



October 2017



MIT Training Guide







Sample MIT Schedule	6
Phase 1 Cook Training Overview	7
Phase 2 Server Training Overview	8
Phase 3: Manager Follow	
Phase 3	10
Day 1	11
Day 2	15
Day 3	21
Day 4	26
Day 5	32
Day 6	37
Day 7	42
Day 8	47
Day 9	53
Day 10	58
Day 11	63
Day 12	68
Manager Tools	
Morning Checklist & Responsibilities	73
Prioritizing Your Day	76
Game Plan	77
Opening, Shift Change, and Closing	78
Best Practice for Creating a Floor Plan	79
Zone Walk Through	80
Pre-shift Huddles	82
Creating Great Guest Experiences	83



Resolving Guest Issues: LAST	84
Scheduling & Shift Planning	85
Building the Best Team	86
Communication	87
Coaching	88
Developing Team Members	89
Effective Delegation	90
Marketing	91
Profitability	93
7 Things to Control Labor	95
How to Read a Recipe	96
Training Best Practices	98
Traits of Great Trainers	99
Setting SMART Goals	100
Potential Hazards and Solutions	101
Safety & Security	102
Roleplay Questions	105
Phase 4 Overview	108

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“Intro”



Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	Off	Orientation <b>Phase 1:</b> Cook Guide Shift 1: Fryer	Cook Guide Shift 2 & 3: Eggs	Cook Guide Shift 4: Eggs & Fryer	Cook Guide Shift 5 & 6: Grill	Cook Guide Shift 7: Grill	Cook Guide Shift 8 & 9: Sandwich/ Expo
2	Off	Off	Off	<b>Phase 2:</b> Server Guide Shift 1 & 2	Server Guide Shift 3 & 4	Server Guide Shift 5	Server/Cook Practice
3	Off	Off	<b>Phase 3:</b> Manager Follow MIT Guide Day 1	MIT Guide Day 2	MIT Guide Day 4	MIT Guide Day 5	MIT Guide Day 6
4	Off	Off	MIT Guide Day 7	MIT Guide Day 8	MIT Guide Day 9	MIT Guide Day 10	MIT Guide Day 11
5	MIT Guide Day 12	Off	Off	<b>Phase 4:</b> Manager Lead	Manager Lead	Manager Lead	Manager Lead
6	Off	Off	Manager Lead	Manager Lead	Manager Lead	Manager Lead	Manager Lead
7	Off	Off	Manager Lead	Manager Lead	Manager Lead		

This schedule is to be used as an example. You can change the days of the week as needed for your restaurant. The hours each day should be the same as the manager who is training the MIT.

### Best Practices for MIT Scheduling:

- Don't start training during the weekend. It is too busy to focus on teaching. Start Phases 1 & 2 on slower days of the week and build up to the weekend
- Always make sure the trainee is assigned to your best trainers for cook & server training. You'll want their schedules to match. During the Manager Training (Phase 3 & 4) the trainee should work the same schedule as the General Manager whenever possible
- Phase 1 & 2 can be swapped if needed, but both must be completed successfully before starting Phase 3

See the overview of each Phase in this guide for more details.

Depending on the background and experience of the trainee, Cook training may be easy or it may be difficult to complete. There are Skill Outs through the process that will determine whether they will need to spend a little more time training in a specific area. Do not move to the next phase of training until all Skill Outs are passed.

For this phase of training, use the Cook Trainer Guide for training everyday. See the Orientation Packet for Cook Appearance Guidelines.

Shift 1	Shift 2	Shift 3	Shift 4	Shift 5
Fryer	Eggs	Eggs	Eggs/Fryer	Grill
Food Safety Quiz			Eggs & Fryer Sign Off	

Shift 6	Shift 7	Shift 8	Shift 9
Grill	Grill	Sandwich/Expo	Sandwich/Expo
	Grill Sign Off		Expo Sign Off

If the MIT is an experienced cook for Huddle House, this schedule can be abbreviated. However, it is important to ensure the MIT is performing the job to Huddle House standards. Over time, people can develop bad habits and those must be corrected before moving on to Management training. Make sure they pass all Sign Offs before starting Management training.



**Note:** Some of these shifts may be combined for MIT training, based on their experience level.

**Note:** Try to keep the MIT focused on cook tasks. It is important for them to understand all aspects of the cook's role so they'll be able to manage the cooks on their team in the future.

# Phase 2: Server Training



Depending on the trainee’s background and experience, Server training may be easy or it may be difficult to complete. There are Menu Tests and Skill Outs through the process that will determine whether they will need to spend a little more time training/learning our menu and service guidelines. Do not move to the next phase of training until all Tests and Skill Outs are passed.

For this phase of training, you will follow the Server Trainer Guide. See the Orientation Packet for Server Appearance Guidelines.

	Shift 1	Shift 2
Class	<i>(1.5 hours)</i> Egg Platters Stuffed Hash Browns Breakfast Add-ons	<i>(1 hour)</i> Waffles French Toast SS Biscuit Platters Omelets
On the job Training	Trainer Leads ALL	Trainee Leads HU Trainer Leads DDLE
Tests/Sign Offs	Food Safety Quiz Menu Test 1 (items above)	Menu Test 2 (above)

Shift 3	Shift 4	Shift 5
<i>(1 hour)</i> Starters & Snacks Chili & Starters Dinner Platters Additional Menus(if applicable)	<i>(1 hour)</i> Big Bold Burgers Big House Sandwich Combos Sandwich Platters	<i>(none)</i> Review
Trainee Leads HUDD Trainer Leads LE	Trainee Leads HUDDLE Trainer Observers	Trainee Leads HUDDLE Trainer Observers
Menu Test 3 (above)	Menu Test 4 (above)	Menu Test 5 (whole menu) <b>Server Sign Off</b>



Server Trainer Guide

**Note:** Some of these shifts may be combined for MIT training. See individual training schedule for details.

**Note:** Try to keep the MIT focused on server tasks. It is important for them to understand all aspects of the cook’s role so they’ll be able to manage the servers on their team in the future.



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“Phase 3”

Phase 3 starts the management part of training. In order to start this phase of training, the trainee needs to have passed all of the Cook and Server Tests & Sign Offs.

This phase of training is called Manager Follow, because the trainee should be following/shadowing the General Manager or Training Manager. Please write the schedule so the trainee and the training manager have the same schedules.

Phase 3 Overview	
Day 1	Day in the Life of a Huddle House Manager
Day 2	Managing Operations
Day 3	Taking Care of the Guest
Day 4	Staffing the Business
Day 5	Managing the Team
Day 6	Building Sales
Day 7	Managing Costs
Day 8	Preparing Your People (Training)
Day 9	Planning for Success
Day 10	Laws & HR
Day 11	Inspections
Day 12	Building, Equipment, & Emergency Situations      Cook Expert Sign Off

**Note:** Weekly tasks will vary by day of the week on the schedule based on each Huddle House. Please ensure the MIT gets trained on the following tasks each time they happen.

- Inventory
- Placing truck order
- Receiving truck
- Writing the schedule
- Payroll
- Interviews, hiring, and orientation

For this phase of training you will need the Inventory & Cost Control Guide, the Team Member Interview Guide, and the Eagle’s Playbook. These can be ordered through the DC if you do not have them.





*“Bringing Friends and Family Together, over delicious food, served from the Heart”*

- Today the MIT will follow the GM or manager on duty for the entire shift.
  - ⇒ The purpose of today is for the MIT to get a feel for a manager’s daily role and routines, also how to organize their day.
- You will **not** spend time teaching the details of each task.
  - ⇒ Focus on teaching the MIT **why** you do these tasks and **why** you do them in this order. The details will come on later days.

## **Today’s Objective:**

By the end of Day 1, the MIT should:

- Have a general knowledge of the daily routines of a HH Manager

## **Morning routine: Back Office**

See the Morning Checklist and Morning Responsibilities “Manager Tools” tab for additional details to help the MIT as they learn these tasks.

*The first hour of the work day is the best time to assess priorities and to focus on what you absolutely need to accomplish. Take care of items needed to complete EOD first.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday’s sales onto tracking sheet
- Check manager log for communicated notes
- Check Drink to Entrée %
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from cost control
- Check email



## Morning routine: Pre-shift Preparation

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign tasks to prep for volume
- Assign floor chart/assign servers to sections and zones
- Complete line check
- Verify Clean & Ready
- Zone Walk Through –Look through the guests’ eyes
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle & check uniforms
- Ensure restaurant is clean and rush ready
- Utilize Manager Workflow Checklist

## During the Shift

*GM or Manager should act as they would on any normal shift. The MIT will follow them the entire shift. Make sure you are explaining what you are doing and why as you go.*

- Walk dining room
  - Clean environment, friendly staff, attentive service
  - Ensure all spills are taken care of immediately—wet floor signs out as needed
  - Give direction to team members as needed
- Talk to guests
  - Welcome new guests, build relationships, guest recovery, talk to regulars
  - Introduce the MIT to all regular guests
- Check in with Cooks
  - Quality food—served hot
  - Order accuracy, proper plating, and speed of service
  - Cleanliness and food safety
  - Jump in as needed
- Ensure action behind Team Member Walk Through
- Complete Clean & Ready Hourly Duties
- Ensure safety/security procedures are being followed
  - Back door closed & locked at all times
  - Watch for suspicious activity or behavior



## End of Shift

*During this time, explain to the MIT what needs to happen to set the next shift(s) up for success.*

- Follow up with Prep list completion
- Check out servers' closing duties using Server Checklist - give direction and follow up as needed
- Complete servers' cash outs
- Check out cooks' closing duties using Cook Checklist—give direction and follow up as needed
- Communicate with incoming manager/shift leader
- Ensure the restaurant is rush ready—Utilize Clean & Ready Shift Change/Rush Ready checklist
- Ensure guests are taken care of during shift change to the same level of food quality and service as during the rush
- Go over “Prioritizing Your Day” and “Opening, Shift Changes, and Closing” in Manager Tools section

## Roleplay

Ask the manager the Roleplay questions for Day 1 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 1 thing they learned from each part of the shift (Back office, pre-shift, during shift, end of shift)*
- *Ask the MIT what questions they have for you*
- *Tell them to come in tomorrow prepared to work their weakest position during part of the shift (server, grill, eggs, etc.)*
- *Let them know tomorrow's focus will be on managing operations.*

# Day 2

- *Today the MIT will follow the GM or manager on duty for the majority of the day.*
- *During the busiest part of the shift the MIT should work a position*
  - ⇒ *Any position on the cook line or serving*
  - ⇒ *If they haven't passed a station sign off, position them at that station and re-take the sign off*
  - ⇒ *If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy.*

*The purpose of today is for the MIT to get a feel for how to manage operations (the four walls).*

## **Today's Objectives:**

By the end of Day 2, the MIT should:

- Know how to do a Line Check
- Know the elements of a great Pre-shift Huddle
- Understand how to appropriately assign servers to floor chart
- Be able to point out opportunities to coach team members during the shift
- Be able to check out servers & cooks (closing duties)
- Be able to do server cash outs (money)

## **Morning routine: Back Office**

*Today, let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- *Check POS for open checks, voids that need to be completed, outstanding issues*
- *Complete End of Day (on FOH terminal) & verify shift totals*
- *Big Red H*
- *Batch Credit Cards—EDC Reporting*
- *Enter deposits*
- *Edit punches (on BOH computer)*
- *Look at voids, check for validity, print report*
- *View & print labor from previous day*
- *Run & print sales report*
- *Staple all reports in order*
  - ⇒ *Sales -> Labor -> Voids -> EDC -> Key Item Sales*
- *Do critical count for FOH & BOH*
- *Update Cost Control sheet—Review for areas to focus on to improve business*
- *Input yesterday's sales onto tracking sheet*
- *Check manager log for communicated notes*
- *Check Voice of Customer (VOC) scores/comments on SMG.com*
- *Check Drink to Entrée %*
- *Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control*
- *Check email*

## Morning routine: Pre-shift Preparation

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign tasks to prep for volume
- Assign floor chart/assign servers to sections & zones
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the Manager Tools tab
- Ensure restaurant is Clean & Ready

## During the Shift

*GM or Manager should act as they would on any normal shift. The MIT will spend the 1st part of the shift working the position where they need the most practice (grill, eggs, server, etc.). As the shift starts to slow down but before it is slow, bring the MIT to the dining room and let them help you with management tasks. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones: Coach & teach team members as needed.

- Are servers being friendly and attentive?
- Is food coming out hot & to the standards in the FOH Plating Guide?
- Watch to ensure servers are following our Steps of Service
- Time a few tables through the shift to see if servers & cooks are hitting their times:
  - 1 minute greet
  - 3 minute drinks
  - 5-7 minute Breakfast Items
  - 9-11 minute Lunch/Dinner Items
  - Drop check as finishing meal—process payment as soon as guest is ready
  - 2 minute table bus



- Audit a ticket in the POS for each server
  - Did they ring in all beverages & desserts?
  - Did they ring in all items correctly?
- Teamwork: Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members and assist when needed
- Talk to guests
  - Welcome new guests, build relationships, guest recovery, talk to regulars
- Take a look at a few tickets as they are coming out of the kitchen
  - Are the orders complete & accurate?
  - Are items being prepared so all items are ready to serve at the same time?
  - Are all items being prepared as outlined in the FOH Plating Guide?
  - Are all items being plated as outlined in the FOH Plating Guide?
  - Temp a few proteins to ensure they are cooked to correct temperature
  - Look at the ticket: how long did it take from when the server rang it in until it was completed?
- Cleanliness and food safety:
  - Cooks
    - Cleaning as they work? Following through on Clean & Ready Checklist?
    - Washing hands and replacing gloves between touching raw meat and ready to eat foods?
    - Replacing utensils as needed?
  - Servers
    - Cleaning spills immediately
    - Bus tables within 2 minutes
    - Pre-bussing
    - Restroom checks
    - Sweeping/picking up debris from floor
    - Following through on Clean & Ready Checklist?
- Jump in or delegate as needed
- Ensure action behind Team Member Walk Through

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Preparation
  - See “Game Plan” and “Pocket Planner” in Manager Tools section
  - Being rush ready is essential to have a smooth shift—if one team member gets behind, it affects all other members of the team
  - Pre-shift Huddles keep your team members focused on their role in creating the best Huddle House experience for our guests. Use this time to remind your team of what you want them to do (salesmanship, cleaning, teamwork, etc.)

