

CREW LEADER TRAINING GUIDE

FRONT OF HOUSE



Name: _____

Roadmap to CREW LEADER

- _____ Complete Expression of Interest
- _____ Complete Crew Leader Training Guide
- _____ Attend Leadership 101
- _____ Read and Report: “Heart of Leadership” by Mark Miller
- _____ Complete Required Leadership Series
- _____ Get a Letter of Recommendation from a Manager
- _____ Complete Application for Crew Leader
- _____ Complete Interview with Director and Manager

WHAT DOES A CREW LEADER LOOK LIKE?

Below are some characteristics that we see demonstrated in our Crew Leaders. We would encourage you to spend some time talking with other Crew Leaders and Managers to see if there are other things they would add to this list as well as if they see you demonstrating these characteristics in your day-to-day work.

Leaders provide supervision to all areas of the Chick-fil-A business relating to the daily operations of the business. Crew Leaders are responsible for leading their daily shifts, including supervising the team and processes to ensure operations either in the front or back of the house are running smoothly and efficiently.

Responsibilities

1. Leads the team on daily shifts by coaching to better performance, celebrating successes, and taking disciplinary action when needed.
2. Monitors sales and labor productivity and makes appropriate adjustments to labor hours as necessary. Monitor any waste during shift to adjust for sales volume.
3. Address, document, and report any disciplinary action for violation of policies including but not limited to timeliness, civility, work ethic, etc.
4. Show ability to effectively train new team members on all aspects of their role
5. Manage financial accountability including cash management in drawers and safe, InForm reporting, borrow/loan log, change fund and waste reporting.
6. Ensure team members on shift are focused on standards and procedures, food safety, quality, food service, accuracy, and a remarkable guest experience.
7. Handle guest issues on shift and ensure guests are leaving highly satisfied with their dining experience. Answer phones within 3 rings as well as return missed calls or messages left on voicemail on the office computer.
8. Problem solve challenges during the shift and work with team and other leadership to find solutions for issues including but not limited to equipment failure, staffing levels, inclement weather, power failure, etc.
9. Utilize appropriate channels to communicate with other leaders regarding any issues that are relevant across multiple shifts. Ensure that other Crew Leaders are set up for success before leaving your shift. Support other leaders that are leading shifts and be respectful of their leadership style when they are the assigned leader.



Murphy & Wylie

Business Requirements

1. Have availability to open or close business as needed and available for Saturday rotations amongst leadership as needed.
2. Must have buy in from other Leaders in the business and maintain a positive image amongst the team.
3. Must be on good standings with the business and have great attendance.
4. Treats others with honor, dignity, and respect and is able to effectively encourage, coach and discipline team members to maximize productivity and team success.
5. Ability to manage systems and processes, technology and other operational requirements of day to day business.
6. Focused attention to detail, cleanliness, and guest perception and experience.
7. Effective communication, interpersonal, organizational, and teamwork skills.
8. Must be able to support and help cultivate the vision and values of Chick-fil-A Murphy & Wylie Shopping Center.



Skill Requirements

Leadership Training includes a mastery of the following items. Leaders in Training will be guided through these items with another leader or day-part manager to ensure that they show proficiency in these following items.

Leaders in Training will be required to go through the following skills. After you master a skill, you will need to get another Leader to sign-off and state that you have gone through the content and understand it in full.

Alarm Code Access and Store Keys

Leaders are given a code to turn the store alarm on and off when needed. They are also given keys so that they can access the building in the morning or close the business in the evening. As a Leader, you will be required to know your alarm code and to be accountable for your keys.

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Login Information for Front Computer

As a Leader, you may be required to access a computer to check a Guest's reference number, to place a uniform order for a Team Member, or to log if someone does not come into work for their shift. You need to have the skills to get on the computer and access these functions. A Leader should walk you through how to log on to the computer and access some of the common functions you will use.

Signature: _____

Opening and Closing

Leaders should be capable of either opening, or closing the store, based on availability. If a Leader is opening, they should be able to get the business up and running by 6AM in time for our guests arrival. If a Leader is closing, they should be capable of closing the business in such a way that operations and guest experience are not affected. They will need to know how to power off equipment, and how to do a final walkthrough to ensure that the business is safe and tidy for the following business day.

Signature: _____

CFA Home Access

As a Leader, there may be times where you need to access CFA Home. You may need to check a Team Members clock in PIN, or you may need to pull a specific report. A Leader in the business should ensure you have Leadership Access on CFA Home, and then they should walk you through all of the common functions you will use on the site.

Signature: _____

Cashier Settlements

Leaders should be able to settle drawers and troubleshoot issues as they arise. They should hold the team accountable for money missing, and should always do their best to ensure the team understands cash procedures.

Signature: _____

Paid in and Paid outs

Leaders should understand the difference between paid in and paid outs. They should know how to perform a paid in or paid out, and different scenarios where they might need to perform a paid in or paid out.

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Counting the Safe and Cash Accountability

Leaders should know how to count the safe and log their results. They should be confident in their abilities and ensure that the safe is always at the correct dollar amount. They should communicate any discrepancies to the Director of Finance and other relevant Leaders on the team.

Signature: _____

Calling CFA Corp for Help 1-800-323-2677

Leaders should be capable of problem solving and calling Chick-fil-A Corporate when necessary. They should know the different scenarios that may arise, and how to act on them accordingly. This may include power failure, POS failure, printer failure, plumbing emergency, a fire, or a burglary.

