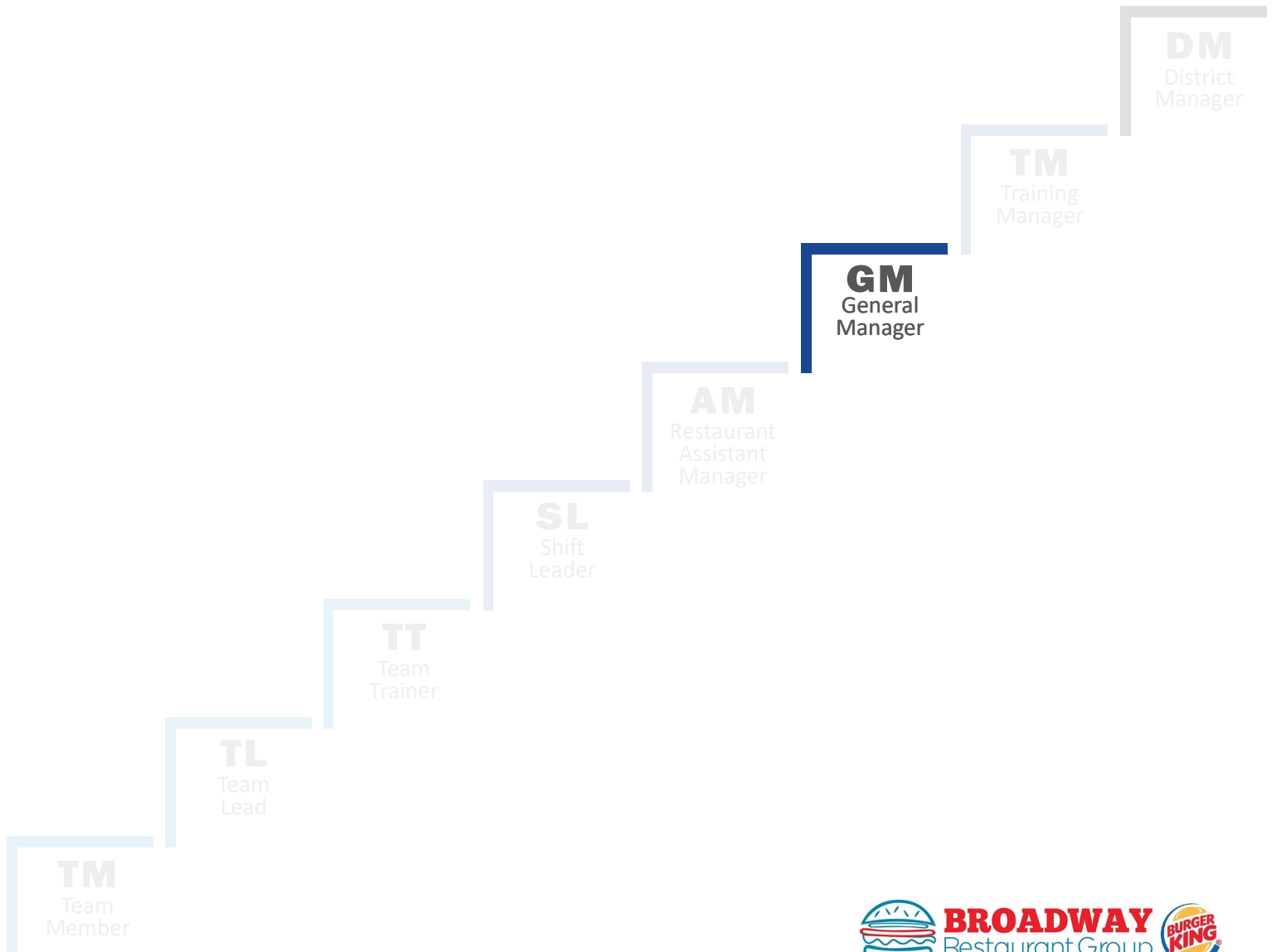


Training Program

GM Transition



GM Transition Training

Introduction

Congratulations and welcome to GM Transition! The GM Transition was developed in order for you and your District Manager to identify opportunities in your restaurant and build a plan for improvement.