- Weekly planning
  - Show your Pocket Planner
  - Explain how to fill out the Planner tool
  - Relate to manager meetings
- Consistency
  - Guests receive the same quality product and friendly, attentive service each time—no matter which location they visit
  - If one restaurant is not adhering to HH standards, it affects all of our reputations
  - Our Franchise Partners count on all of us to do the right thing so they can run successful and profitable businesses
  - Always follow Recipe Binders, VTAs, and Training Guides to ensure consistency
  - What do you do to encourage drink sales?
- Show them how to check Drink to Entrée %: the Huddle House goal is 85%
  - Talk about the profitability of beverage sales
  - Who are the team members below standard?
- Teach the MIT how to do a server cash out
  - Check for correct amount of checks
  - Ensure they have turned in all needed items (signed credit card slips, etc.)
  - Verify discounts/coupons are valid, turn in any redeemed coupons, etc.
  - Show them how to enter into office computer and what to do with the cash
- Cook & Server Check Outs
  - Stay focused on the guest while shift changes are occurring. This is the time when team members are easily distracted
  - Never let a cook or server leave unless you or a shift leader has checked their closing work
  - Sets the next shift up for a smooth shift
  - Ensures all team members are completing checklists to your standards
  - Show the MIT exactly what you look for when checking team members closing work
- Communication with next shift
  - Go over your process of how you communicate with the managers/shift leaders on other shifts
  - What items do you review in person or over the phone?
  - What items do you leave as notes or in the manager log?
  - How do you follow up to ensure their shifts were smooth?

## Roleplay

Ask the manager the Roleplay questions for Day 2 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Review how they did on the position they worked that day. Let them know if they will need to work that station again or move on to another station.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Let them know any other items you think they did well, or need improvement*
  - *Tell them to complete today's tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow's focus will be about the guest so they will be spending the majority of their day in the dining room.*

# Day 3



- *Today the MIT will follow the GM or manager on duty for the majority of the day.*
- *During the busiest part of the shift the MIT should spend their time in the dining room & at expo to ensure all guests have a great experience*

*The purpose of today is for the MIT to focus on the guest experience and building relationships.*

## **Today's Objectives:**

By the end of Day 3, the MIT should:

- Be comfortable talking to guests
- Understand methods to use when handling guest complaints
- Be able to identify opportunities to prevent guest issues
- Understand the importance of building regulars
- Understand how to use Voice of the Customer

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Check Drink to Entrée %
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign tasks to prep for volume
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the Manager Tools tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should spend the majority of the time in the dining room focused on the guest. As you work, point out what you see that can make or break the guest experience. This will include items from yesterday’s training such as ensuring servers are giving attentive, friendly service and that the cooks are getting hot, consistent, quality food out to the tables in a timely manner. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Utilize the HOURLY ROUNDS materials from the Clean & Ready initiative. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearance? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?
- Look under booths and tables. Are the baseboards, table/chair legs, and floor clean?

- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may be an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork: Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members and assist when needed
- Talk to guests
  - There are 3 types of guests & we should address each one differently.
    1. **Regulars:** *Come in several times each week. They are loyal to Huddle House and we have built a good relationship with them that must be maintained. It is important to continue to make these guests feel special. Do the little things that mean a lot: call them by name, have their drink ready as they sit down, occasionally give them a discount or a free item.*
    2. **1st timers:** *This is their 1st visit to Huddle House. They may not know where to go when they come in and will probably need more time looking at the menu. Be sure to introduce yourself and welcome them. Make sure we make a good 1st impression with both the service and the food. Thank them for their business and invite them to return at the end of their meal.*
    3. **Infrequent:** *These guest have been to Huddle House before but it's been a while since they've been back. It is likely that they did not have had a great experience last time they visited. Ensure they get attentive, friendly service and that their order is served accurate and hot. Try to get their name and start building a relationship with them so they become regulars.*

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Voice of the Customer
  - How to login to the website [www.smg.com](http://www.smg.com)
  - How do I compare? Is my score higher or lower than the other Huddle House restaurants?
  - Where should I focus? What is your plan to improve those areas?
  - Comments: look for patterns or trends that need to be addressed with team
  - Alerts: resolving any guest issues
- Customer Recovery
  - People are more likely to talk about bad experiences than good. They'll talk about how bad a place was to their friends and family and share their opinion on social media. It is important that we try our best to ensure all guests leave happy and wanting to return.
  - See "Manager Tools" tab
- Building a solid base of guests
  - Talk about what you do to make guests want to return
  - Describe any times you've turned a bad experience into a good experience for a guest
  - How do you get your team members to care about ensuring guests are taken care of and want to come back?
- Go over "Creating Great Guest Experiences" and "Resolving Guest Issues" in the Manager Tools section.

## Roleplay

Ask the manager the Roleplay questions for Day 3 in the "Manager Tools" tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Review how they did with guests today.*
  - *Do they seem comfortable approaching and starting conversations with guests?*
  - *Are they able to notice when a guest may be having an issue based on their body language?*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Let them know any other items you think they did well, or need improvement*
  - *Tell them to complete today's tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow's focus will be on staffing. They will be working part of the shift on a station.*



Day 4

- Today the MIT will follow the GM or manager on duty for the majority of the day.
- During the busiest part of the shift the MIT should work a position
  - ⇒ Any position on the cook line or serving
  - ⇒ If they haven't passed a station sign off, position them at that station and re-take the sign off
  - ⇒ If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy.

*The purpose of today is for the MIT to learn more about how staffing can impact the business.*

## Tools Needed:

Eagle's Playbook & Team Member Interview Guide

Your current cook & server schedules

## Today's Objectives:

By the end of Day 4, the MIT should:

- Be able to identify Eagles and Turkeys
- Understand staffing guidelines
- Understand how to recruit and know what tools are available
- Understand how to interview & hire and know what tools are available
- Understand the Onboarding & Orientation process

**Note:** After today, let the MIT be involved in any recruiting, interviewing, hiring, onboarding, and orientations that happen while they are in training.

## Morning routine: Back Office

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet



- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Check Drink to Entrée %
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign tasks to prep for volume
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
  - Discuss concept of “aces in their places”
    - ⇒ Inexperienced/weaker servers in smaller stations—close to kitchen & POS
    - ⇒ Limit number of tables/seats per server in order to provide outstanding service
    - ⇒ Put new servers near strong servers so there is someone to help
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should act as they would on any normal shift. The MIT will spend the 1st part of the shift working the position where they need the most practice (grill, eggs, server, etc.). As the shift starts to slow down but before it is slow, bring the MIT to the dining room and let them help you with management tasks. Make sure you are explaining what you are doing and why as you go.*

Tell the MIT to walk the Zones using a zone card. They should do the entire Zone Walk, but have them focus heavily on Zone 3: Team Members.

- Notice the servers & cooks:
  - ⇒ Are they able to meet our timing standards? If not, think about whether it is because of their performance or because we don't have enough people scheduled to handle the business
  - ⇒ Is everyone helping each other out? Who is not a team player?
  - ⇒ Do all team members have a positive attitude and a strong work ethic?
  - ⇒ Is the appearance of all team members up to our standards?
  - ⇒ Have you noticed if everyone arrives on time for their shifts? Is there anyone who is always late?
  - ⇒ Are they prioritizing tasks appropriately?
  - ⇒ Are they ensuring guests' needs are met?

## Manager Classroom

Find a quiet place for the MIT to read the following sections in the Eagle's Playbook:

- Introduction
- Attracting Eagles
- Hiring and Onboarding Eagles

Stop before Training section. The rest of the book will be covered on another day.

- Read the Team Member Interview Guide

*After the MIT has finished reading, sit down and go over the following information with them*

Ask the MIT to review their notes from today's zone walk.

- **Ask:** Based on what they observed, do they feel like today's shift had enough servers? Enough cooks? What are some signs that you need to add another server? Another cook?
- **Ask:** What other observations did they have about the staff? Who are the Eagles?



Using your cook and server schedules, discuss scheduling.

- Review staffing guidelines from Eagle's Playbook
  - ⇒ You people are your most valuable resource
  - ⇒ Based on those guidelines, show the MIT how to write a weekly schedule.
    - \* *If you have more people with part-time availability, you may need more people on staff*
    - \* *Talk about staggering in times to help manage labor costs*
    - \* *Talk about when to make cuts to manage labor costs without sacrificing guest service*
  - ⇒ How many servers/cooks do you schedule each shift? What are the busier shifts that you staff heavier? Are there any shifts you schedule lighter? Why?
  - ⇒ Understaffing can damage the guest experience and cause sales to decline because guests don't get good service or the food is not served in the amount of time they expect
  - ⇒ Don't assume you're fully staffed at any time. Even your best team members may have to leave due to unforeseeable circumstances.

- Manager Tools section
  - ⇒ Staffing for holidays
  - ⇒ Handling team member scheduling requests
  - ⇒ Strongest team members on busier shifts
  - ⇒ Don't run shifts with only yellows and reds
  - ⇒ Easier to make cuts than call people in (make sure you are aware of any local labor laws that may apply)
- The importance of team member retention.
  - ⇒ Take care of your great people!
  - ⇒ Guests like to come to a place where they see familiar faces and they know they will be taken care of. If the staff is constantly turning over, it will be hard for them to build relationships and feel connected to your restaurant
  - ⇒ Training costs money (labor, uniforms, etc.)
  - ⇒ New employees are less efficient and make more mistakes than experienced employees
- Discuss recruiting
  - ⇒ Always look for Eagles—replace all Turkeys
  - ⇒ Make time for interviews
  - ⇒ Methods that have been successful for you
    - \* Internet ads—Craigslist, Snagajob, etc.
    - \* Give out your card to great employees you meet at other restaurants or shops
- Review interviewing best practices
  - ⇒ Use Team Member Interview Guide to lead discussion
- Onboarding
  - ⇒ How to fill out hiring paperwork: I-9, W-4, Tip Credit, etc.
  - ⇒ Availability forms—when employees are able to work
  - ⇒ Show them how to enter a new hire into the computer and assign a POS number
- Orientation/Training
  - ⇒ Show how to conduct a proper orientation using the Orientation Packet
  - ⇒ Show how to write the training schedule
  - ⇒ Check in with new hire everyday of training
  - ⇒ Ensure trainers are following training program
  - ⇒ Check in with new hires weekly until they are comfortable, then check in with them monthly

## Roleplay

Ask the manager the Roleplay questions for Day 4 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Review how they did with their station work today.*
  - *Have they passed all their Sign-Offs? If not, let them know which one(s) they have left and what they should be prepared to take tomorrow.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Let them know any other items you think they did well, or need improvement*
  - *Tell them to complete today’s tasks in their workbook*
- *Ask the MIT what questions they have for you regarding staffing*
- *Let them know tomorrow’s focus will be on managing the team.*
- *They will be working part of the shift on a station.*

**Homework:** Have them use the Red, Yellow, Green sheet in their workbook to rate your staff

Day 5



- Today the MIT will follow the GM or manager on duty for the majority of the shift.
- During the busiest part of the shift the MIT should work a position
  - ⇒ Any position on the cook line or serving
  - ⇒ If they haven't passed a station sign off, position them at that station and re-take the sign off
  - ⇒ If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy. Practice and repetition is critical to ensure they don't forget what they learned during training

*The purpose of today is for the MIT to focus on managing team members.*

## **Today's Objectives:**

By the end of Day 5, the MIT should:

- Understand how to retain staff by focusing on coaching, morale, and recognition
- Understand methods to use to get results from team members
- Understand when coaching is no longer the solution and how to take the next steps of disciplinary action

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical cost count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Check Drink to Entrée %
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email



## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should act as they would on any normal shift. The MIT will spend the 1st part of the shift working the position where they need the most practice (grill, eggs, server, etc.). As the shift starts to slow down but before it is slow, bring the MIT to the dining room and let them help you with management tasks. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearance? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?



- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or is checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork
  - Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members as assist when needed
- Talk to guests

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Communication
  - Go over “Communication” in Manager Tools
  - Keeps everyone working toward the same goals—your team members will not know what you expect unless you tell them and continue to remind them.
  - Communication is a 2 way process. After you say something, ensure the other person hears and understands it.
  - Daily Pre-shift huddles
    - Keep same focus for multiple days to ensure all members of staff hear it
    - Should happen for all shifts
  - Regular one on ones with team members
- Accountability
  - Never stops—there will always be someone who is trying to get away with something
  - Hold all team members accountable for following HH policies & procedures—your Eagles will respect you for it!
  - You may have to tell the same person the same thing multiple times before they form a habit
  - Your team members will give you the type of performance you expect them to—set your standards high!



- Morale
  - Say hello to your team members everyday
  - Check in with each person on a regular basis
  - Recognize & thank people for doing the right thing
  - Address negative behavior/issues in private
  - Publicly compliment those who go above and beyond
  - Use contests and incentives to build sales
- Go over “Building the Best Teams”, “Coaching Conversations”, and “Effective Delegation” in Manager Tools section
- When coaching isn’t enough
  - Disciplinary action/documentation
  - Firing

## Roleplay

Ask the manager the Roleplay questions for Day 5 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Let them know any other items you think they did well, or need improvement*
  - *Tell them to complete today’s tasks in their workbook (Leadership Skills)*
- *Ask the MIT what questions they have for you.*
- *Let them know tomorrow’s focus will be on building sales. They will be working part of the shift on a station.*

Day 6

- *Today the MIT will follow the GM or manager on duty for the majority of the shift.*
- *During the busiest part of the shift the MIT should work a position*
  - ⇒ *Any position on the cook line or serving*
  - ⇒ *If they haven't passed a station sign off, position them at that station and re-take the sign off*
  - ⇒ *If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy. Practice and repetition is critical to ensure they don't forget what they learned during training*

*The purpose of today is for the MIT to focus on ways to build sales at Huddle House*

## **Today's Objectives:**

By the end of Day 6, the MIT should:

- Understand the importance of building sales through excellent people and execution.
- Know 3 ways servers can help build sales
- Understand how the cooks affect sales
- Be familiar with Limited Time Offers (LTOs) and how to roll them out
- Be familiar with Local Store Marketing (LSM)

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical cost count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on inmoment.com
- Check Drink to Entrée %
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections and zones
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should act as they would on any normal shift. The MIT will spend the 1st part of the shift working the position where they need the most practice (grill, eggs, server, etc.). As the shift starts to slow down but before it is slow, bring the MIT to the dining room and let them help you with management tasks. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearance? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?

- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or is checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork
  - Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members and assist when needed
- Talk to guests

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- The start to building sales in any location is getting to know your guests and consistently focusing on perfect execution.
  1. Hire great people
  2. Be friendly and attentive to guests and to each other
  3. Serve great food
  4. Look sharp! (people and facilities)
- The higher your sales are, the easier it is to manage costs and make a higher profit.
  - Show the MIT the difference between weeks on your Cost Control sheet when sales were high vs. a week when sales were low.
- The best marketing is positive word of mouth. The worst marketing is negative word of mouth.
  - Focusing on creating the best guest experience will help you grow your business. When guests have a great experience, they will invite their friends to come back with them next time.
  - When guests come in and have a bad experience they are unlikely to return and will tell everyone they know how terrible it was.

