communication/Professionalism**
	2	Can explain how to choose which communication avenue to use
	2	Can properly explain the importance of professional email communications
	2	Can explain the basics of structuring effective and professional emails
√Sup	**Pts**	**Efficiency**
	2	Can explain the importance of being efficient
	2	Can explain proper Pre-Rush Prep (PRP) methods • Rail stocked • Under makeline stocked • Cut table stocked • Dough pulled • Skins racked (as needed, and at right times)
	2	Can explain how long after a skin is made is should be thrown and why.
	2	Can explain "routing theory"
	2	Can explain efficiency on the makeline • Communication, sliding, etc.
Total Pts		
/48		

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
		Acts on coaching opportunities (quantity)
		Coaching methods are effective (quality)
		Creates a fun working environment
		Is clearly "in charge" of the shift
✓Sup	**Rate 1 – 4**	**Efficiency**
		Conducts proper Pre-Rush Prep (PRP) at all stations of the store
		Properly routes deliveries using routing theory
		Makeline is run efficiently (MIT and others on makeline)
✓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**	**Product Quality**
		Hand-tossed skins
		Saucing pizzas
		Topping pizzas
		Topperstix skins – Singles and Triples
		Topping Topperstix
		Proper handling of RTE food
		Other menu items made/finished appropriately *Observe at least 2 items other than Pizzas or Topperstix
✓Sup	**Rate 1 – 4**	**DMR**
		Completes necessary daily tasks from the DMR

Total Pts
/68

FINAL SCORING

Total Score (All categories)	Scoring Percentage	Grade
/126		

PASSING GRADES:
94% - 100% - "A"
87% - 93.99% - "B"
80% - 86.99% - "C"
Non-Passing Grade:
79.99% or below – Reassess training needs and reschedule certification

NEXT STEPS

Promoted to Operations Leader	Retraining Needed in Operations Level
Most important items to improve in the level: 1. 2. 3. 4.	Most important items to improve in the level: 1. 2. 3. 4.
Review next level of MIT Program • Review content briefly • Discuss training plan with MIT and GM • Choose projected completion date	New projected completion date for Operations Level: _____

MIT Signature:_____ MIT Printed name:_____

Date:_____

Supervisor Signature:_____ Supervisor Printed name:_____

Date:_____

COST CONTROLS MANAGER

Start Date of Level: _____

Certification Date: _____

COST CONTROLS MANAGER

Cost Controls Manager | Food Costs

✓MIT	✓GM	Expectation/Task	Available Resource(s)
Weekly Inventory			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands how to accurately count Weekly inventory.	• How to Setup Shelf to Sheet Inventory • How to Conduct Weekly Inventory • Nightly-Weekly Inventory
		Understands how inventory affects order estimates and prep amounts	• Order Estimates – How to Place a Food Order • Prep – Labor and Service Program • Tutorial (Video)
Analyzing Food Variance			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Can troubleshoot and diagnose inventory cost issues.	• How to Analyze and Control Food Variance
Truck & Coke Ordering			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Can place accurate PFG/Coke orders using the Order Estimates	• How to place a food order • How to place a Coke order by phone • How to set up Coke online ordering
		Understands how to conduct a food transfer	• How to conduct food transfer • Food transfer form
Training & Coaching			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands how to train/coach Team Members on controlling food variance	• Giving feedback from the oven • How to analyze and control Food Variance • The Golden Rule

Cost Controls Manager | Labor Costs

✓MIT	✓GM	Expectation/Task	Available Resource(s)
Schedule & Labor Costs			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands the impact of making a great schedule • A schedule is a plan for the week • Having a great plan is essential for great labor costs	• Labor and Schedule Program Tutorial • Fundamentals of Writing a Great Schedule • How to Make a GM Weekly Plan • Weekly Planning & Review
		Understands the Impact a schedule has on the team/store environment	• Empowering your team
		Can make an accurate schedule balancing service and labor • Make as many schedules as necessary to reach this expectation	• Labor & Schedule Program Tutorial
Running Your Projections			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands how to manage labor when according to projections.	• How to Use the DMR to Manage Costs