Your District Manager (DM) is responsible for delivering the GM Transition Training by working shoulder-to-shoulder with you throughout the first four weeks you are in your new restaurant. Whenever possible, it is preferred that you begin the transition to your new restaurant on the first day of a new month.

During GM Transition your District Manager will...

- Introduce you to your new team
- Issue you keys to the restaurant
- Set up your system passwords
- Help you build your first sales projections/schedule
- Work with you on writing your first truck order
- Guide you through your daily routine
- Help you identify your goals
- Support you with 1:1 time
- Build a plan to improve your restaurant



Schedule

The GM Transition Training is organized into weeks. Your District Manager will determine what material you cover on which days according to your restaurant's priorities.

The below schedule is a guideline and there may be times that adjustments are made by adding days to the schedule. You can expect your District Manager to spend the following time with you, at minimum, while you transition into your new restaurant.

District Manager Schedule

Week 1	2 days
Week 2	2 days
Week 3	1 day
Week 4	1 day


GM Transition Training

Introduction

Store Tour

Go on a store tour with your District Manager to get acquainted with your new restaurant and meet your team. Take notes on anything that needs to be updated, ordered or corrected:

- All Exits
- Hand Washing Sinks
- King Boards
- Command Center Schedules
- Managers' Office
- Electrical Panel/ Shut Offs

- First Aid Kit
 - SDS Sheets
 - Start with Safety Sheet
 - Training Area
 - Fire Suppression System
- 

Administrative Set-Up

Your District Manager will get you set-up with the administrative items below.

- User Names / Passwords
- Safe Combination
- Restaurant Keys
- POS Manager Card
- Security System Code Word

System	User Name	Password
SICOM		
RTI		
Safe		
BK Gateway		
Envysion		
Email		
OWLOPS		

GM Transition Training

Introduction

Contacts

Discuss the following contacts:

- Vendor List
- Company Directory

Notes:

Management Change Procedures

The following checklist should be completed whenever there is a management change within the restaurant. A “management change” will include a promotion, hiring, demotion or termination of any management level employee to include Shift Leader, Restaurant Assistant Manager, and Restaurant General Manager.

- Notify Corey**
- Activate/Deactivate Alarm Code**
- Activate/Deactivate Safe Combination**
- Change Restaurant Locks (if applicable)**
- Obtain/Issue Restaurant Keys**
- Change/Share Passwords**



GM Transition Training

Introduction

GM Position

Discuss the GM Position. Your District Manager will take this time to set expectations of you in this position, and answer any questions you have.

Top 5 Job Responsibilities

1. Ensure your team provides outstanding service and satisfied guests
2. Hire, train & coach the team
3. Utilize Systems to run a great restaurant, especially accurate projections and great schedules
4. Implement restaurant controls, especially cash & inventory
5. Meet your Plan

Additional Duties & Responsibilities

- Meet standards for speed of service, food safety and cleanliness
- Receives passing REV grades
- Demonstrate strong problem solving skills
- Maintain a clean and safe working environment and all equipment is clean and maintained
- Meet positive food and labor variance and take appropriate action to improve results
- Ensure an effective work schedule, designed to grow sales, is written by 5pm on Wednesday and posted by 5pm on Friday each week
- Work all shifts (breakfast, lunch, dinner, late night & weekends) each week, work at least 1 full weekend each Month
- Recruit and hire high quality team members to meet proper staffing levels
- Train all team members using BK Link
- Set an example by maintaining an excellent working knowledge and high level of proficiency in BK & Broadway restaurant operations
- Provide coaching, feedback and performance appraisals to team members, SM's and AM's
- Ensure checkbook spending is used and all invoices over \$500 are approved by a DM
- Personally verify accuracy of all food and paper inventories
- Personally verify accuracy of all weekly and period paperwork
- Follow all government regulations, employment law, food safety, operations policies and cash policies and implement all accounting controls; complete new hire onboarding prior to him/her beginning work
- Communicate effectively with all levels of management about plans, progress and problems
- Successfully implement all marketing promotions
- Participate in the development of company policies, standards, training and management development

GM Transition Training

Week 1

Week 1 Agenda

- Required Postings
- Banking / Financials
- Accounting Practices
- Start with Safety
- Management Bonus
- Ordering
- Small-wares Budget

- R&M
- Sales Projections
- Schedules
- Plan Team and Manager Meetings
- Plan 1:1's
- Week Ending Paperwork
- Inventory



Notes:

Feedback:

Week 1 Training Complete:



Trainee's Signature



Training Manager's Signature

Date

Week 1 Projects

Required Postings

Use the checklist below to ensure you have all required items posted in your restaurant.