- Focus on the basics:
  - Friendly and attentive service
  - Perfectly prepared food served hot and fresh
  - Impeccably clean restaurant
  - Food safety adherence
- See “Marketing” in Manager Tools section
- Local Store Marketing
  - When execution is right in the restaurant, Local Store Marketing will increase your sales faster than word of mouth alone
  - See the Local Store Marketing section in the “Manager Tools” tab

## Roleplay

Ask the manager the Roleplay questions for Day 6 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Let them know any other items you think they did well, or need improvement*
  - *Tell them to complete today’s tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow’s focus will be on managing costs. They will be working part of the shift on a station.*



Day 7

- *Today the MIT will follow the GM or manager on duty for the majority of the shift.*
- *During the busiest part of the shift the MIT should work a position*
  - ⇒ *Any position on the cook line or serving*
  - ⇒ *If they haven't passed a station sign off, position them at that station and re-take the sign off*
  - ⇒ *If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy. Practice and repetition is critical to ensure they don't forget what they learned during training*

*The purpose of today is for the MIT to focus on managing costs.*

## **Today's Objectives:**

By the end of Day 7, the MIT should:

- Have a strong understanding of sales and cost projections
- Understand how to calculate food cost and understand why it's important
- Understand how following recipes affects food cost
- Understand the cost of labor and the impact of scheduling
- Be able to spot waste and know how it can be minimized
- Understand how to write effective prep lists to keep costs to a minimum
- Have a general knowledge of how watching costs can prevent theft
- Know how to audit servers to prevent fraud

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- *Check POS for open checks, voids that need to be completed, outstanding issues*
- *Complete End of Day (on FOH terminal) & verify shift totals*
- *Big Red H*
- *Batch Credit Cards—EDC Reporting*
- *Enter deposits*
- *Edit punches (on BOH computer)*
- *Look at voids, check for validity, print report*
- *View & print labor from previous day*
- *Run & print sales report*
- *Staple all reports in order*
  - ⇒ *Sales -> Labor -> Voids -> EDC -> Key Item Sales*
- *Do critical cost count for FOH & BOH*
- *Update Cost Control sheet—Review for areas to focus on to improve business*
- *Input yesterday's sales onto tracking sheet*
- *Check manager log for communicated notes*
- *Check Voice of Customer (VOC) scores/comments on SMG.com*
- *Check Drink to Entrée %*
- *Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control*
- *Check email*

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
  - Look at the amount of product on hand and when it goes out of date
  - Throw out any product that is already out of date
  - Your par levels are the amount you need to have on hand to get through 1.5 days
  - **Note:** Some items may only have a 1 day shelf life so they must be prepped daily
  - The amount needed to prep that day is the par level minus the amount you have on hand
  - It is important to keep an eye of prep levels and adjust as business changes. Over-prepping results in waste. Under-prepping results in running out of product and angering guests.
- Assign tasks to prep for volume
  - As you check your on hand levels, note any items that there is not enough of to get through the shift. Assign someone to make those items first
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should spend the majority of the time on the line with the cooks. Tell the MIT to take note of any product that is not being measured correctly or any other wasteful activities they see throughout the shift. The MIT should also spend a little time watching the servers. Are they measuring product for specialty drinks, milkshakes, and salads correctly? What other items need to be noted as wasteful?*

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Go over “Profitability” in Manager Tools
- Go over the “Inventory & Cost Control Training Guide” (available through the DC)
- Walk the MIT through all the tabs & lines on the Cost Control sheet
  - Talk about where those numbers come from based on what happens in the restaurant as well as
  - Show what report you find the numbers for the Cost Control sheet in detail
- How to do sales and cost projections
- How food cost is calculated
$$\text{Beginning Inventory} + \text{Purchases} - \text{Ending Inventory} = \text{Food Usage} / \text{Net Sales} = \text{Food Cost \%}$$
- Discuss labor costs
  - Pay rates for cooks and servers—local laws/regulations
  - Overtime = Regular Pay Rate X 1.5
  - Important to have enough people on staff so there is no need to pay Overtime (OT)
    - If you are short staffed, people have to work more or longer shifts which causes costly OT
  - Schedule based on projections
- Go over “7 Things to Control Labor”
- Ask the MIT what they noticed during the shift regarding waste. Were cooks and servers using correct portions? What other wasteful behaviors did they see? Ask for their input/ideas to help reduce waste.
- Tell the MIT what you focus on to keep waste to a minimum
- Show the MIT where/how to look for theft with both servers and cooks
  - Are servers ringing in all items?
  - Do servers have any tickets that have been open in the system a really long time?
  - Which servers have the most voids/discounts? Is there anyone who is consistently higher than the rest of the team?
  - Are servers turning in all coupons?
  - Does any item (especially a critical count item) seem to have less on hand than it should based on purchases and amount sold?



## Roleplay

Ask the manager the Roleplay questions for Day 7 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Review how they did with costs today.*
  - *Do they seem to understand how behaviors in the restaurant are related to cost numbers?*
  - *Are they able to identify potential theft?*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Tell them to complete today’s tasks in their workbook*
- *Ask the MIT what questions they have for you.*
- *Let them know tomorrow’s focus will be on training your team. They will be working part of the shift on a station.*

Day 8



- *Today the MIT will follow the GM or manager on duty for the majority of the shift.*
- *During the busiest part of the shift the MIT should work a position*
  - ⇒ *Any position on the cook line or serving*
  - ⇒ *If they haven't passed a station sign off, position them at that station and re-take the sign off*
  - ⇒ *If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy. Practice and repetition is critical to ensure they don't forget what they learned during training*

*The purpose of today is for the MIT to focus on the proper way to train and how it affects the business long-term..*

## **Tools:**

- 1 Recipe Card from each: FOH Plating Guide and BOH Prep Guide
- Orientation Guide
- Cook training schedule, Cook Trainer Guide, Cook Trainee Packet, Sign Offs
- Server training schedule, Server Trainer Guide, Server Trainee Packet, Menu Knowledge Tests, Sign Offs

## **Today's Objectives:**

By the end of Day 8, the MIT should:

- Have a strong knowledge of the Visual Training Aids (VTAs)
- Have a strong understanding of the Recipe Binders and how to read recipe cards
- Be able to teach someone how to use the training tools
- Be able to identify ongoing training opportunities
- Understand how to write training schedules

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet



- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Check Drink to Entrée %
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## **Morning routine: Pre-shift Preparation**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## **During the Shift**

*GM or Manager should act as they would on any normal shift. The MIT will spend the 1st part of the shift working the position where they need the most practice (grill, eggs, server, etc.). As the shift starts to slow down but before it is slow, bring the MIT to the dining room and let them help you with management tasks. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need



- Is anyone looking around?
  - ⇒ They could be looking for their server for a refill or for something else they need
  - ⇒ Are they waiting on their food? Check their ticket on the line
  - ⇒ What can be done to help any team members that may be running behind?
- Does anyone look impatient or is checking the time?
  - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
- Is there anyone who is sitting with their arms crossed and with an angry look on their face?
  - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork:
  - Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members and assist when needed
- Talk to guests

Ask the MIT to walk you through the restaurant and point out all the VTAs

- Ask them to describe what each VTA is used for and how to use it
- Ask where they should look to find shelf lives of items

Pick one recipe card from the FOH Plating Guide and one recipe card from the BOH Prep Guide

- Ask them to describe how to read the recipe card from beginning to end



## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Thoroughly describe how to use the cook and server training programs
  - Follow the program to ensure all new team members are getting consistent and thorough training
  - Only use trainers to train - See “Training—Best Practices” and “Traits of Trainers” in Manager Tools section
  - New Team Member Orientation
    - ⇒ Orientations should be given by Managers
    - ⇒ Give & review Orientation Packet (one time use) with each new Team Member
    - ⇒ Each server is given a Server Trainee Guide and their Training schedule
    - ⇒ Each cook is given a Cook Trainee Packet and their Training schedule
    - ⇒ Training schedule must be filled out and given to all trainees at Orientation
    - ⇒ Each training shift should be scheduled with a trainer



- Cook and Server trainer guides
  - ⇒ Each restaurant should have 2 copies of each (reusable)
  - ⇒ These are for the trainers to use—tells them exactly what to do with the trainee each day
  - ⇒ Use to ensure each person is trained consistently and thoroughly
  
- Cook and Server Trainee Packs
  - ⇒ Give 1 per trainee based on their position
  - ⇒ This is their study packet—they should bring it to every day of training
  - ⇒ Re-order as needed from the DC
  
- Menu Knowledge Tests
  - ⇒ For servers only
  - ⇒ Should be passed with score of 85% or higher, re-take if needed
  - ⇒ All tests must be passed before servers allowed to work on own
  
- Sign Offs
  - ⇒ One for server and one for each station on line
  - ⇒ To be completed by trainer or manager after observing last day of training
  - ⇒ Shared responsibility between trainer and trainee. Trainer must have prepared them by following trainer guide, trainee had to do their part to learn the job
  - ⇒ Score each line item and add up for total score. Passing score is listed on each sheet. If the trainee does not meet this score, they need another day of training.
  - ⇒ Update on Training Tracker Spreadsheet
  
- Go over the importance of ongoing training
  - Practice and repetition is essential for people to become great at their job
  - Your people are your most valuable resource. Their performance can make or break the experience for the guest. It is important to constantly train and develop your team members
  - People forget what they learned in training over time, reminders are important
  - Always take time to show people the right way
  - Let them know the reason why it matters to do it the correct way (better quality, consistency, best guest service, etc.)



## Roleplay

Ask the manager the Roleplay questions for Day 8 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *What is their comfort level with restaurant training?*
  - *Do they understand the Huddle House Training Program?*
  - *Do they seem comfortable coaching team members when they notice incorrect procedures?*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Tell them to complete today’s tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow’s focus will be planning for success. They will be working part of the shift on a station.*

Day 9



- *Today the MIT will follow the GM or manager on duty for the majority of the shift.*
- *During the busiest part of the shift the MIT should work a position*
  - ⇒ *Any position on the cook line or serving*
  - ⇒ *If they haven't passed a station sign off, position them at that station and re-take the sign off*
  - ⇒ *If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy. Practice and repetition is critical to ensure they don't forget what they learned during training*

*The purpose of today is for the MIT to focus on planning for the restaurant's success.*

## **Today's Objectives:**

By the end of Day 9, the MIT should:

- Be able to set SMART Goals and create action plans
- Understand which goals are the priority based on what will have the highest impact
- Understand the goal setting cycle

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical cost count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should spend the majority of the time in the dining room focused on the guest. As you work, point out what you see that makes or breaks the guest experience. This will include items from yesterday’s training such as ensuring servers are giving attentive, friendly service and that the cooks are getting hot, consistent, quality food out to the tables in a timely manner. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearances? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?



- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or is checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork
  - Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members and assist when needed
- Talk to guests

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

### Goal Setting

- There will never be a time when everything is perfect and there is no room for improvement in the restaurant.
- Managers should continually have goals to improve the restaurant. Many people focus on goals that help them accomplish the following: Keep your goals posted in a place you will see and be reminded of them daily. Here are some examples of areas to focus on:
  - Increase sales
  - Reduce waste
  - Improve service
  - Improve food quality
  - Reduce labor
- Pick the focus that will have the biggest impact in your restaurant
  - For example, if your VOC Speed of Service score is 90 but you just received a C on your health inspection, it would make more sense to focus on improving restaurant cleanliness & food safety procedures than to focus on improving the speed of service.
- Set appropriate timelines for achieving your goals—they should be challenging yet achievable
- All managers on team should meet at least weekly to discuss current goals and their progress toward meeting them. All managers should be involved with helping create and achieve the restaurant goals.

Goals should be written as SMART goals. See “Setting SMART Goals” Manager Tools section

- Specific
- Measurable
- Attainable
- Relevant
- Time bound
- Working on goals should be a continuous process. When you meet one, it’s time to create a new goal.
  - *You accomplished last month’s goal: “Improve drink to entrée sales by 3%, going from 85% to 88%, by the end of the month”*
  - *This month you may want to work on taking it even further: “Improve drink to entrée sales by 3%, going from 88% to 90% by the end of the month.”*
  - *Or you may want to change your goal to focus on something else: “Double the milkshake sales per day, going from 6 milkshakes per day to 12 milkshakes per day.”*
- You should always be working on 2-3 goals at a time. Don’t focus on too many goals at a time. Pick a few and do them well.
- Always measure your progress toward meeting the goals and celebrate successes once you accomplish them!



After reviewing the Goal Setting sheet, tell the MIT one goal you are working on to improve your restaurant. Walk them through your action plan to accomplish this goal. Are you close to achieving the goal?

- Tell the trainee to practice writing a personal goal. Double check to ensure they wrote it using the SMART guidelines.
- Their homework tonight will be to create an action plan to meet that goal.

## Roleplay

Ask the manager the Roleplay questions for Day 9 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Review their progress with goal setting.*
  - *Are they able to set SMART goals?*
  - *Do they understand which goals should be a priority and which goals can be accomplished later?*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Tell them to complete today’s tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow’s focus will be learning about Human Relations. They will be working part of the shift on a station.*



Day 10



- Today the MIT will follow the GM or manager on duty for the majority of the shift.
- During the busiest part of the shift the MIT should work a position
  - ⇒ Any position on the cook line or serving
  - ⇒ If they haven't passed a station sign off, position them at that station and re-take the sign off
  - ⇒ If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy.

*The purpose of today is for the MIT to focus on the guest experience, building relationships, and Human Relations*

## **Today's Objectives:**

By the end of Day 10, the MIT should:

- Have a general knowledge about some of the most common labor laws

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Drink to Entrée %
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should spend the majority of the time in the dining room focused on the guest. As you work, point out what you see that makes or breaks the guest experience. This will include items from yesterday’s training such as ensuring servers are giving attentive, friendly service and that the cooks are getting hot, consistent, quality food out to the tables in a timely manner. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearance? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?



- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or is checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork: Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members as assist when needed
- Talk to guests

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Labor laws and wage requirements vary by state. It is important that you always know and follow all state and federal requirements.
  - Use the internet to search for your labor laws. They are typically found on your state's Department of Labor website.
  - Be sure you know the following for your state
    - ⇒ Minimum wage for both tipped and non-tipped employees
      - Requirements for receiving tip credit
    - ⇒ Overtime laws
    - ⇒ Break requirements
    - ⇒ Any special requirements for employing people under the age of 18
- Harassment / Discrimination
  - Huddle House does not tolerate Harassment or Discrimination of any kind
  - Always take any complaints seriously and handle with care
  - Always inform your Franchise Partner or District Manager if you hear of **any** possible harassment or discrimination incidences
- Worker's Compensation
  - Definition: A system where an employer must pay, or provide insurance to pay, the lost wages and medical expenses of an employee who is injured on the job



- Best way to prevent these cases is to ensure Huddle House is a safe working environment
  - ⇒ See Potential Hazards and Solutions in “Manager Tools” tab
- Family Medical Leave Act (FMLA)
  - Allows eligible employees to take unpaid leave for specific family and medical reasons such as the birth/adoption of a child, to care for a family member, or for a serious health condition
  - See the US Department of Labor website [www.dol.gov/whd/fmla/](http://www.dol.gov/whd/fmla/) for more information
- Customer accidents
  - First make sure the guest is ok
  - Offer to call 911
  - Fill out an accident report (may vary by location)
- Policies and Procedures
  - Each restaurant should have Policy and Procedures in place
  - Provide this information to all team members
- Proper staffing can prevent issues
  - If there aren't enough people on to handle the volume, their work will be rushed and sloppy increasing the chances of injury
- Other best practices
  - Always ensure each team member's payroll is accurate
  - Servers must claim all tips
  - Be respectful to your team members and guests, encourage a respectful workplace
  - Reach out to your District Manager or Franchise Partner if you have any questions

## Roleplay

Ask the manager the Roleplay questions for Day 10 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Tell them to complete today's tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow's focus will be on inspections. They will be working part of the shift on a station.*

Day 11



- Today the MIT will follow the GM or manager on duty for the majority of the shift.
- During the busiest part of the shift the MIT should work a position
  - ⇒ Any position on the cook line or serving
  - ⇒ If they haven't passed a station sign off, position them at that station and re-take the sign off
  - ⇒ If they have passed all the sign-offs, place them in the area where they need the most work on speed and accuracy.