✓MIT	✓GM	Expectation/Task	Available Resource(s)
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 • Financial Audit V2.0
P&L/ Maintenance			
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands and can Explain a full P&L statement • Complete 3 Min P&L	• How to Read a Profit and Loss Statement • How to Use P&L Data to Affect Change • 3-Minute P & L worksheet and form
		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	• How to Plan-Execute Preventative • Maintenance • Maintenance log
		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: • HVAC – Heating/Cooling • Plumbing • Electrical	• Franchisee Specific

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 • 3 out of 4 weeks • GM/Sup to check for accuracy	3 – 6 Weeks
Run Labor % within 1.5% of projected Labor • 3 out of 4 weeks • GM/Sup to check for accuracy	3 – 6 Weeks
Other: Choose appropriate Impact Project • Choose with GM and Supervisor/Franchisee • Must have clear goals • Use blank Impact Sheet below	TBD

GOAL: Run Food Variance within 1% of Ideal Food Cost for 3 out of 4 weeks
Estimated time to complete: 3 – 6 weeks
The Symptom: Food Variance is not within 1% of ideal food costs.

Diagnosis of needs:
Circle all items that are currently negatively affecting food variance in your store.

Lacking Confidence   *Lacking High Standards*   *Lacking Taking Care of People*

Action Plans
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 1: _____

Item 2: _____

Item 3: _____

Results	
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.

GOAL: Run Labor % within 1.5% of projected labor % for 3 out of 4 weeks
Estimated time to complete: 3 – 6 weeks

Symptoms:

Inaccurate Projections   *People Calling In*   *OT*   *People Showing Up Late*

Action Plans

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 1: _____

Item 2: _____

Item 3: _____

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

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

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 *Mark as complete if 4 or more shifts are accurate*
	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
Total Pts		
/12		

CONVERSATION & DEMONSTRATION

✓Sup	Pts	Analyzing Food Variance/Ordering
	2	Can guide you through the steps to diagnose a food variance issue • What report do you go to first? (Usage detail –date range) • How do you dissect the report to tell you a story? • How do you get to final diagnosis?
	2	Can explain how to accurately place PFG/Coke orders using Order Estimates • Can explain how ordering correctly is essential to success • Walk through Order Estimate process • Walk through placing an order for PFG/Coke
	2	Can explain common ways that food is wasted and the ways to prevent them • Not double checking orders (mistakes/remakes) • Over-prepping • Improper rotation of product (FIFO) • Bad orders due to poor operations (High OTDs)
✓Sup	**Pts**	**Scheduling & Labor Costs**
	2	Can explain the most important things when writing a schedule. • Accurate Projections • Correct efficiency • Scheduling people according to their availability
	2	Can explain how inaccurate (+/-) sales projections affect labor cost
	2	Can explain how operations efficiencies affect labor cost • Speed on makeline • Routing • Urgency
✓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 • Manager Discounts • Advertised discounts
	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 • Sales • Labor • Food Costs • Variable costs (Controllable) • Fixed costs (Uncontrollable) • EBITDA
	2	Can explain how maintenance can affect your P&L
Total Pts		
/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 *Observe at least 2 items other than Pizzas or Topperstix*
Total Pts		
/32		

FINAL SCORING

Total Score (All categories)	Scoring Percentage	Grade
/68		

PASSING GRADES:
94% - 100% - "A"
87% - 93.99% - "B"
80% - 86.99% - "C"
Non-Passing Grade:
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: 1. 2. 3. 4.	Most important items to improve in the level: 1. 2. 3. 4.

Review next level of MIT Program
  • Review content briefly
  • Discuss training plan with MIT and GM
  • Choose projected completion date
	New projected completion date for
	