- ServeSafe Certifications (for every manager)**
- Business License**
- Health Inspection (most recent)**
- Hours of Operation**
- Workers Compensation Panel of Physicians**
- State Board of Workers Comp Bill of Rights**
- Federal 6-in-1 Poster**
- State Law Poster (if applicable)**



Banking / Financial

- Review EOW payroll and inventory
- Review Cash Handling Policy

Review Accounting Practices

- Coding Invoices/ Approval
- Safe Fund/ Change Orders
- Paid Outs

Start with Safety

Discuss safety in the restaurant.

- Ensure the Start with Safety sheet is posted in the designated area
- Locate emergency phone list
- Identify closest hospital
- Verify Personal Protective Equipment (PPE) is in restaurant

Notes:

Management Bonus

Bonus Plan. Print and review the plan with your DM.

- Calculate what last month's GM bonus was.

What do you need to improve to ensure you earn your bonus?

Week 1 Projects

Ordering

Discuss how to calculate and place orders for your specific location.

Complete the following:

- Place bun order
- Place a produce/supply order
- Receive/place a truck order

Review the following:

- Receiving
- Entering a purchase/adjustment
- Calculating/reviewing a truck order

What opportunities does the restaurant have when it comes to ordering?

Small-wares Budget

Discuss current small-wares inventory and a budget to purchase new small-wares, if needed.

Small-wares Budget for Q:

Total Budget Spent to Date:

Total Budget Left:

- Walk through restaurant and dispose of damaged small-wares, if applicable
- Take note of any items that need to be ordered immediately
- Plan for anything you will need 30/60 days out (make a list below)

Plan for Ordering Small-wares

Order Immediately

Order in 30 days

Order in 60 days

Week 1 Projects

Repair & Maintenance

Walk the restaurant and discuss any R&M opportunities or needs. Also, take note of any pieces of equipment are not being cared for the way they should be.

Equipment that Needs Attention:	Improve Cleanliness:	Service Request:	Notes:
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	

R&M Budget for Q:

Total Spent to Date:

Total Budget Left:

Additional Notes:

Sales Projections

Discuss sales projections in your restaurant. Using the instructions in the RTI Training Manual, calculate next week's projections and adjust based on the following:

- Local events
- Coupon Drops/promotions
- Sales trends

What factors drive a fluctuation in your projections?

Week 1 Projects

Schedules

Working with your District Manager and using the RTI Training Manual as a guide, build your Team Member schedule and Manager schedule. Focus on the following:

Team Member Schedule

- Aces in places/ Availability
- Who is trained where?
- Meet weekly allowed hours
- Written weekly/ Posted by 5pm Friday
- Open shifts

Manager Schedule

- Salary managers work 50 hours
- Manager schedule written monthly
- Each manager should get 1 weekend off per month, if possible

Plan Team & Manager Meetings

- Schedule a meeting with your AM(s) and SM's for next week to discuss needs and progress.
- Schedule an ALL employee meeting for next week to discuss restaurant goals, needs and progress.

Use the space below to plan, with your District Manager, what you will discuss in your meetings.

Team Meeting

Date/time of meeting: _____

Topics to Cover:

- _____
- _____
- _____
- _____
- _____

Notes:

Manager Meeting

Date/time of meeting: _____

Topics to Cover:

- _____
- _____
- _____
- _____
- _____

Notes:

Your District Manager will schedule him/herself to be at your first Team and Manager Meeting to support.

Week 1 Projects

Plan 1:1s

Schedule and plan a 1:1 with each team member over the course of the next 2 weeks. Follow the suggestions below for executing the 1:1s.

- Each 1:1 should be about 5-15 minutes long; schedule with a team member ahead of time
- Use the "Getting to Know You Sheet" when conducting the 1:1's

Week Ending Paperwork

Talk about week ending paperwork and how it should be submitted, if applicable.