*The purpose of today is for the MIT to learn about the inspections our restaurants go through.*

## **Today's Objectives:**

By the end of Day 11, the MIT should:

- Know the critical items on Health Inspections
- Understand QSC & B inspections
- Understand the importance of always being ready for inspections

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical cost count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email

## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should spend the majority of the time in the dining room focused on the guest. As you work, point out what you see that makes or breaks the guest experience. This will include items from yesterday’s training such as ensuring servers are giving attentive, friendly service and that the cooks are getting hot, consistent, quality food out to the tables in a timely manner. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearance? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?



- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or is checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork:
  - Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members as assist when needed
- Talk to guests
  - There are 3 types of guests & we should address each one differently.

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Health Inspections
  - Purpose is to keep the public safe by ensuring restaurants follow food handling and cleanliness standards
  - Conducted by local Health Department at least every 6 months—requirements may vary by state or county
  - Health scores are posted for public to see
  - Guests know they can trust restaurants with high scores
  - Restaurants with low scores often end up on the news and have the possibility of being closed down
  - Best practices
    - ⇒ Always work clean and ensure your team follows food safety procedures—you will be ready for a health inspection at any time
    - ⇒ Walk with the inspector and take notes—show it is important to you
    - ⇒ Know the critical violations that are most likely to lead to foodborne illness—you must correct these items immediately
    - ⇒ Always have at least 1 manager on staff who is ServSafe Certified (requirements vary by state)

- QSC & B Inspection
  - Purpose is to ensure our restaurants are living up to Huddle House Quality, Service, Cleanliness, and Brand standards
  - Restaurants who score high on these inspections generally have greater guest satisfaction and higher sales
  - Conducted by Franchise Area Director (FAD) or District Manager (DM) at least twice a year
  - *Show the MIT your restaurant's latest QSC & B report & review what you are working on to make improvements for the next QSC & B*
- QSP Inspection
  - Quality, Service, Product
  - Shorter version of QSC & B
  - Typically occurs after roll out of a new Limited Time Offer or initiative
  - Conducted by FAD or DM
- GHS: Globally Harmonized System
  - OSHA (Occupational Safety and Health Administration) regulations
  - Employees have the right to understand chemicals and Safety Data Sheets (SDS)
  - Must keep records that employees have been trained on where to find and how to understand SDS
  - If the restaurant happens to get inspected by OSHA, they will ask your team members questions to ensure they were trained and fully understand SDS sheets

## Roleplay

Ask the manager the Roleplay questions for Day 11 in the “Manager Tools” tab. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Tell them to complete today's tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Let them know tomorrow will focus on wrapping up any miscellaneous topics.*
- *Tell them to be prepared for their line expert Sign Off tomorrow!!!*

Day 12



- *Today the MIT will work the shift on the line with a manager or trainer observing their work*
  - ⇒ *At the end of the rush, fill out the Line Expert Sign Off*
  - ⇒ *If they pass, they are certified in the kitchen. If they need more training they will have to continue to attempt the sign off in Phase 4 until they are able to pass.*

*The purpose of today is to wrap-up Phase 3 of management training.*

## **Today's Objectives:**

By the end of Day 12, the MIT should:

- Be able to work the line at an expert level
- Be able to complete all daily routines on their own
- Understand the importance of Repair and Maintenance
- Have a general knowledge of what to do in abnormal/emergency situations

## **Morning routine: Back Office**

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

- Check POS for open checks, voids that need to be completed, outstanding issues
- Complete End of Day (on FOH terminal) & verify shift totals
- Big Red H
- Batch Credit Cards—EDC Reporting
- Enter deposits
- Edit punches (on BOH computer)
- Look at voids, check for validity, print report
- View & print labor from previous day
- Run & print sales report
- Staple all reports in order
  - ⇒ Sales -> Labor -> Voids -> EDC -> Key Item Sales
- Do critical cost count for FOH & BOH
- Update Cost Control sheet—Review for areas to focus on to improve business
- Input yesterday's sales onto tracking sheet
- Check manager log for communicated notes
- Check Voice of Customer (VOC) scores/comments on SMG.com
- Prepare for Pre-Shift Huddle—fill out pre-shift huddle sheet from Cost Control
- Check email



## Morning routine: Pre-shift Preparation

*Today let the trainee get hands-on with the items below in green font. The GM or Manager of the training restaurant should do the rest while the MIT observes.*

*Make sure you are setting the example by coaching Team Members as needed*

- Make Prep list
- Assign floor chart/assign servers to sections
  - Refer to the Floor Chart page in the “Manager Tools” tab
- Assign tasks to prep for volume
- Complete line check
  - Refer to the Line Check page in the “Manager Tools” tab
  - Look in coolers to ensure proper safe food storage/correctly dated products
- Zone Walk Through –Look through the guests’ eyes
  - Refer to the Zone Walk Through pages in the “Manager Tools” tab
  - Give the MIT a Zone Card. Let them lead the Zone Walk. Take notes as you go and review any items they may have missed during the Zone Walk.
  - Reference Clean & Ready Materials
- Atmosphere
  - Lights working
  - Music at good level
  - TVs on right channels
- Give Pre-shift Huddle
  - Refer to the “Pre-shift Huddle” sheet in the “Manager Tools” tab
- Ensure restaurant is rush ready

## During the Shift

*GM or Manager should spend the majority of the time in the dining room focused on the guest. As you work, point out what you see that makes or breaks the guest experience. This will include items from yesterday’s training such as ensuring servers are giving attentive, friendly service and that the cooks are getting hot, consistent, quality food out to the tables in a timely manner. Make sure you are explaining what you are doing and why as you go.*

Walk the Zones using a zone card. Look at the restaurant through the guests’ eyes. Coach & teach team members as needed.

- Any trash or debris outside?
- Are the floors, tables, or ledges dirty? Are there any spills?
- Touch a few surfaces. Anything feel sticky?
- Do you see any bugs (dead or alive)?
- How are the team members’ appearance? Do they look happy to be there or do they look miserable? Does everyone look clean and ready to work?
- Are the menus & POP clean and in good condition?
- Are servers being friendly and attentive?
- Is food coming out hot or is it sitting waiting too long?
- Are the restrooms clean and stocked?



- Look at the body language of the guests in the dining room—if you see any of the following, you will need to ensure the guest is taken care of and gets what they need
  - Is anyone looking around?
    - ⇒ They could be looking for their server for a refill or for something else they need
    - ⇒ Are they waiting on their food? Check their ticket on the line
    - ⇒ What can be done to help any team members that may be running behind?
  - Does anyone look impatient or is checking the time?
    - ⇒ They may be waiting on their food to arrive or to get/pay for their bill
  - Is there anyone who is sitting with their arms crossed and with an angry look on their face?
    - ⇒ There may have been an issue with their meal or their service that needs to be fixed
- Food Quality
  - Food being prepared and plated as outlined in Recipe Binder & VTAs
  - Ticket times are to Huddle House standards
  - Accurate and complete orders being delivered hot
- Teamwork: Are all team members helping each other out?
  - Servers: greets, drink refills, pre-bussing & bussing tables, cleaning, etc.
  - Cooks: re-stocking, clearing dirty plates/utensils, cleaning station, line sweep, etc.
- Give direction to team members as assist when needed
- Talk to guests

## Manager Classroom

*During the downtime in the restaurant, go over the following items with the MIT.*

- Equipment
  - Walk them through the restaurant and verify they know how to clean and maintain all equipment
  - Review common issues or basic troubleshooting of any piece
  - Discuss preventative maintenance that should be done on a regular basis to extend the life of the equipment
  - You can find maintenance & troubleshooting guides for most pieces of equipment on the internet using a Google search
  - Fix any piece of broken equipment as soon as possible. Equipment not working properly can be a potential hazard to food safety
- Repairs & Maintenance (R&M)
  - Over time the restaurant will show signs of wear and tear. It is important to repair and maintain the facility and equipment
    - ⇒ Guests notice a well-maintained establishment
    - ⇒ Guests also notice broken tiles, wobbly tables, cracked seat covers, etc.
    - ⇒ Health inspectors may mark your off for violations
  - It is less costly to repair and maintain equipment than to neglect it and have to replace it more often
  - Each location should have a list of Daily and Weekly cleaning/maintenance duties
  - Review “Who to Call” sheet in Manager Tools



- Emergency/unusual situations
  - Go over “Safety & Security” in Manager Tools
  - Be aware of your surroundings—put the safety of yourself and your team first
  - Call the police if you suspect any criminal activity
  - In the case of a robbery, don’t try to be a hero. Give them what they want—your life is too valuable

## Roleplay

Ask the manager the Roleplay questions for Day 12 in the Roleplay section. Let them answer first. Then tell them how you would handle the situation.

## End of Shift

**Test**

Conduct Line Expert Sign Off—Score and let them know if they passed or need to re-take the Sign Off

Let the MIT handle server cash outs and server/cook checkouts. Stay beside them as they do these tasks in case they have questions or miss anything.

*Before leaving for the day, sit down and review the shift with the MIT.*

- *Ask the MIT to tell you 3 things they learned this shift. Have them record these items in their workbook.*
- *Strengths & opportunities:*
  - *Based on this shift, ask the MIT what they thought they did really well and where they think they need to improve*
  - *Tell them to complete today’s tasks in their workbook*
- *Ask the MIT what questions they have for you*
- *Congratulate them on making it through Phase 3.*
- *Remind them that they will be acting as if they are the acting manager of the restaurant in Phase 4. Re-assure them that you will be here to help them out, but they should take ownership of their skills.*

# Insert Tab “Manager Tools”



**Note:**

*This list is to be used as a guideline. Depending on your volume, you may need to adjust the times to be ready earlier in the day.*

7:00am-8:00am	<ul style="list-style-type: none"> <li>— Review POS for open checks &amp; complete any necessary voids left from 3rd shift.</li> <li>— Complete check outs</li> <li>— Run EOD</li> <li>— Verify shift totals</li> <li>— Verify time punches, tips etc. and edit as needed</li> <li>— Complete daily paperwork, Cost control and prepare bank deposit</li> <li>— Check out staff with Cook &amp; Server checklist</li> </ul>
<b>Deposits</b>	— <b>Cash deposits must be taken to the bank everyday by 2:00pm</b>
8:00am-9:00am	<ul style="list-style-type: none"> <li>— Complete/Verify line check</li> <li>— Complete/Verify pull</li> <li>— Complete Zone Walk</li> <li>— Complete &amp; Assign prep list as needed</li> <li>— Complete Pre-Shift Huddle</li> </ul>
9:00am-1:30pm	— Run shift coaching training and removing bottle necks where needed
1:30pm-3:00pm	<ul style="list-style-type: none"> <li>— Verify prep list completion</li> <li>— Check out staff using Cook &amp; Server Checklist</li> <li>— Complete/Verify pull</li> <li>— Complete Zone Walk</li> <li>— Complete an enter daily inventory count</li> <li>— Complete shift changeover</li> </ul>
3:00pm-5:00pm	<ul style="list-style-type: none"> <li>— Complete Pre Shift Huddle</li> <li>— Check Email</li> <li>— Complete any needed ADMN</li> <li>— Complete final Zone Walk and ensure team is set for success</li> </ul>
	Extended Mid-Shift
5:00pm-8:00pm	— Run shift coaching training and removing bottle necks where needed

## Run End of Day (EOD) at the FOH terminal

- Check employees clocked in/clock out from previous day and edit for accuracy
- Check sales, flash report, and print Drink to Entrée %s
- Make sure servers have entered tips
- Run End of Day (EOD)
  - ⇒ Select function -> System -> End of Day -> Yes

## Big Red H

- Get Reports
- Key Item Sales
- Range- Yesterday
- Print

## E.D.C. Reporting

- Log into Aloha, using your four-digit code, and enter password.
- Select daily tab -> Verify credit card settlement
- Log in where new window pops-up
- Batch cc's (where?)
- Use your same username & password
- Reports -> Previous day
- Print

## Entering deposits

- Log into Aloha
- Select daily tab (on left)
- Verify Deposit
  - ⇒ Count each server's deposit
  - ⇒ Check for all coupons/promos/credit card receipts
  - ⇒ Enter deposit amount
- Click yesterday's date -> Add
- 1st line: enter your deposit amount
- 2nd line: enter shift and initials

## Edit punches at BOH computer

- Verify yesterday's clock-in/clock-out times
- Check servers first, to make sure they have entered their correct tips
- Delete management, training, corporate
- Make sure everyone has clocked in and out at the right times.
  - ⇒ This can also be done by clicking reports, employee labor, yesterday's date, select all employees, view, go to last page and view hours
- To make any changes; click on the name of the person you are editing then click Edit
- Make changes and save

## View Voids

- Click yesterday's date & view
- Check to make sure voids are legitimate and reasons -> Print

Use weekly sales sheet and track shift sales



## Hourly sales and labor reports

- Click Analyze Yesterday's Labor
- Click yesterday's date -> view -> print

## Run sales reports

- Click on Run sales report.
- Choose previous day and print.
- Double check last page deposit O/S is 0

## Once you have all reports staple together in order

⇒ Sales report -> Labor -> Voids -> EDC -> Key Item Sales

## Cost Control

- Print critical count sheet off and do front of house (FOH) and (BOH)
- Report Page: input numbers in yellow from sales report
- Critical Calculator
  - Input Critical Count numbers
  - Input key item sales numbers

## Prepare for Pre-shift Huddle

- Go to SMG and get latest VOC scores: OSAT and Quarterly Key Drivers
- Print Pre-Shift Huddle and
  - Input comparative sales from weekly sales sheet
  - VOC score
  - 3 focus points for the day

## Manager Workflow Checklist/Rush Ready Checklist/Shift Change Checklist

These checklists contain a master list of the tasks the management team have to do throughout the day to for a successful open (morning shift), a smooth shift transition, and detailed close. Following these checklists will keep the managers in routines and keep the staff and restaurant organized and focused.

The Manager Workflow Checklist helps managers organize their day.

These are laminated sheets that should be kept on a clipboard with a dry erase marker.