	Operations Level: _____

MIT Signature:_____   MIT Printed name:_____

Date:_____

Supervisor Signature:_____   Supervisor Printed name:_____

Date:_____

PEOPLE DEVELOPMENT MANAGER

PEOPLE DEVELOPMENT MANAGER

Start Date of Level: _____

Certification Date: _____

Recruiting			
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands what venues work best for getting applications and can place ads	• Hiring Ads • Driver, Insider, AM, GM In Waiting
		Understands the importance of reviewing and responding to all applications within 24 hours	• How to Review an Application • How to Set Up an Interview
		Understands how to determine staffing needs	• How to Determine Staffing Needs
		Can perform a phone screening	• How to Conduct a Phone Screening.
		Can access all applications.	• Train with GM/Supervisor
Hiring			
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Can conduct an interview professionally. • Perform at least 2 interviews	• How to Conduct an Interview • Interview Guidelines • Lawful & Un-lawful Interview Questions
		Can explain the attributes we are looking for in a TM	• Attributes of a great Team Member
Onboarding			
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands importance of onboarding Team Members in an organized way	• Trainers- Toppers Way Orientation (Core Four)
		Understands how to set up an initial training schedule	• Ideal Training Schedule – Insider/Driver
		Understands the importance and can execute on appropriate hiring documents	• Refer to Orientation Checklist
		Understands how to conduct MVRs and update info in POS	• Refer to Franchisee
Train the Trainer			
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands how to properly use Toppers U and training materials	• See Training Checklists on ToppersU
		Understands the basics of effective training	• How to Conduct Initial training.
		Uses training tracker	• Training Tracker

Coaching/ Performance Reviews			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands performance reviews • Importance • How often to conduct • How to conduct	• GM, Driver, and Insider Evaluation
		Understands how to coach with Care and Candor	• THE GOLDEN RULE
Discipline and Termination			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands how to effectively use progressive discipline to get positive change	• Progressive Discipline Overview
		Understands best practices regarding how to terminate a Team Member	• How to Conduct 4th Written Warning - Termination

People Development Manager | The Golden Rule

LEADERSHIP			
✓MIT	✓GM	Expectation/Task	Available Resource(s)
		Understands "Care"	• Care (Video)
		Understands how to empower their team by asking for their opinions.	• Empowering Your Team

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
Improve one area of performance for all TM's	3 – 6 Weeks
Hire & Train enough TM's to become staffed.	3 – 6 Weeks
Other: Choose appropriate Impact Project • Choose with GM and Supervisor/Franchisee • Must have clear goals • Use blank Impact Sheet below	TBD

GOAL: Improve areas of opportunity through coaching & accountability (ex. Attitudes, showing up late, etc.)	
	Estimated time to complete: 3 – 6 weeks
Opportunity	Root Problem
1.	
2.	
3.	
4.	
5.	

Action Plans
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 1: _____

Item 2: _____

Item 3: _____

RESULTS	
Need	Rating
1.	
2.	
3.	
4.	
5.	

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

GOAL: Become fully staffed at all positions

Estimated time to complete: 3 – 6 weeks

Diagnosis of Opportunities: Circle all the areas below that are happening.

| The culture is positive | There is a coaching culture | Competitive Pay | Training is organized |

Applications answered with 24 hrs   Staffing levels are understood

Diagnosis of Root Problem based on the areas above that are not happening:

Lacking Confidence   *Lacking High Standards*   *Lacking Taking Care of People*

Action Plans
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 1: _____

Item 2: _____

Item 3: _____

RESULTS

	Drivers	Insiders	% +/1
Week 1			
Week 2			
Week 3			
Week 4			
Week 5			

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

GOAL: Get everyone you hire trained and certified in the area they were hired for.

Estimated time to complete: 3 – 6 weeks

Diagnosis of needs: What are the following things you are doing?

Training is put into schedule   Trainers have been certified   Trainees are with a designated Trainer

The plan is communicated to the trainee on their first day   First Days are done with the Franchisee or GM

Certifications are scheduled.

Action Plans
*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 1: _____

Item 2: _____

Item 3: _____

RESULTS

	Drivers	Insiders	% +/1
Week 1			
Week 2			
Week 3			
Week 4			
Week 5			

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

GOAL: _____

Estimated time to complete:_____

The Symptoms:
Write in all items that are currently negatively affecting your goals in your store.