- Inventory (week/month end)
- Cash Sheet
- Invoice Register
- Budget
- Paid Out Receipts
- Payroll - Punch Change sign off procedure
- Cash/deposit validation
- Review bills/ reallocate any old bills

Inventory

Conduct the inventory process with your District Manager.

- Set up count sheets to match store room shelves
- Complete a full inventory
- Learn the expectations on completing inventory and having results to your District Manager.
- Review inventory daily and weekly using the Variance Trend Report

Weekly Results:

Gross Profit:

Variance:

Variance Goal:

Weekly Notes:

GM Transition Training

Week 2

Week 2 Agenda

- People Planning
- Recruiting Process
- BK Link
- Time Management
- Manager Meeting
- All Team Meeting



Notes:

Feedback:

Week 2 Training Complete:



Trainee's Signature



Training Manager's Signature

Date

Week 2 Projects

People Planning

Working with your District Manager, build a people plan below. Discuss how this plan can be adjusted based on performance of the team.

Team Member Plan

Team Members who are struggling in their current position.

First steps to correct or eliminate the issue.

--

--

--

--

Team Members who are excelling or developing into their next role.

First steps to develop each Team Member.

--

--

--

--

Manager Plan

Shift Managers who are struggling in their current position.

First steps to correct or eliminate the issue.

--

--

--

--

Shift Managers who are excelling in their role.

First steps to develop each Manager to their next role.

--

--

--

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Week 2 Projects

Direct Recruiting

Discuss the following:

- You have been in the neighboring restaurant several times and know one of the employees would be a great hire. You also do not want to have a bad relationship with the manager of the restaurant.
- What types of businesses would be a good start for you to Directly Recruit?

Job Fairs

Discuss the following:

- Where could you advertise?

Reader Boards

Discuss the following:

- Why do we limit the time the message is up?
- Time specifics for drop-ins (be ready)

Banners

Discuss the following:

- Order banners through Fulfillment
- Why do we limit the time the message is up?

Now Hiring Flyers

Discuss the following:

- Where do you order these?
- How would you give these out?

Digital Ads

- What are the best digital outlets in your area?
- How to get quality instead of just quantity

Community Recruiting

Discuss the following:

- What places in your community would be a good start for job advertising?

Week 2 Projects

BK Link

What is your restaurant's BK Link completion percentage? %

What was the completion percentage for the most recent LTO? %

What is your goal for BK Link completion by End of Period? %

By End of Quarter? %

Time Management

Discuss time management and how it can help you be successful.

- What tools can you use to help with Time Management?
- What tasks can you delegate out to your team once you train them?
- Review the Prioritization Matrix.
- Which section would each of the following tasks go in?

- Candidate Interview _____
- Local Store Marketing _____
- Team Uniform Order _____
- Inventory Counts _____

Eisenhower Prioritization Matrix:

	Urgent	Not Urgent
Important	Do it Now	Schedule for Later
Not Important	Delegate to Others	Eliminate

Week 2 Projects

Manager Meeting

Conduct a Manager Meeting with your District Manager. Use the guide below to write in the topics you have chosen to address with the team.

People:

Sales:

Profits:

Operations:

Additional Notes:

All Team Meeting

Conduct an All Team Meeting with your District Manager.

- What went well?
- What could have been improved?
- Write down any questions/ concerns from the team and any 'to do' items that came up.

Issues/concerns to be addressed:

To do:

GM Transition Training

Week 3

Week 3 Agenda

- Week End Review
- P&L Review
- Safe Management
- Rev Self-Assessment
- Restaurant Excellence Plan



Notes:

Feedback:

Week 3 Training Complete:



Trainee's Signature



Training Manager's Signature

Date

Week 3 Projects

Week End Review

Discuss week end inventory counts, variance, sales and labor.

Write in your results below and discuss opportunities.

	Actual	Budget	Variance
Sales:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Food Cost:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Labor:	<input type="text"/>	<input type="text"/>	<input type="text"/>

Write in your top 2 financial goals below. Write in action steps to achieve both goals.