Manager Workflow	
Use the following checklist each day to ensure restaurant is set up for success. Times may vary based on volume at each location.	
<b>5:00— 6:00 am</b>	Complete exterior zone walk to ensure security/cleanliness.
	Meet opener in lot and enter building together (if applicable).
	Evaluate last night's close/shift change was completed to standard.
	If trash is left from night before, take out trash.
	Complete daily paperwork.
	Verify shift totals.
	Verify time punches, tips, etc. and edit as needed for accuracy.
	Validate / prepare bank deposit.
	Complete Rush Ready Checklist.
	Check email and BOH messages.
	Unlock doors (if modified hours location).
<b>6:00 — 2:00 pm</b>	<b>Cash deposits must be taken to the bank by 2:00 pm everyday.</b>
	Complete Pre-shift Huddle when remaining team members arrive
	Lead shift and follow Hourly Rounds. Coach/Direct team members. Help as needed.
	Complete and enter daily inventory count.
<b>2:00— 3:00 pm</b>	Complete Shift Change Checklist.
	Incoming and outgoing manager ensure smooth transitions between shifts
<b>3:00— 5:00 pm</b>	<b>Standard Manager Shift with Keyed Opener</b>
	Complete Rush Ready Checklist.
	Check Email.
	Complete any needed Admin duties.
<b>5:00— 8:00 pm</b>	<b>Extended Mid-Shift</b>
	Lead shift and follow Hourly Rounds. Coach/Direct team members. Help as needed.
<b>8:00— 9:00 pm</b>	Complete Shift Change Checklist (if 24 hours)
<b>9:00— 10:00 pm</b>	<b>Standard Manager Shift with Keyed Opener</b>
	Complete Rush Ready Checklist or Pre-close Checklist.
<b>10:00— 5:00 am</b>	<b>Overnight at 24 hour locations. If Modified Hours see Closing Checklist.</b>
	Lead shift and follow Hourly Rounds. Coach/Direct team members. Help as needed.

Huddle House May 2017

Manager Closing Checklist—Modified Hours Locations Only	
Use the following checklist nightly to ensure all closing duties are complete.	
<b>*Minimum of 2 employees in building at all times*</b>	
<b>Pre-close</b>	Ensure all team members move their cars to the front of the restaurant or to a well-lit area most visible from the street. Do this at dusk—no later than 2 hours before closing.
	Be alert to guests inside and outside the restaurant and to any loiters. Call police if there is
	Make sure all blinds are all the way open so the entire restaurant is visible from outside.
	Check that pre-close team members have complete the cook and server checklists and the closing employees have started closing checklists.
	Assist team members with duties until doors are locked and last guest has left the building.
	Keep back door closed and locked at all times.
	Don't let any team members go outside by themselves.
<b>Closing</b>	When doors are locked, team members are not to go outside the building until they are ready to leave as a group.
	DO NOT let anyone inside the building once doors are locked, including team members.
	If guests are finishing their meal after locking the doors, delay your closing duties until all guests have left the building. Make sure door is locked after each guest leaves. Manager MUST remain up front until all guests have left them building.
	Check restrooms, under and around booths, restrooms, ceiling tiles and other access points to ensure no one is hiding or still in the building.
	Complete server checkouts/cash-outs. Prepare deposit and secure in safe.
	Run end of day in Aloha.
	Help team members with any remaining closing duties.
	Adjust time punches as needed to ensure accurate clock-outs.
	Turn off all non-security lighting.
	Leave building as a team and secure all doors.
	Drive around building to ensure business area is secure / no suspicious people hanging around

### Side 1: Daily plan

Designed for use in both 24 hour and modified hours locations.

### Side 2: Closing checklist

Designed for use only in locations on modified hours.



## Manager Rush Ready / Shift Change Checklist

These checklists are used to **coach the team into and out of the shift**. This is the system that the managers should follow right before and after each shift. Use a dry erase pen to check or initial the lines on this laminated sheet. Erase and re-use before starting for each shift.

Rush Ready list is used to coach your team **into the shift**.

This should be completed by the manager/shift lead who is going to be working through the shift.

Shift Change list is used to coach your team **out of the shift**.

This should be completed by the manager/shift lead who just finished the shift.

### Rush Ready / Shift Change Checklist

Use the following checklist each day to ensure restaurant is set up for success. Times may vary based on volume at each location.

Rush Ready
Create prep list—note any items that need to be completed 1st
Assign servers to sections on floor chart
Assign servers & cooks detailed cleaning duties
Greet team members as they arrive. Correct any uniform, tardiness, or attendance issues
Assist team with opening duties
Complete / Verify line check
Complete / Verify pull
Conduct Pre-shift Huddle
Check atmosphere
Start hourly rounds

Shift Change
Keep an eye on dining room
Communicate with incoming manager/shift lead
Complete hourly round
Verify prep list completion
Verify completion of server checklist
Complete server cash outs
Verify completion of cook checklist
Edit time punches as needed for that shift

Learning how to manage your time as a manager is one of the hardest adjustments coming out of training.

You have been given all the tools, now you have to put all the pieces into action. This can take time and patience. Using your downtime wisely is the key. There is always something to do.

- Make checklists to keep yourself organized.
- Focus on areas where you can make the biggest impact first.
- Keep a manager log book to keep yourself and other managers up to date.
- Don't forget the basics.
- Constantly coach and train your team.

***Your job after training is to take all that you have learned and the skills you've developed and run your own restaurant. The start to building sales in any location is getting to know your guests and consistently focusing on perfect execution.***

- Making relationships with your guests is what keeps people coming back to Huddle House.
- Table touching allows you to provide the guest with the best experience possible. Get to know your guests.
- Making conversation allows you to reach out to build relationships and a strong base of regular customers.
- Support or sponsor sports teams & local schools.
- Raise money back for programs, leagues, and clubs by hosting spirit nights or providing donations. You of course will also need to reach out to the community.
- Most of the interactions and reaching out should occur first within *the four walls of the restaurant*.
- Always be sure your execution & staffing are right before going out into the community.
- Take ownership of your business.

Represent Huddle House and our culture by giving the best representation of yourself and your personality. This will keep people coming back to see you and always have a great experience.

Having an effective **Game Plan** for every shift is crucial in having a successful restaurant or business. Being prepared is the only way to know how to best place yourself and your staff to run an effective shift. Before every shift, management should construct a game plan for the shift.

*“Fail to Prepare, Prepare to Fail”*

## **Make an effective Game Plan:**

- **Identify *Strong* and *Weak* players** for the shift
- **Make your floor plan** using what you know about your employees for that shift.
- **Position yourself** in the restaurant where your weakest players are so that you will be able to assist them after your Pre-Shift Huddle. Find strong team members to help weaker ones through the shift.
- **Do Zone Walks** at least once an hour. Make sure you check in with all areas in the restaurant to ensure we’re giving the best possible experience to the guest!
- **Interact with guests.** If you want to build sales, you must know your guests and go above and beyond to build relationships with them.
  - ⇒ **Small Gestures** are the key to everything. Taking a few minutes to go out of our way to give our guest a better experience than our competitors will make a guest for life. We want to stand out above the rest. Find ways to make your guests happy. “The answer is yes, what is the question....”

At the end of every shift, decide if it was a successful shift.

## **If not, why NOT? What can we do to make it better? Where did we miss so we can succeed tomorrow?**

Keep track of consistent issues, so that you can plan solutions. Once you identify the problem, focus on the solution. Document, document, document. Go over the plan with your teams in Pre-shift Huddles for the rest of the week. Commit to the plan and you’ll see improvement.

## ***If you do this every shift, you will be successful.***

Remember making great relationships with the guests is the key to success of our locations. If you want to build sales, the first step is to getting to know your guests. Our quality food will make them come back 3 times per month, but the relationships and experience will make them come back once a week (or more).







## Systems

Systems
Rush Ready Checklist
Pre-shift Huddle
Look at Store Every Hour- Hourly Rounds
Verify Cash Drawers- Cash Control
Establish Build-To's for Prep and Ordering
Cost Control
Sales & Labor Activities
Track Waste
Effective Time Mgmt. w/Pocket Planner
Maintenance Duties
Shift Change Checklist

The “Systems” area of the Pocket Planner is a reminder to follow the processes we have in place to ensure we are prepared for all shifts and we are focused on managing the business.

Some of these systems are the same and some are new. Details below.

Rush Ready Checklist	New! This checklist is designed to make sure we are properly prepared for each shift, all day.
Pre-shift Huddle	Plan for a great Pre-shift Huddle using the sheet from Cost Control and notes from your Pocket Planner. You should have goals/training tips for both cooks and servers. This is how you <b>coach your team members into the shift.</b>
Hourly Rounds	New! Hourly Rounds are completed once an hour to take a good look at the operations of your restaurant and address any issues quickly. This is how you <b>coach your team members through the shift.</b> See details in “Hourly Rounds” section of this guide.
Verify Cash Drawers	This is a system that has been in place. It’s important to trust your team, but you have to verify that nothing goes missing. It’s your money—keep an eye on it.
Establish build-to pars for Prep & Ordering	This is a system that has been in place. You should look at these levels often and make adjustments as sales trends shift in your business or for holidays. Having too much product on hand wastes money, but not having enough looks unprofessional to guests.
Cost Control	Same system that has been in place.
Sales & Labor Activities	Being aware of your sales trends helps you be prepared for business and helps you spend money efficiently. Build your schedule based on sales—not just what you’ve done historically, but based on where you want your business to go.
Track Waste	The waste tracker has been in place. Use it helps you prevent/identify theft. You can improve your par levels for prep and inventory by noticing what gets wasted the most and if there are any shifts that have the most waste. Based on what you observe, coach your team or adjust par levels as needed.
Pocket Planner	New! This tool is designed for you to plan your time effectively. It is a reminder of what needs to be done this week to keep the business running well. See details in the “Pocket Planner” section of this guide.
Maintenance Duties	Maintenance is ongoing. Taking good care of your building and equipment helps it last longer. Spending a little time and money regularly help prevent having to spend large amounts of money later.
Shift Change Checklist	New! This checklist was developed to help manager make sure shift transitions are smooth and fully completed. This is what you use to <b>coach your team members out of the shift.</b>

Opening, closing, and shift changes are critical parts of the day. It can be easy to take the steps for granted and unintentionally drop the ball. Establish good habits and routines and stick with them to ensure smooth daily operations.

## Opening

A good opening is crucial. Schedule your most reliable people for your opening team to ensure the day gets off to a good start. Be sure your team uses the opening checklists and focuses on priority items first.

- Check manager communication log to see if there are any issues from previous shift or day
- Check daily for any equipment issues and fix problems as quickly as possible
- Do line checks to ensure quality and quantity of product and that temperatures of product and holding areas are correct.
- Prepare effective floor plans/shift sheets

## Shift Change

Shift change can be a busy time. Be sure to start planning for it ahead of time and have your best people in place to ensure a smooth transition. It is important for you to keep an eye on what is going on in the dining room as it is easy for team members to get distracted during this time. Stock all stations at the beginning of the change to cover transition time.

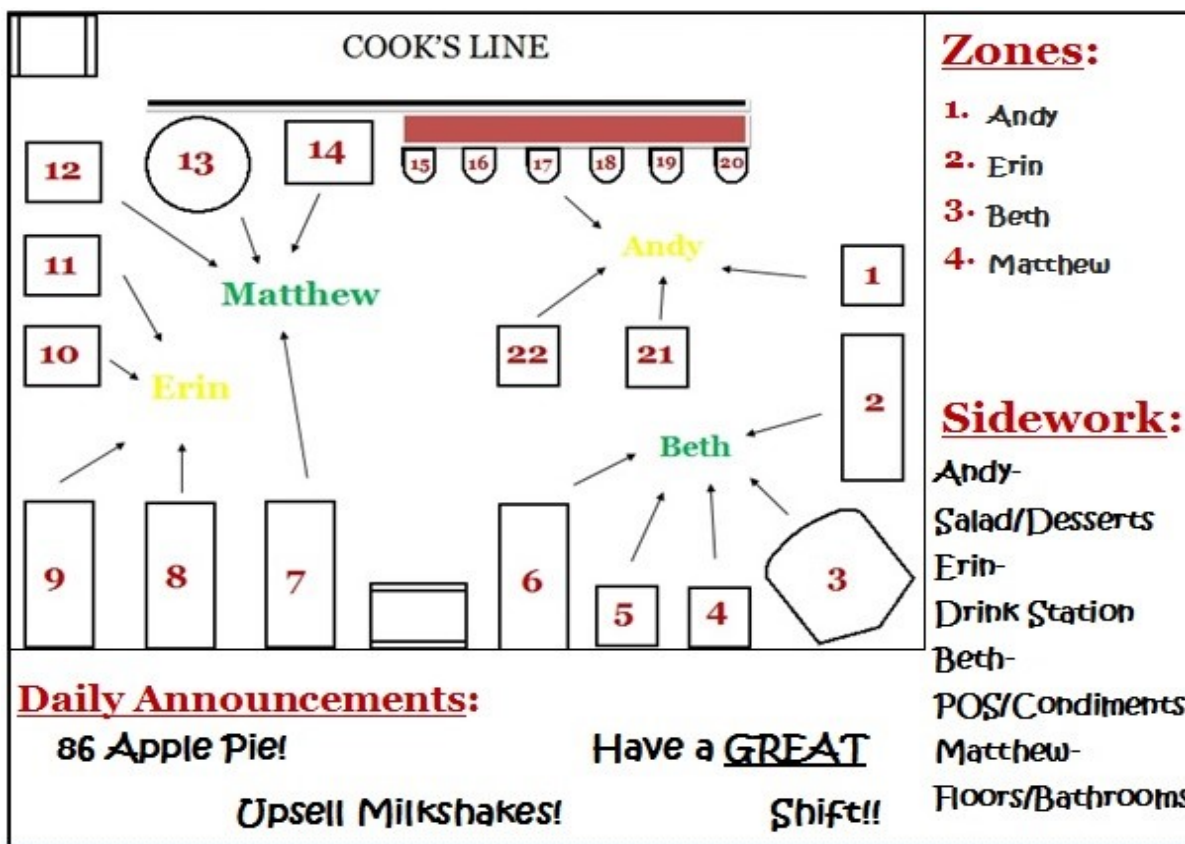
- Report any issues in manager communication log

## Closing or Overnight

Not all locations close, but there are items that need to be done as if you did close. It is important for the manager to pay close attention when doing end of the day activities to prevent potential mistakes. A good closing or overnight makes for a smoother open the next day. This is also a good opportunity to do detailed cleaning you may not have time for on other parts of the shift.

Keep the following in mind for all parts of the shift:

- Customer needs are always the first priority
- Always have pre-shift huddles and do uniform checks
- Always use the same pre-shift and closing checklists
- Position employees so the main positions are always staffed
- Prepare for the next day part by assigning secondary duties
- Make sure music, lighting, and atmosphere is just right
- Safety of yourself and your team is of the highest importance. Always follow safety and security procedures and watch for suspicious activity.



**TIP** Leave space on the floor plan to leave daily notes or assign zones and other sidework. This will ensure team members are accountable for their duties!

## Keep These Tips in Mind When Creating a Floor Plan:

- ◆ Mix your **GREENS** and **YELLOWS**!

Position your stronger servers near the ones that may need the most help during the shift. This will give the weaker servers someone to rely on near their tables when in need.