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: People Development

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

SUPERVISOR CHECKS

✓Sup	Pts	Recruiting
	2	All applications have been reviewed and contacted within 24 hrs.
	2	Training Tracker is being used and is up to date
✓Sup	**Pts**	**Impact Project**
	6	Verify successful completion of chosen Impact Project
Total Pts		
/10		

CONVERSATION & DEMONSTRATION

✓Sup	Pts	Recruiting
	2	Can walk you through the steps of Recruiting • How to place ads • How screen calls? • How to set up interviews
✓Sup	**Pts**	**Hiring**
	2	Can explain what attributes we are looking for in a TM
	2	Can explain what can and cannot be asked during an interview (Remove what was there)
✓Sup	**Pts**	**Onboarding**
	2	Understands legal documentation/Paperwork when hiring
	2	Can explain the organization needs when onboarding someone.
✓Sup	**Pts**	**Train the Trainer**
	2	Can show you how to schedule training
	2	Can demonstrate knowledge about Toppers U and Training Materials
	2	Can Demonstrate how to use the training tracker
✓Sup	**Pts**	**Coaching**
	2	Can convey how to reprimand and how to praise.
	2	Understands continuous coaching
✓Sup	**Pts**	**Performance Reviews**
	2	Can convey why performance reviews are important and how often they should be done.
✓Sup	**Pts**	**Leadership Fundamentals**
	2	Can speak to the importance of the golden rule
	2	Has a clear idea of what kind of leader they want to be
Total Pts		
/26		

TASK 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	Interview
		Shadow an interview and give feedback (if no real interviews are taking place, observe them conducting a mock interview with another Team Member)
√Sup	**Rate 1 – 4**	**Training**
		Observe them training a new hire – Overall Organization
		Observe them training a new hire – Overall attitude
		Observe them training a new hire – Overall training ability
Total Pts		
/16		

FINAL SCORING

Total Score (All categories)	Scoring Percentage	Grade
/52		

PASSING GRADES:
94% - 100% - "A"
87% - 93.99% - "B"
80% - 86.99% - "C"
Non-Passing Grade:
79.99% or below – Reassess training needs and reschedule certification

NEXT STEPS

Promoted to People Development Manager	Retrain People Development Level
Most important items to improve in the level:	Most important items to improve in the level:
1.	1.
2.	2.
3.	3.
4.	4.
Review next level of MIT Program • Review content briefly • Discuss training plan with MIT and GM • Choose projected completion date	New projected completion date for Operations Level: _____

Supervisor Signature:_____ Supervisor Printed name:_____

Date:_____

BRAND MANAGER

Start Date of Level: _____

Certification Date: _____

ALERT!! THIS LEVEL IS DIFFERENT!

Up until now you have had to demonstrate that you understand the knowledge taught to you.   Now is the time that you need to put it all together and drive results.   In Brand Manager you will learn some higher level things that you will need to be a great business person.

Overall we want you to act as if you own the place and drive results. The GM is just there to coach you. After you have successfully completed Brand Manager and you will oversee all store operations.   This also means that you are GM ready when an opportunity presents itself.

Start Date of Level: _____

Certification Date: _____

BRAND MANAGER

		TPRs	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Can effectively conduct each section of the TPR audit • Product Quality • Service • Image • Cleanliness • Security	• TPR Audit *Recommended to conduct full TPR with Supervisor/Franchisee
		Effectively uses completed TPRs to improve scores in each TPR category	• How to Use TPRs to Improve Scores
		KI Performance	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Store consistently projects accurate sales	• Labor and Service Program
		Store consistently projects accurate Labor $/%, and runs actual Labor within budget	• Labor and Service Program • Cost Controls Level of MIT Program (Cost Controls → Labor Cost)
		Store consistently runs Food Variance within 1.5% of Ideal Food Cost	• Cost Controls Level of MIT Program (Cost Controls → Food Cost)
		Store consistently runs service times (Load/OTD) within standard	• Operations Level of MIT Program (Operations → The Basics → Efficiency and Urgency)
		P&L Performance	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		MIT reviews the store P&L with the GM every period	• How to Read a Profit and Loss Statement
		MIT creates plans to improve P&L performance with GM every period	• How to Use P&L Data to Affect Change
		KI data for Food and Labor (from POS) are each within .5% compared to the P&L	

Brand Manager | Seasonal Marketing Kits (SMK)

✓MIT	✓GM	Ordering Supplies	
		Expectation/Task	**Available Resource(s)**
		Can place small wares orders through Boelter	• How to Place a Boelter Order
		Can place orders for uniforms	• Walk through with GM/Supervisor
		Can order office supplies	• Walk through with GM/Supervisor