	Goal	Action Steps
Priority #1	<input type="text"/>	<ol style="list-style-type: none">1. <input type="text"/>2. <input type="text"/>3. <input type="text"/>

	Goal	Action Steps
Priority #2	<input type="text"/>	<ol style="list-style-type: none">1. <input type="text"/>2. <input type="text"/>3. <input type="text"/>

P&L Review

Access the restaurant's most recent Profit and Loss Statement. Discuss the following:

- What opportunities do you have to improve profit?
- Is the restaurant underspending in any areas?
- What will be your main point of focus for your first quarter?
- Identify anything that looks abnormal or incorrect.
- Compare invoice register to P&L Ledger

Week 3 Projects

Safe Management

Working with your District Manager, learn how to complete the following tasks:

- Assign a safe code to a manager
 - Access the Safe Battery Changing Instructions on YouTube
- What should you do if a manager leaves (quits or is terminated)
- How often should the safe battery be changed?

REV Self-Assessment

With your District Manager, complete a REV Self-Assessment Form.

- Discuss your final grade.
- How can you prevent each violation from happening again?
- Do two or more of your violations have the same cause?

Restaurant Excellence Plan

With your District Manager, complete a Restaurant Excellence Plan (REP) by filling in the form on BK Link

- Discuss your restaurants opportunities
- Set expectations and a time line to complete the plan
- Print your plan and post it in the office (use this for your next Manager Meeting)

GM Transition Training

Week 4

Week 4 Agenda

- Restaurant Goals
- Marketing
- Progressive Discipline
- Appraisals



Notes:

Feedback:

Week 4 Training Complete:



Trainee's Signature



Training Manager's Signature

Date

Week 4 Projects

Restaurant Goals

Fill in two of your restaurant's goals below, actions steps to attain the goal, and a deadline to complete it:

Goal #1

Action Steps:

Deadline:

Goal #2

Action Steps:

Deadline:

Marketing

Discuss POP and Local Store Marketing (LSM) with your District Manager.

- How will you know about an upcoming POP change?
- How can you keep organized to ensure it is always done on time?
- What types of LSM will help your particular restaurant?

Week 4 Projects

Progressive Discipline

- When to use a Disciplinary Form/ Submitting to HR
- Discuss how you will communicate your standards to your team
- Creating a culture of respect
- Explain how you would handle the following situations:

1. A Team Member, who has been in position for 1 year, calls to tell you he will be 10 minutes late. He has no prior documentation.
2. One of your Shift Managers, who works 5 nights a week, calls off 30 minutes prior to her shift.
3. A trustworthy Team Member lets you know that your RAM has been disrespectful to him.
4. Two Team Members get into a verbal fight in front of guests during peak period.
5. Although it is against the rules, you notice that there is beginning to be an issue with cell phone use in the restaurant.

Counseling and Disciplinary Form

Appraisals

Discuss the appraisal process.

- How often and when are appraisals done?
- What will be your responsibilities during appraisal time?
- What can you do to always stay prepared for this?
- Outside of appraisal time, how can you recognize great work in your restaurant?
- Why is it important to always communicate positive/negative feedback with your team?

Crisis Management Resources

Object Found in Food

In the case that a guest finds an object in food:

- Do not admit responsibility
- Contact your District Manager immediately

Food-borne Illness

If a guest reports a food-borne illness:

- Do not admit responsibility
- Contact your District Manager immediately

Power Outage

In the case that there is a power outage:

- Contact your District Manager immediately
- Turn off major pieces of equipment
- Keep coolers/freezers closed
- Manage temperature control, if possible.

Media Inquiries

If media reporters come to your restaurant, respond with the following:

“BKC Communication Department prevents us from commenting. I will deliver your inquiry to the Office and a PR Representative will contact you.”

Lost Restaurant Keys

Remember that only the Management Team should have access to restaurant keys.

Whenever a set of keys is lost or stolen:

- Contact District Manager immediately
- Re-key the restaurant as soon as possible

Sicom Chef Stops Working

Use the following resource if your SICOM Chef system indicates that the PHU is disconnected:

POS Related Issues

If you are experiencing a non-emergency POS related issue, you should submit a support ticket.

If your POS System goes down, this is considered an emergency. Call: **1-800-547-4266**

Enter a ticket into OWL OPS