- ◆ The more servers you have on, the happier your guests will be.

Running short staffed is not an effective way to save money. If the restaurant is not staffed properly during a rush, guests may not be taken care of to our standards. Adding just one more server to the floor could make all the difference and turn a bad visit into a good one!

- ◆ Assign TOGO to the server assigned to the section that doesn't get sat as often as the rest.

The less a TOGO guest has to wait on their order, the more likely they are to order again in the future. Ensuring the TOGO server isn't as busy with tables as the others will allow them to get their TOGO order items together accurately and in a timely manner.



*"Keep your aces in their places."*

Give your best servers the best sections, give new servers smaller sections, etc.

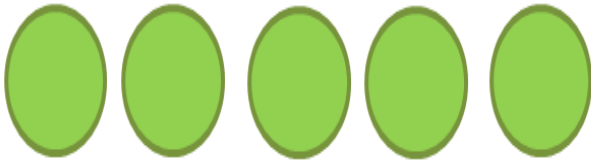
# Clean & Ready Hourly Duties



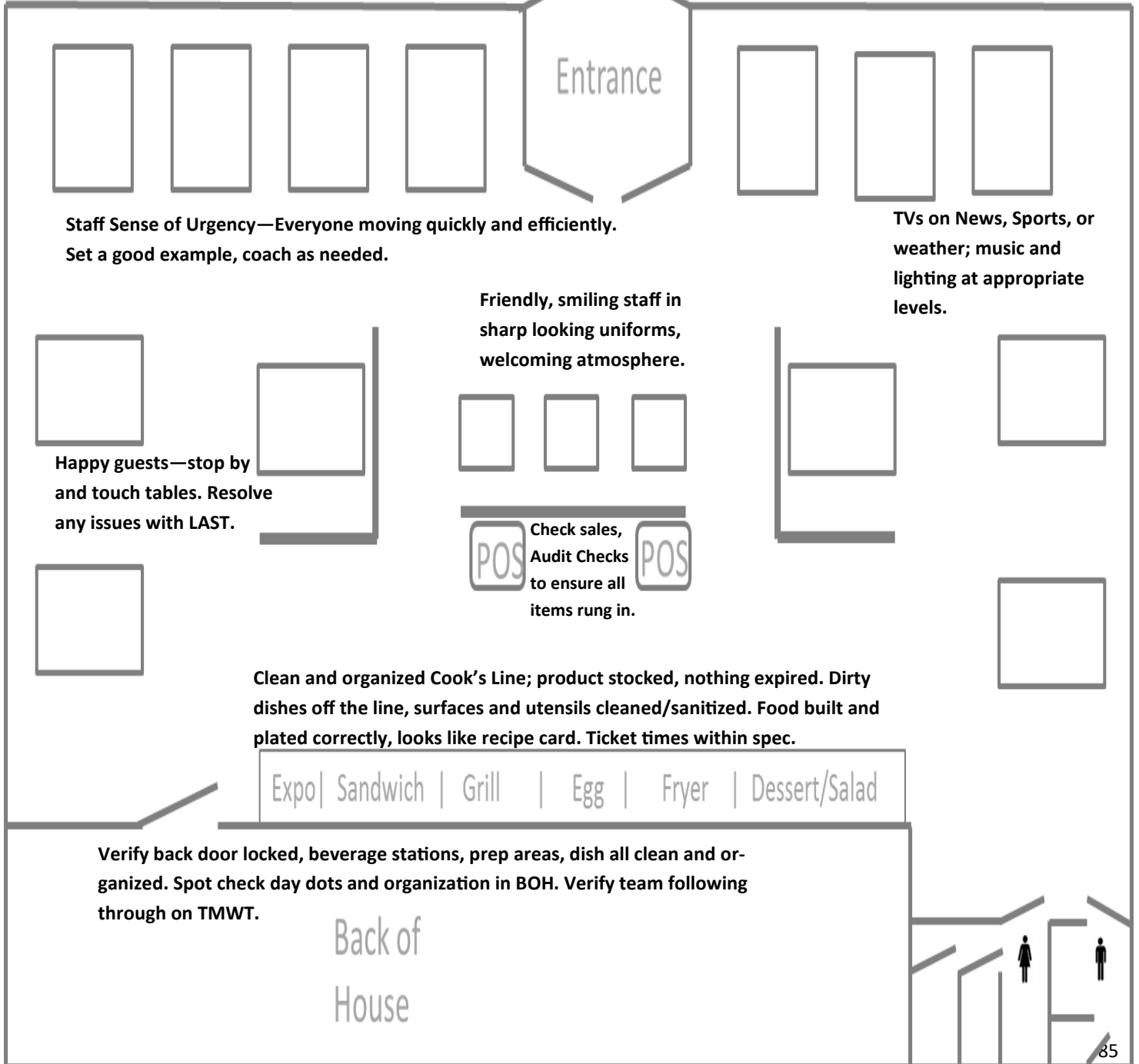
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Verify no trash visible, no safety issues present; delegate tasks to team as needed, note any maintenance issues on Pocket Planner.

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Entrance clean, clutter free. Correct marketing posted.



Expo | Sandwich | Grill | Egg | Fryer | Dessert/Salad

Back of House

## Hourly Rounds

Hourly Rounds
Hourly Reading/Check Audit
Staff Working with Sense of Urgency/Teamwork
Clean Exterior/Parking Lot
Clean & Clutter-free Entrance & Dining Room
Welcoming Atmosphere
Happy Guests/Touch Tables
Friendly, Attentive Servers
Clean, Organized, Stocked Cook's Line
Perfect Product & Plating
Clean, Organized Dish, Prep, and Beverage Area
Back door locked
Follow-up with Cook/Server TMWT

“Hourly Rounds” is an updated way to think about Zone Walk Through. It is very similar, but the focus is slightly different.

In addition to looking at the physical appearance of the building, we are also looking at our sales and the quality of the guest experience that is happening in the restaurant.

These should happen once an hour with Team Member Walk Through. Coach team members as you see issues.

Hourly Reading/Check Audit	Check sales and audit at least one server check for all items being rung in.
Staff Sense of Urgency	Everyone should be moving quickly & efficiently - you set the example. Coach as needed.
Exterior/Parking Lot	Verify no trash visible and there are no safety issues present. Direct team members as needed to complete tasks. Make note of any maintenance issues on your Pocket Planner.
Clutter-free Entrance and Dining Room	Clean windows & vestibule. Only HH marketing materials, hours of operations, and mandated postings should be in entranceway. Remove all additional clutter (flyers, non-Huddle House advertising, etc).
Welcoming Atmosphere	Friendly, smiling staff, music & lighting at good volume, TVs on sports or news channels.
Happy Guests	Stop by tables in the dining room and ask guests about their experience. Resolve any issues quickly using the LAST method.
Friendly, Attentive Servers	Sharp looking team with smiles and desire to make the guest happy. If one of your team members looks overwhelmed, ask what you can do to help.
Cook's Line	Clean, organized, and stocked line. Verify cooks have stirred product and there's enough to get through next hour and that there is no expired product on the line. Cooks should be removing dirty dishes and restocking with clean. Surfaces should be cleaned & sanitized and no debris on floor. Change out sanitizer and towels.
Perfect Product and Plating	Look at items as they are completed. Do they look like the picture on recipe card? Are all items on tickets coming out together? How long is it taking to complete orders (ticket times)? Coach or jump in as needed.
Clean & organized dish, prep, and beverage areas	Walk through these areas and direct team members to correct any issues. Is the beverage area clean and stocked with ice, cups/mugs, etc? Is the prep area clean and all items not used put away? Spot
Back door locked	Verify this for your team members' safety and to prevent theft.
Follow up with Team Member Walk Through	Direct team members to complete any unfinished tasks from TMWT. Jump in and help if needed.

Pre-shift huddles are quick meetings to prepare your team for the shift. These should happen before every shift. Taking a little time to communicate the goals and priorities for the shift will pay off big time.

Focus on the following during Huddles. Try to keep the conversations to 3 minutes or less.

- Keep the topic the same for multiple days in a row to reach everyone on staff
- Be specific—improve sales is too broad, improve drink to entrée % is focused
  - ⇒ Posting each server's DTE with a goal is even better!
- Guest focus
  - ⇒ Genuine concern for the guest. We want to do what we can to be sure they will come back!
  - ⇒ Handle all guest issues quickly and follow up to ensure expectations are met
  - ⇒ Focus on what your guest are telling you needs to be improved—either in person or through Voice of the Customer
  - ⇒ Friendliness, speed of service, greet times, order accuracy, attentiveness, etc.
- Sales goal
  - ⇒ Drinks, Milkshakes, Desserts, Add-ons, Appetizers, etc.
- Food focus
  - ⇒ Perfectly cooked burger, ensuring all food on a ticket comes out together, staging & time, presentation/plating, etc.
  - ⇒ Huddle runners—get the food to the table HOT!
- Cleanliness & food safety
- Teamwork—another server's guest today could be yours tomorrow (or they may not come back....)
- Appearance
- Verbally quiz team members on proper procedures, menu knowledge, Limited Time Offers (LTOs)
- Roleplay—the perfect greet, how to respond to complaints, issues, etc.
- Keep it positive and motivational
- Explain why each focus is important
- What's in it for me? (Why should they care?)

Our guests are what keeps us in business. The money they spend in our restaurant is what pays our bills, both for Huddle House and our personal pay checks. We have to do what we can to ensure the guest feels valued for spending their money at Huddle House. They do have other options, if we don't meet their expectations they will go somewhere else. But if we make an emotional connection with them, they will come back multiple times each week!

You've heard the expression, "the customer is always right." You may not feel this is true, but arguing with them will chase them off. Put yourself in their shoes. They are spending their hard-earned money at your restaurant. They just want their experience to match the money they're spending.

The basics are important. All guests want:

- To feel welcomed, respected, and appreciated
- Hot food served hot and cold food served cold
- Friendly attentive service
- Their food to come out correctly and in a timely manner
- The restaurant and team members to be clean and look sharp

You will make regular guests when you go the extra mile:

- Open the door as they enter and leave
- Learn their name and use it often
- Provide menu recommendations based on their tastes
- Remember their favorite menu items and/or what they always drink
- Walk them to the restroom if they don't know where it is
- Bring refills before they ask
- Notice mistakes and address them quickly. Keep them informed if their order needs to be re-made or if the kitchen is running behind
- Don't nickel and dime them. Remember, getting them to come back is better than saving a few cents!
- Genuinely thank them for their business

Make it your goal to make sure every guest leaves happy!

Get your team involved! Ask them how they can help your Huddle House be known as the best restaurant in town!



When a guest has a complaint, it is important to resolve the situation as quickly as possible. You have one LAST chance to save them before they leave and never come back.

## Listen

Listen to them describe the issue. You may learn more than just one thing happened to cause them to be upset. Believe the situation they described happened. They are telling you because they want to give you the opportunity to make it right.

This will help you fix their entire problem and show you genuinely care about their business.

## Apologize

Apologize for not meeting their expectations. Be sincere. Accept responsibility.

It doesn't matter who is right and who is wrong. They are upset and may not come back.

## Satisfy

Satisfy their needs by correcting the issue promptly. Assure them it will not happen again. Respectfully coach your team members so they don't make the same mistake again.

## Thank

Thank them for bringing the issue to your attention. They could have not said a word and never returned.

You will be able to resolve the majority of guest issues just by following these steps. There will be some guests who are harder to win over than others. In these situations:

- Always keep your cool. The louder they talk, the quieter you should talk.
- Don't argue with a guest or make excuses. They don't care why it happened, they just want it fixed.
- Be aware of your body language. Make eye contact and don't cross your arms. It may help to lean down or kneel to get to their eye level.
- Re-assure them you appreciate their business and want to make it right. Ask what you can do to make it right. Then do it.

On rare occasions, you may have guests who become extremely upset and threaten to cause harm or are disrespectful to your staff. In those cases, politely ask them to leave. If they do not leave, call the police.

Creating effective schedules can be a difficult task to master. A well-planned schedule ensures smooth-running shifts and happy guests. A poorly written schedule can cause negative guest experiences and waste money.

There are many factors to consider when making a schedule:

- Use forecasted sales to determine how many cooks and servers should be scheduled each shift
- As your restaurant's sales increase, increase the number of people scheduled for each shift. You will be able to turn tables and get food out faster which will help you make more money!
- Take any holidays or local events into consideration. Always be prepared
- Consider the productivity target / acceptable labor percentage
- Schedule for the needs of the guest first. Honor schedule requests for team members when possible
- Make sure you have enough great people on staff with enough availability to cover all of your shifts each week, give people days off, and be prepared in case someone goes on vacation or quits
- Avoid scheduling overtime. This requires you to have enough cooks and servers on staff
- Schedule your best people on the busiest shifts. Never schedule any shifts with only new/weak team members. Stronger team members should be scheduled to help the weaker ones out
- Don't count trainees as a cook or a server on the schedule. They should be in addition to your normal staffing level
- Have a cut-off day for schedule requests (example—all schedule requests must be submitted the Monday before the schedule is posted)
- Post schedule in advance to avoid no-shows/reduce call-ins (at least 5 days before schedule start)
- Put policies in place so Team Members get their scheduled shifts covered rather than call out
- Comply with all laws and company policies
- Use a master schedule as a reference
- Compare scheduled time/cost to budget before posting

Having a staff that works as a team rather than a group of individuals is what takes the Huddle House experience from good to great! If everyone looks out for each other, we ensure the guest has the best experience possible. Great teams understand how their individual efforts make the whole restaurant successful and that is how we will all be able to make more money!

To help build and improve teamwork:

- Have a friendly and fair work environment
- Share your goals for the restaurant and communicate how “we” as a team make it happen
- Involve team members in coming up with plans to reach the goals
- Be honest and open with communication between all team members
- Asking for help should be seen as a positive, not a sign of weakness
- Confront conflict openly. Listen to both sides of the story and seek a resolution that is fair to all parties
- Hire people who genuinely like to help others. Teamwork will come naturally to them

Communication is the exchange of thoughts, ideas, messages, or information. Communication takes place through speech, signals, body language, behavior, or writing.

Good communication happens when the person who is receiving the message understands the sender's intended message.

Being a good communicator is essential to being a good manager. It doesn't always come naturally, but with practice you can improve.

What are some signs the intended message didn't get through?

- Tasks are not completed fully or as desired
- The message or instructions need to be repeated multiple times
- Mistakes continue to be made
- Hurt or angry feelings

This could be the result of the sender not being clear with their communication or it could be because the receiver did not listen carefully or there were barriers that prevented them from hearing such as:

- Background noise or distractions
- Not being clear and specific with instruction
- Using words they might not understand
- Assuming they understand, but don't confirm
- Personal feelings get in the way
- Receiver has other things on their mind such as problems at home
- Talking to the person when they are busy or preoccupied
- Headache or lack of sleep
- Body language or facial expressions that seem mean or condescending

One way to ensure they understood is to ask them to summarize what you said. A good practice when giving instructions is to always ask if they have any questions or if there is anything you can help them with.