✓MIT	✓GM	SMK/PIP Implementation	
		Expectation/Task	**Available Resource(s)**
		Understands how to use Promotional Implementation Packet (PIP) and its accompanying materials to prepare for an SMK change	• Existing PIP • Recommended to shadow GM during an SMK change
		Understands how to prepare the entire team for an SMK change (Training, communication, etc.)	• Existing PIP • Recommended to shadow GM during an SMK change
		Fully understands how to do necessary programming changes associated with an SMK change.	• Existing PIP • Recommended to shadow GM during an SMK change
		Can handle daylight savings Procedures	• Daylight Savings Time Procedures

Brand Manager | Sales Building

✓MIT	✓GM	Mad Dogging	
		Expectation/Task	**Available Resource(s)**
		Understands the Mad Dog position and objectives	• How to Place a Boelter Order
		Understands the importance of, and can conduct a great "Elevator Speech"	• Walk through with GM/Supervisor
		Can consistently use the LSM checklist	• Walk through with GM/Supervisor

		Understands how to use the Marketing Resource Center (MRC) to create store-specific LSM resources
		    • LSM Library
		    • LSM Flyer Builder
			• Marketing Resource Center
			• https://b2b.suttle-straus.com/C/toppers/customer/account/login/

✓MIT	✓GM	Sales Building Contest	
		Expectation/Task	**Available Resource(s)**
		Understands how to run an in-store sales building contest	• Work with GM/Supervisor to go over how to run various contests • Extra cheese, average ticket, etc.

		GM Role and Routine	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands the GM Job Description	• GM JD
		Understands the most daily, weekly, and monthly routines of a successful GM	• General Manager Routine
		Weekly/Period Planning	
✓MIT	✓GM	**Expectation/Task**	**Available Resource(s)**
		Understands the importance of forecasting the events for the upcoming period that will affect operations	• Period Plans Sample • Get current Period Plan from GM/Supervisor
		Understands the importance of, and can effectively prepare for busy event days	• How to Prepare for Busy Days
		Understands the importance of weekly planning, and can make an effective weekly plan	• GM Weekly Planning Tool

Brand Manager | Impact Project: TPR - The Gold Digger

GOAL: Improve TPR Score to Gold Level (90.0% – 94.9%)		

Estimated time to complete: 3 – 6 weeks

Symptoms (Circle the TPR sections that currently score below 90%):

Systems & Training	*Product Quality*	*Service*
Safety & Security	*Image & Uniform*	*Cleanliness & Sanitation*

Diagnosis of Root Problem

Lacking Confidence   *Lacking High Standards*   *Lacking Taking Care of People*

RESULTS

MIT and GM conduct sections of the TPR as action plans are completed

Section	Score	Date
Systems & Training		
Product Quality		
Service		
Safety & Security		
Image & Uniform		
Cleanliness & Sanitation		

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

Brand Manager | Impact Project: The Holy Trinity

GOAL: Run all for 2 weeks in a row: Food variance within 1.0%, Labor within .5% of budget, OTD under 18.0

Estimated time to complete: 2 – 6 weeks

Symptoms (Circle the TPR sections that currently score below 90%):

Poor portioning	*Poor inventory*	*Poor Labor projections*
Poor at meeting labor projections	*Poor PRP*	*Poor overall urgency*

Diagnosis of Root Problem

Lacking Confidence   *Lacking High Standards*   *Lacking Taking Care of People*

RESULTS

MIT and GM conduct sections of the TPR as action plans are completed

	Food Variance	Labor % +/- Vs. Budget	OTD
Week 1			
Week 2			
Week 3			
Week 4			
Week 5			
Week 6			

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

GOAL: MIT Mad Dogs to raise sales by an impactful and measurable amount

Estimated time to complete: 2 – 6 weeks

Write down what LSM tactics you will use, including how you will track the effectiveness, and their time frames. Below each tactic, write in the specific plan to execute on the tactic.