Signature: _____

Game Planning

Leaders are responsible for placing Team Members in appropriate roles to make the shift run smoothly. Leaders should know their teams strengths and weaknesses, and make decisions accordingly. A Leader should be able to identify when someone needs to be moved to a different position to help the flow of business.

Signature: _____

Taking Catering Orders

Leaders should be capable of taking catering orders over the phone and in person. They should be able to talk about catering options with guests and help them come to the best decisions for their event. They should also be able to coach others on how to take catering orders.

Signature: _____

Gathering Catering Orders

Leaders should be able to gather catering orders when a guest arrives. They should know all of the utensils, sauces, and condiments that go with each of our catering options. They should be able to gather paper goods and anything else that a guest might need for their order.

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Delivering Catering Orders

Leaders should be capable of delivering a catering order in the event that a Director is not present. They should have the confidence and ability to provide a hospitable experience outside the business.

Signature: _____

Access to Labor, Sales, and CEM Reporting (SMG 360 / CFA NOW)

Leaders should understand how to access labor, sales, and CEM scores on their phone. They should know what these metrics mean on a high level, and understand how they impact these metrics on a day to day basis.

Signature: _____

Refunds and Guest Recovery

Leaders should know how and when to perform a refund for a guest. They should also know other Guest Recovery procedures we can take before resorting to a refund. They should be able to be calm and collective during a stressful guest interaction, and act in such a way that the guest feels cared about. They should be able to go above and beyond for the guest in a guest recovery situation.

Signature: _____

Meal allotments and Accountability around Discounts

Leaders should be knowledgeable about meal discounts and enforce them with the team. They should be able to communicate the standards to the team and hold them accountable if standards are not being followed.

Signature: _____

Disciplinary Forms

Leaders should be capable of filling out disciplinary forms. They should be able to communicate disciplinary feedback to team members and report any disciplinary action to the Director over their department.

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Running Breaks

Leaders should be able to run breaks in such a way that it does not interfere with the operations of the business. They should be able to balance operations and the needs of the team.

Signature: _____

Setting up Technology for Outside Play

Leaders should be able to set up IPADS for Outside Play. They should be able to connect card swipes and troubleshoot potential issues that may arise. They should be able to connect IPADS to the appropriate network and ensure that Team Members are appropriately positioned outside.

Signature: _____

Food Safety Expert

Leaders should be experts on food safety. They should know all of the regulations in the kitchen regarding food safety such as time, temperature, labels, sanitation, and personal hygiene. They should enforce regulations on a consistent basis and model them in their own actions.

Signature: _____

Fire Safety Expert

Leaders should know how to respond in the event of a fire. They should also know that oxygen is what fuels a fire. They should know the difference between grease and electrical fires. They should also know how the ANSUL system works, and how to manually set the ANSUL system off. They should be capable of Leading the way in the event of a fire and how to direct others to safety.

Signature: _____

Burglary Expert

Leaders should know what to do in the event of a robbery. They should always be cautious about scenarios that increase the potential of a robbery occurring. They should be on the lookout for strange guests lurking around inside or outside of the building. They should never allow outside doors to be propped open. They should not allow Team Members to go outside at night by themselves, and should always encourage the buddy system to ensure team member safety.

Signature: _____

Replacement Orders (Cares Log)

Leaders should know when, and be able to log guests into our cares log for future replacement orders. They should be confident and capable of handling guest complaints on the phone and resolve them appropriately.

Signature: _____

Calling Other Stores for Product

Leaders should be capable of reaching out to other Chick-fil-As in our area in the event that we need to borrow products. They should be able to look at our inventory and identify when we need to call.

Signature: _____



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LEADER KNOWLEDGE TEST

1. Who is the Founder of Chick-fil-A and what is one principle from his life that you admire?
Why?

2. What is the Vision of our Business and what are the 4 pillars in which we execute our Vision?

3. Explain how we execute our Vision through each pillar. Be sure to include all 4 pillars and be specific.

4. What is Chick-fil-A's Corporate Mission? What is something you are actively doing to contribute towards our Corporate Mission?

5. What value do you feel you will bring to the Team if you were a Leader in the business?

6. Explain why confidence is important as a Leader. How might a Leader with low confidence negatively impact the Team?

7. In your own words, explain what Leadership means to you.

8. Explain the importance of failure in the workplace.

9. Explain the value of feedback in the workplace. Why is it important?

10. What have you done to make the Team feel valued?

11. What have you done to make our Team more unified and cohesive?

12. What have you done to challenge others to be excellent?

13. Why are you proud to work at Chick-fil-A?

14. If you were to leave Chick-fil-A today, how would you be Stronger due to your employment experience?

15. Tell me about your experience with conflict management. Have you ever helped resolve a conflict at work? How about in your personal life? Tell me about the experience.

16. What is the login for the computer up front?

17. What is the difference between a paid in and paid out?

18. Have you ever delivered a Catering Order? If so, what was your experience like?

19. Explain a situation where you would need to perform a refund?

20. Explain what Labor is and how you can impact it.

21. What is the temperature danger zone and why is it important?

22. Explain a situation where you would have to use a disciplinary form. Are you comfortable holding someone accountable for their actions using a disciplinary form?

23. An Ipad outside is not running credit cards properly. Explain the steps you would take to resolve the issue.

24. You are the only leader in the front and all of your registers go offline, what should you do?

25. A Team Member in your department wants to grow and develop their skills at Chick-fil-A. Explain your responsibility in their development. What would you do to help them grow?

26. A man comes into the business with a gun and demands money. How would you respond?