Tips for better communication:

- Use simple words and phrases
- Pick a place where there is less distractions
- Use eye contact
- Be aware of your own and their body language, facial expressions, and attitude
- Don't give too much instruction at once—break down information into smaller pieces
- Follow up later to ensure they understood
- Listen—don't just speak
- Be patient and try to find a different way to say the same thing if they don't seem to understand
- Show interest and concern for the team member
- Ask questions to ensure the person understands what you are saying

Following these steps will help you become a better communicator, but it will also take self-evaluation to be the best you can be.

- Be aware of your communication strengths and weaknesses
- Ask a peer to tell you in times you are not being clear or are giving off negative facial expressions or body language

Think about the best coaches out there. Who are they? What sets them apart from the pack?

Think about the best bosses you've worked for. What did they do to earn the respect of their team? Why did you value them as a leader?

Are you a great coach and leader?

## Great Coaches & Leaders

- Have goals and a plan to achieve each goal. They are able to describe how each team member plays a role in reaching the goals.
- Inspire others to participate in their vision. They explain what they want to accomplish in a way that gets people to “buy in” to the vision and act like it is their own
- Build the best teams who know “we” can achieve more than “I”
- Have confidence in themselves and help build it in others
- Encourage their team to be part of the solution. Doesn't avoid problems—focused on solving the issue rather than pointing fingers
- Surround themselves with diversity—they know multiple points of view can come up with great ideas
- Are always striving to improve themselves and their business. They realize there is always more to learn
- Don't miss opportunities to coach and teach

It can be difficult having conversations with your team members regarding their performance.

## Best Practices

- Assume positive intent. It is unlikely that your employee took this position thinking “I don't want to do a good job. I'm just going to do my worst at work.”
- Most people want to know if they are not doing a good job and how to improve. Your approach will determine how they receive that feedback.
- Observe the employee at work. Do you see patterns in the kind of direction they respond well to and what does not work for them?
  - ⇒ Do they pick up on something by doing, listening, or observing?
  - ⇒ Using the steps of Show, Tell, Do, Review will ensure we hit all learning styles
- Ask the employee how they learn best. They may not have been taught how to do what you want in a way that resonated with them. You may just have to change your approach
- Give feedback on their performance. If you do not say anything when you see someone do something doing wrong, they will assume they did it right
- Watch their facial expressions and body language to see if they responded well or poorly to your coaching style
- Publicly praise people for doing a good job
- Privately coach people when they make a mistake

## Activities to Use to Improve Performance

- Roleplay and practice in an comfortable environment—you want them to mess up on you rather than a paying customer
- Show them how to do the skill and have them repeat
- Let them read manuals or documents that explain how and why

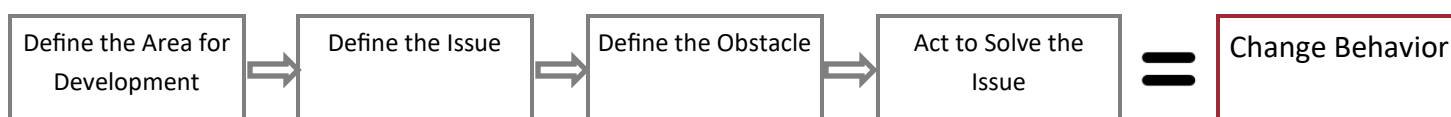
Remember, coaching is ongoing. You will have to work with your team daily to get the best results.

How easy would your life be if all your team members acted and thought like you? By developing your team you can take some of the stress of running the restaurant off of you and put it on them. In addition, this can help you retain your best team members. Great people like to work for a place where they are given the opportunity to learn and grow.

You will want to start with developing your strongest team members who have the desire to improve. The first step is usually give someone the responsibility to being a shift lead. When they are new to this position, you will need to spend some time working with them to help them develop into a stronger leader. Focus on the following skills:

- Communication
- Leadership
- Organization
- Delegation

Each person's needs will be different. Pick the skill that will make have the biggest impact and work on it first. Then move to the other areas. You will have to set realistic and reasonable expectations. Follow the steps outlined below.



## Example:

*Development Area: Communication*

*Issue: Communicates well with team members who do a good job, but is uncomfortable correcting problems*

*Obstacle: He has never had any training on how to have coaching conversations*

*Action Item: Work with the team member to improve their skills through roleplaying and observing you. Let them give feedback to team members with you watching. Give them pointers on how to improve*

*Change Behavior: As they are able to have effective coaching conversations, let them do it on their own.*

As people move from roles of server/cook to manager, the way you think about how to get things accomplished has to change. As a server and cook, it is all about doing it yourself. As a manager, it is your responsibility to set expectations for performance and then coach and teach your team members to do their jobs to those standards. To build their trust, you will have to jump in and get hands on to help them from time to time, but your main role is to lead the team. That requires effective delegation.

## Benefits of Delegation

- Gives you time to work on improving the “big picture” of the restaurant, while your team executes the details
- Giving your team members tasks helps them feel involved with what is going on in the restaurant. If you do their job for them, they may feel like you don’t trust them to do their job

You will have to pick and choose what tasks can be delegated to team members and what tasks are better for you to complete yourself. See the chart below for some examples. This may change as the strength of your team changes.

Keep Task	<ul style="list-style-type: none"> <li>• It is part of your job description</li> <li>• No one else is qualified to complete the task</li> <li>• Your boss says you should be the one to do it</li> <li>• It requires confidentiality</li> </ul> <p><i>Example: Doing the critical count</i></p>
Delegate Task	<ul style="list-style-type: none"> <li>• No decisions are required</li> <li>• Task is highly structured</li> <li>• Procedures are standardized</li> <li>• Person knows how to complete the task</li> <li>• The task is part of the other person’s job responsibility</li> </ul> <p><i>Example: Having your best cook train a new cook</i></p>
Delegate Authority	<ul style="list-style-type: none"> <li>• Person is capable of making decisions regarding this work</li> <li>• Team member is ready to take on more responsibility</li> <li>• Training can be provided</li> <li>• Delegating this task can free you up to work on items that will have a bigger impact</li> </ul>

## How to Delegate Effectively

- Choose the most capable person and set reasonable expectations. Keep in mind, they will not be as good as you their first time! You have to help them get better with more experience
- Explain objectives. They need to know why they are being asked to do it and the boundaries they are working within
- Follow up. Be there for them to answer questions and give direction. Ask questions frequently to check in on the progress. Re-direct if needed

*Remember, the goal of delegation is to improve the productivity in your restaurant. It should not be used just as a way to get out of doing a task.*

The purpose of marketing is to get

- More customers
  - More sales
  - More often
- =**      **More money!**

## Marketing Promotions

By properly marketing promotions within your restaurant you can strengthen the brand, build sales, and increase transactions. In addition to promotions provided by Huddle House, such as our Limited Time Offers (LTOs), it is also important to put together a Local Store Marketing (LSM) plan. LSM is the marketing you control and develop for your area using your Director of Field Marketing for suggestions and ideas.

Promotions are designed to appeal to your repeat guests and give them new ways to enjoy Huddle House. The success of a promotion depends on how well you execute it at the restaurant. All team members must be aware of the promotion and be comfortable selling it.

## Marketing Messages

Most marketing for Huddle House is controlled at the local level. You are provided with tools, but it is your responsibility to make sure they are used properly. It is important to keep your marketing messages current and visible to your guests. These are designed to help sell Huddle House to your guests. Here are some examples:

- Message boards
- Window Clings
- Menus
- Table tents
- Point of Purchase (POP)

## For Successful Promotions

- Make sure menus and POP stay clean and up to date at all times. Replace any old or out of date materials.
- Make sure all items are displayed correctly and employees point out any featured items and/or special promotions.
- Always communicate new offers to your team. Train them so they will be able to answer any guest questions. Best practice is to have meetings to promote marketing messages to your team members.
- Employee involvement will help the marketing messages come to life and successfully drive sales in your restaurant.



## Local Store Marketing

The goals of Local Store Marketing are

- Bring in new or lapsed customers
- Generate repeat visits from current customers
- Maximize profitability

The best marketing is always good word of mouth generated when a guest gets the perfect experience at your restaurant. LSM is a proven way to build business through targeted programs implemented in your trading area. Done correctly, it can make your Huddle House the restaurant of choice for your area. Here are a few things to focus on to spread the word through your community.

- Get to know the people within 5 blocks of your restaurant. Build personal connections with them—they will be coming in to see you, not just get a bite to eat!
- Be alert to upcoming activities and events. You may be able to advertise there or be involved.

Huddle House has several LSM programs that come with supporting material such as:

- Customer appreciation days
- Kids' night
- Senior nights
- Huddle Bingo
- Fundraiser nights

These will help you build business as long as you know your target audience and keep communicating with them.

## Coupons & Discounts

- Used to get a guest a reason to come in when they normally would not
- Account for all coupons & discounts—turn in with server check outs
  - ⇒ Have disciplinary conversations with those who lose their coupons
- Discounts should be done by manager or shift leads only
- Do the right thing for the guest. Honoring a coupon that is expired will keep them coming back. Turning them away and angering them by not accepting the coupon will prevent them from coming back. You could have made a regular customer who comes in often, instead you saved a buck and lost a guest.

The best way to run a profitable restaurant is to focus on a culture of building sales. It is not something that happens overnight, it takes focus and commitment from you and your team.

## How to Build a Sales Culture

- Be a coach
- Include specific sales focuses in Pre-shift Huddles
- Ensure servers follow steps of service
- Execute the marketing plan
- Run contests with incentives
- Track your servers: drink to entrée, milkshake sales, appetizers, desserts, void %, discount %

The next steps to ensure a profitable restaurant is to do audits often. If your team knows you're watching, they will be less likely to try to get away with anything. It is important to audit checks on a regular basis to ensure all sales are being captured and properly accounted for.

## Audits

- Comps
  - List of discounts performed by server, check number, time, and table. Will let you determine if there is excessive or fraudulent discounting is occurring. Look for team members who have a large number of discounts in comparison to the rest of the team.
- Cash and non-cash payments
  - Lists all payments made. Is helpful if you need to give a refund or need to see cash accepted and change given.
- Promos
  - List of all coupons, free breakfasts, etc. you may be running. Each one should have verification stapled to the receipt. Follow up with any servers who are not providing supporting documentation for promos.
- Voids
  - List all void, the manager, the server, table, and time. Watch for patterns of excessive voids with any one server or on specific shifts. The more experienced servers should have less voids.
- Ordered items
  - Allows you to see all items on all tickets. Double check that they are ringing in all that is sitting on the table.
- Typed messages
  - Look at kitchen tickets and check if any items were rang in without a charge that we should have charged for. You can tell if something was rang in with out a charge (were typed in) because it will be typed in all capital letters.
- Clock in/out
  - Verify team member hours match the time they worked

- Drink percentage

Check to ensure servers are ringing in all beverages. They may think they will get a bigger tip for not charging a guest for a drink. If a server's drink percent is low, look at their checks. Do they match what is sitting on the table?

- Open/close times

Be weary of any checks that have been open for a long time. One way servers scam the system is by "floating" items (especially drinks) from check to check when cash is used for payment

- Compare guest averages

Compare servers based on Drink to Entrée %, shift sales, and guest counts. Who are your top servers? Who could use a little help with salesmanship?

## Managing Food Cost—5 Steps

- Build to and ordering
- Receiving accountability
- Training
  - Preparing to recipe prevents waste
- Shift, daily, and weekly inventories reconciled
- Lock your commissary

## Controlling Waste

- Follow recipes and use correct tools for measuring
- Portion and cut products properly
- Pay attention to shelf lives. Don't prep more of an item than you will go through during the shelf life
- Adjust par levels according to business levels
- Keep track of waste using daily and weekly waste worksheet. Have coaching conversations with team members if they are consistently wasting product
- Use a waste bucket to help track waste
- Properly pull and date frozen product that needs to be thawed. Take care not to pull too much at a time. Use the pull chart

## Controllable Costs

These are costs that can be controlled or reduced by changing vendors, paying attention to details, etc.

- Cable, telephone, water, sewer, gas, internet, etc.
- Hood exhaust, grease trap cleaners
- Cleaning supplies
- Pest control
- Food cost
- Bank & credit card fees
- Labor

# 7 Things To Control Labor



- 1. Check to make sure team members aren't clocking in too soon**
  - Keep track of when team members are supposed to clock in each shift
  - Periodically check the POS
- 2. Make sure team members are not riding the clock**
  - Look for “dragging” and “socializing”
  - Know side work timing
- 3. Audit your time keeping; verify that team members are not closing in under the wrong job code**
  - Team members are often cross trained and could accidentally click the wrong button, giving you a false labor report
  - Verify written audit with BOH Aloha report
- 4. Audit sales every hour**
  - Monitor POS and look for when the rush starts and ends by the numbers
  - Simplify cutting with an early-out sheet
- 5. Schedule staff according to sales**
  - Must have sales forecast by day of the week
  - “Three weeks make a trend”
- 6. Avoid overtime if possible**
  - Staff for sales
  - Management must approve all schedule changes
- 7. Make hiring and training a priority**
  - Poor selection is worse than being short staffed
  - A great training program WILL reduce costly turnover

The image shows three screenshots from the Aloha Manager software. The first screenshot shows the 'Reports' menu with 'Hourly Sales and Labor' selected. The second screenshot shows the 'Hourly Sales and Labor Report' dialog box with '07/07/2014' selected. The third screenshot shows the 'Preview Report' window displaying a table of hourly sales and labor data for 07/07/2014.

Start Time	Net Sales	Guests	Guest Avg	Checks	Check Avg	Labor Hrs	Labor %	Labor % (Net)
7:00 AM	14.88	2	7.28	1	14.88	0.85	2.33	18.00%
7:15 AM	35.23	9	3.91	8	4.40	3.99	5.72	19.24%
8:15 AM	171.26	24	7.14	18	10.71	4.00	11.81	5.72%
9:15 AM	64.04	9	7.12	9	7.12	4.00	11.81	17.87%
10:15 AM	88.24	14	6.30	9	9.80	4.00	11.81	13.04%
11:15 AM	88.84	7	7.98	8	11.13	4.00	11.81	20.89%
12:15 PM	88.81	9	7.65	8	11.47	4.00	11.81	18.73%
1:15 PM	31.11	4	7.78	4	7.78	4.00	11.81	20.00%
2:15 PM	9.08	4	2.28	4	2.28	4.52	14.04	156.14%
3:15 PM	38.77	5	12.26	3	12.26	4.10	17.38	46.45%
4:15 PM	29.88	7	4.24	6	4.95	4.00	17.82	59.03%
5:15 PM	72.88	10	7.28	8	12.09	4.00	18.01	28.20%
6:15 PM	102.88	14	7.39	9	11.18	4.00	18.01	18.88%
7:15 PM	84.42	8	8.07	3	18.13	4.00	18.01	34.94%
8:15 PM	31.58	8	3.95	8	5.23	4.00	18.01	80.82%
9:15 PM	48.21	5	9.64	5	10.07	3.80	17.88	36.42%
10:15 PM	47.81	8	5.98	8	7.99	2.98	12.08	23.21%
11:15 PM	24.08	3	8.03	3	8.03	2.00	10.13	40.00%
12:15 AM	41.81	3	13.94	3	13.94	2.00	10.13	24.23%
1:15 AM	0.00	0	0.00	0	0.00	2.00	10.13	0.00%

To figure out your labor costs, divide your payroll cost by your total amount of sales.