Ex. 1: Business of the Week. Tracked by "BOW" coupon in POS

Ex. 2: Set up 5+ catering orders, totaling at least $300. Tracked by "Catering" coupons in POS

TACTIC GOAL #1	TRACKING	TIME FRAME (DATES)

Plan:

TACTIC GOAL #2	TRACKING	TIME FRAME (DATES)

Plan:

TACTIC GOAL #3	TRACKING	TIME FRAME (DATES)

Plan:

RESULTS			
	Tactic Goal #1	Tactic Goal #2	Tactic Goal #3
Week 1			
Week 2			
Week 3			
Week 4			
Week 5			
Week 6			

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

GOAL: _____

Estimated time to complete:_____

The Symptoms:
Write in all Symptoms that are currently negatively affecting your goal in your store.

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: BRAND

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

SUPERVISOR CHECKS

✓Sup	Pts	Running Great OPs
	3	Store has consistently projected accurate sales estimates 3 out of the last 4 weeks
	3	Store has consistently projected accurate labor estimates, and run labor within .5% of projected labor 3 of the last 4 weeks
	1	Store has consistently projected accurate labor estimates, and run labor within 1% of projected labor 3 of the last 4 weeks
	3	Store has run Food Variance within 1.0% 3 out of the last 4 weeks
	1	Store has run a Food Variance within 1.5% 3 out of the last 4 weeks
	3	Store passed their most recent official TPR
	3	Store ran 18.0 or under OTDs for 3 out of the last 4 weeks
	2	Store ran 19.0 or under OTD's for 3 out of the last 4 weeks
	1	Store ran 19.5 or under OTD's for 3 out of the last 4 weeks
	3	Store ran 4.0 or under Load Time for 3 out of the last 4 weeks
	2	Store ran 5.0 or under Load Time for 3 out of the last 4 weeks
	1	Store ran 5.5 or under Load Time for 3 out of the last 4 weeks
✓Sup	**Pts**	**Profitability**
	2	MIT has created a sufficient profit improvement plan for previous period, based off of the P&L
✓Sup	**Pts**	**Sales Building**
	2	LSM Checklist is fully in use and had been completed 3 out of the last 3 weeks
✓Sup	**Pts**	**Impact Project**
	6	Verify successful completion of chosen Impact Project

Total Pts
/31

Brand Manager | Certification

CONVERSATION & DEMONSTRATION

✔Sup	Pts	TPR
	2	MIT can explain the effective way to use current TPRs to improve future TPR scores

✔Sup	Pts	Ordering
	2	Can explain how to order uniforms
	2	Can explain how to order office supplies
	2	Can explain how to order smallwares

✔Sup	Pts	SMK/PIP Implementation

	3	Can explain where to find PIP, and how to use it effectively to implement a new SMK
		• Training and communicating to Team Members in an organized way
		• Programming edits (pricing, adjusting coupons and menu items, etc.)
		  - Can change sort order of Inventory
		  - Can update pricing of all menu items
		  - Can adjust deals to insure correct pricing
		  - Can activate and inactivate menu & inventory items as well as adjust packaging sizes if needed.
		  - Can adjust inventory for proper count type (daily, weekly)

	2	Can explain how to handle daylight savings time (Time on Computer)

✔Sup	Pts	Sales Building
	2	Can fully explain the role and routine of the Mad Dog position • Weekly routine • Objectives • How to use the LSM Checklist
	2	Can demonstrate how to use the Marketing Resource Center (MRC) • LSM Library • LSM Flyer Builder
	2	Can explain how to run a successful sales building contest within the store

✔Sup	Pts	GM Routine
	2	Can properly explain the GM routine • Primary responsibilities • Shiftly, weekly, period tasks
	2	Can explain how to make an effective weekly plan
	2	Can explain how to effectively prepare for busy/event days

Total Pts
/25

FINAL SCORING

Total Score (All categories)	Scoring Percentage	Grade
/54		

PASSING GRADES:
94% - 100% - "A"
87% - 93.99% - "B"
80% - 86.99% - "C"
Non-Passing Grade:
79.99% or below – Reassess training needs and reschedule certification

NEXT STEPS

Promotion to Brand Manager	Retraining Brand Level
Most important items to improve in the level:	Most important items to improve in the level:
1.	1.
2.	2.
3.	3.
4.	4.
	New projected completion date for Brand Level: _____

MIT Signature:_____ MIT Printed name:_____

Date:_____

Supervisor Signature:_____ Supervisor Printed name:_____

Date:_____