Most restaurants hope to run a labor percentage below approximately 20%

To view past hourly sales, guest counts by hour, and labor percentages you can utilize the BOH Aloha report by going to Reports—>Sales—>Hourly Sales and Labor then choose a date to view.

# How to Read a Recipe



**Name of recipe:** Color (yellow) matches tab in Recipe Binder.

## Mega Bacon & Cheese Omelet



**Plate: Large Oval**

Position	Item
Left	Omelet – open side facing to the left
Right	6oz Hash Browns or 3oz Grits
Top Left & Bottom Left (Around Side Item)	2 Slices Toast of Choice cut diagonally

**Plating instructions:** Where to find correct plate and how to put items on plate.



**Hero shot:** What the item should look like when made and plated correctly.

## Mega Bacon & Cheese Omelet



Hash Browns (if ordered)	Ladle (1) 1/2oz ladle of Lo Melt onto the 375°F grill/place (1) 6oz spoodle of prepped, drained Hash Browns on top of Lo Melt/cook on first side until the edges turn golden brown (approx. 2 minutes) and a crust has formed/using grill tool and the large spatula, flip Hash Browns over not breaking the crust/cook on second side for additional 2 minutes
3 strips of Bacon	Place thawed product on 375°F grill with weight on top for 1 ½ minutes/flip/cook un-weighted additional 1 ½ minutes
2 Eggs	Crack 2 eggs into stainless bowl and remove any shell pieces/pour into mixing tin/place on egg mixer for 2 minutes/while eggs are mixing, ladle (2) 1/2oz ladles of Lo Melt into an omelet pan and place on eye burner to heat (Approx. 45 seconds), do not overheat Lo Melt/once Lo Melt is rippling, add blended eggs to the center of the pan/move pan in circular motion/continue moving pan in circular motion moving the edges of the eggs away from the outside of the pan towards the center using a rolling motion/flip omelet over/cook for 15 seconds/flip back over and add ingredients/fold omelet over ingredients/plate onto the left side of a Large Oval plate with the open side facing left
¼ Cup Bacon Bits	Place thawed product on 375°F grill for 45 seconds
2 Slices of American Cheese (recommended) or 2 Slices Swiss Cheese or ¼ Cup Shredded Cheddar	See Build Below
2 Slices Toast of Choice	Place 2 slices of bread of choice into toaster set on medium setting/cook until toast pops up/using spreader spread one side of each slice with Butter Blend/place toast pieces together with the buttered sides facing each other/using blue handled knife, cut in half diagonally
3oz Ladle of Grits (if ordered)	Ladle (1) 3oz ladle of grits into small fruit dish/top with (1) #100 scoop Butter Blend

**Cooking instructions:** Step by step instructions of how to make the recipe. Ingredients are listed in the order in which they should be made from top to bottom. Includes proper measurements, cooking methods, and cook times.

Build In Omelet Pan
Flat Omelet
Left Side of Omelet – Cheese Choice
Lay strips of Bacon on top of Cheese (top of the Omelet to the bottom)
Fold onto plate (Omelet opening facing the left)
Sprinkle Bacon Bits evenly over the top of the Omelet

**Product Build:** Summarizes how to build the item.

## Mega Bacon & Cheese Omelet



**Pictures:** Step by step visual instructions for cooking the recipe.



You can hire great people, but if they are not trained properly, it can damage your business and your reputation. People must get the opportunity to practice before they are expected to do it on their own. People who are trained poorly are likely to make mistakes, slow the speed of service or cooking times, and cost you money in waste and voids. On the other hand, a well-trained staff is noticed and appreciated by your guests!

- Only train with a trainer or manager.
- Put training shifts on the schedule so trainers will be prepared to train and so the trainee will not feel forgotten.
- A best practice is for server trainers to be assigned smaller sections and paid minimum wage so they are able to give the trainee the attention they need without worrying about losing tips.
- While training cooks on busier shifts, add an extra cook on the schedule so the trainee can get the instruction they need and to ensure ticket times are met.
- Start training on the slower shifts of the week. The first shifts of training should never be on a busy shift.
- Follow training guides and use the Recipe Books and VTAs. This prevents the trainee from getting told the wrong information or the trainer from forgetting something.
- Don't cut training short. Use Sign Offs to ensure trainees are able to do the job before you schedule them to work on their own.
- Never stop training! There will always be opportunities to coach and teach your Team Members!
- Cross train team members to create more flexibility in scheduling.



## 1. Patience

Patience is an innate trait, not a trait someone can learn. A trainer must demonstrate a high patience level in order to handle situations such as trainees not immediately picking up the material or asking questions about information that was reviewed previously.

## 2. Enthusiasm

Trainers must *want* to develop new team members. Otherwise, they will go through the motions and develop an uninspired group of Turkeys! We want a trainer that loves what they do and enjoys teaching others how to do it.

## 3. Knowledgeable

Trainers should have the answers to most, if not all new team member questions. They should be able to explain all menu items, standards, procedures, and everything else that is necessary to be the perfect Eagle.

## 4. Flexible

Huddle House hires people from a variety of backgrounds; having the ability to accommodate all situations is key. Great trainers must recognize where a trainee is on the development path and adapt to address the learning needs that bring lagging trainees up to speed.

## 5. Clear Communicator

Trainers spend most of their training time talking to their trainees. They must be able to speak in a clear, concise manner. It is also important that they can calmly, but directly, communicate with team members on how to improve their performance.



**Present the trainer position as a job promotion that all of team members can achieve. It will give them extra incentive to be the best Eagle in the building!**



Goals should be written as SMART goals.

## **S**pecific

State *exactly* what you want to accomplish

## **M**easurable

How you will evaluate if you have reached the goal or determine how much progress is made

## **A**ttainable

The goal should be challenging, but able to reach

## **R**elevant

Pick goals that matter and make an impact when they are accomplished

## **T**ime bound

The deadline in which you will complete this goal

Evaluate the following goals to determine if they are SMART. If they do not fit the SMART goal criteria explain why.



**Goal:** Run faster in the Turkey Trot Race this year.

Is it SMART? *No. It is not specific and measurable. It does not state exactly how much faster they should run nor what "faster" is in comparison to*

**Goal:** Loose 75 pounds by the end of the month.

Is it SMART? *No. It is not attainable. It is almost impossible to loose that much weight in less than a month.*

Now write your own personal SMART goal.

Working on goals should be a continuous process. When you meet one, it's time to create a new goal.

- *You accomplished last month's goal: "Improve drink to entrée sales by 3%, going from 85% to 88%, by the end of the month"*
- *This month you may want to work on taking it even further: "Improve drink to entrée sales by 3%, going from 88% to 90% by the end of the month."*
- *Or you may want to change your goal to focus on something else: "Double the milkshake sales per day, going from 6 milkshakes per day to 12 milkshakes per day."*

You should always be working on 2-3 goals at a time. Don't focus on too many goals at a time. Pick a few and do them well.

## **Lifting and Carrying Heavy Objects**

- Get help lifting; use your legs, not your back
- Avoid twisting while lifting
- Don't overreach
- Use wheeled carts to transport heavy objects

## **Slippery Floors**

- Wear sturdy, non-slip footwear
- Use non-slip mats
- Clean spills immediately
- Use caution signs on wet floors

## **Sharp Objects**

- Wear cut gloves while using a knife
- Don't leave knives submerged in water—wash it and put back where it belongs
- Don't try to catch falling sharp objects
- Sweep up broken glass

## **Deep Fat Fryers, Hot Liquids or Hot Surfaces**

- Do not stand too close or lean over hot oil
- Do not spill water or ice into hot oil
- Use oven mitts or hot pads
- Do not try to catch any falling hot objects
- Always use appropriate utensils to handle/prepare hot food

## **Electrical Shock from Damaged Electrical Cords**

Or Faulty Appliances

- Do not plug in electrical equipment with wet hands
- Do not use frayed cords or defective equipment

## **Cleaning Chemicals**

- Ask for training before using chemicals
- Know where the SDS sheets are stored
- Know how to use/read SDS sheets

The safety of you and your team is the highest priority. It is important to provide a safe workplace for everyone who comes in our building. As a manager, you are responsible for training your employees about safe restaurant practices and providing them with the tools and equipment needed to maintain a safe environment. Train your employees and practice all of the following procedures.

## **Wear Personal Protective Equipment**

- Slip resistant shoes are a required part of the uniform for all Huddle House employees. These must be closed toe and closed heel.
- Heat resistant gloves should be worn when working at high temperatures
- Goggles, neoprene gloves, and protective aprons should be worn when working with hot oil

## **Prevent Sips and Falls**

- Keep floors clean and free of build-up
- Be alert for any spills, wet spots, or ice and clean immediately
- Alert team members or guests of any spills if you have not had a chance to clean it. Put wet floor signs out in areas that are being cleaned
- Keep tripping hazards, such as electrical cords out of aisles, walkways, and other traffic areas
- Keep all doorways free of trash and other obstacles
- Keep stock in order and stacked properly
- Use ladders when reaching anything above shoulder height
- Ensure ladder is steady but having another person stabilize it

## **Practice Safe Lifting Procedures**

- Separate feet to 8" - 12" apart and keep them close to the base of the object. This will reduce the strain on the back
- Keep your back straight and bend and lift with the knees
- Don't slouch your back while lifting
- Hold the object close to your body and rotate entire body, not just back while lifting
- Use a dolly to move heavy objects, but don't stack items too high
- Recognize your limits. Ask for help when needed.

## **Ensure Safe Use of Chemicals**

- Train all employees on proper storage, mixing, and use of all chemicals
- Train all employees how to read and understand the SDS sheets and where they are located
- Watch employees and ensure they are following procedures

## Fire Safety

- Never stack items to a height to where they block fire extinguishers, sprinkler systems, alarm boxes, or electric or power panels
- Make sure all entrances, passageways, and fire escapes remain open and clear at all times
- Make sure all employees know the fire evacuation plan

## Basic First Aid

- Assist with only emergency first aid, but only do those things you are trained to do
- Only attempt a rescue if there is no danger of you getting injured
- Move the injured person only if it is absolutely necessary for safety reasons
- Control bleeding with direct pressure to the wound using a clean cloth
- Refer to the SDS for all chemical accidents
- If certified, give CPR or perform the Heimlich maneuver if necessary
- Apply burn gel to burns, if available. If not, apply cold water and/or ice to burns
- Keep bandages available in case of cuts

## Robbery Prevention

- Always report any suspicious activities to the police (parking lot, loiters, etc.)
- Do not allow any weapons on premises
- Always close the register drawer between transactions
- Keep the amount of cash in the register low at all times
- Be careful in answering questions from individuals regarding equipment, procedures, supplies, other employees, or operations of the store
- Instruct the employees to never tell individuals the manager is not in the building
- Change routines to prevent robberies during deliveries and deposits

## If a robbery occurs

- Cooperate with the robber. Give them what they want to get them out of the restaurant faster
- Don't be a hero. Employee and guest safety are the number one concern during a robbery
- Do not make any sudden moves
- Do not attempt to approach or chase after the robber
- Don't do anything that will create a tense nervous situation. Speak only when spoken to
- After robbery, call the police. Write down as many facts as you can remember about the robber and the hold up. Be as specific and detailed as possible
- Only give the information to the authorities and to your supervisors

Insert Tab  
“Roleplay  
Questions”

## Day 1

A server forgot to ring in a phone in order and now the guest is here to pick it up. How do you handle this situation?

What should you do if you find out a server incorrectly rang in a dine-in order as the food was being delivered to the table.

## Day 2

Gave someone the wrong order and the other person is here to pick up their order. What do you do?

Employee swiped the credit card on the wrong check. What do you do?

A server closed check to cash by accident. How do you fix it?

## Day 3

Orders are running way behind from the kitchen. What do you do?

Guest shows up early to pick up a to go order. How do you handle it?

A guest is yelling at you about a mistake that happened. How do you respond?

## Day 4

What do you do when server puts a credit card on the wrong check and realizes it after the guest left?

What do you do as soon as the last guest leaves for second shift?

Your strongest server has an emergency and can't work tonight. What do you do?

## Day 5

A large party is waiting for a large table. You realize you are not going to be able to meet their needs for 30 more minutes. How do you handle the situation?

The egg station will not fire back up during the rush. What do you do?

What do you do when a guest claims they forgot their wallet?

## Day 6

Using your floor plan, show which sections are best for your strong servers and which are best for your newer servers.

As you walk through the dining room, what are some things to look for to ensure our guests are taken care of and are having a good experience? (half eaten plates pushed to the side, etc...)

## Day 7

What are the qualities you are looking for when hiring a server?

What are the qualities you are looking for when hiring a cook?

The line just let you know they burned a guest's eggs for the second time. How do you react?

## Day 8

What do you look for when you arrive each morning to ensure the restaurant is ready for first shift?

What are 5 things you should making sure your servers are doing throughout the shift?

What are the things that make a successful shift change?

## Day 9

What do you do if a guest slips and falls?

What do you do if the power goes out?

What do you do if the terminals and/or printers go down?

## Day 10

What do you do if the internet is down and cc don't work?

What do you do if the dish area is overflowing?

What do you do if an employee cuts themselves with a knife?

## Day 11

What do you do if you run out of Diet Pepsi?

What if one of the coolers isn't working?

What do you do if a chair or table breaks?

## Day 12

What do you do if the AC isn't working properly?

What to do when a guest has cardiac arrest in your restaurant?

What to do when a regular starts to make others feel uncomfortable?

What to do when an employee shows up to work that obviously is under the influence?

Insert Tab

“Phase 4”



For Phase 4, there is no outline. All the information the MIT needs should have been covered in Phase 3. If the trainee needs to review any of this information, please take the time to sit and go over it in detail.

Phase 4 is all about practice and repetition. They should be running each shift as if they are the Manager on Duty. As the training manager, you will probably be able to do daily tasks faster than the MIT. Please have patience and let them get the hands-on practice they need to become an expert. It will be tempting to step back from them during this phase, but stay with them as much as possible. You should still be working the same schedule. Remember, you don't want your guests or team members to suffer because there is an MIT working the shift. Ultimately your restaurant is your responsibility.

By the end of this phase they must have passed **all** Sign Offs. (Follow plan on their MIT Schedule). These tests ensure they have the skills they need to do the job successfully. Please rate them based on their performance rather than on their personality.

## Test

During the last week of Phase 4 training, give the trainee the following Sign Offs:

- Manager Duties Sign Off
- Manager Operations Sign Off

If they do not pass the Sign Offs, they need to be scheduled more training shifts.

When they pass both Sign Offs their MIT training is complete! Congratulate them, but also let them know they can continue to ask you questions. Not every possible situation can be covered during the training program so they may still need help from time to time.