Director of Operations

(General Manager)

The Director of Operations, D.O., is responsible for the entirety of the store. The D.O. will keep track of the Five Critical Success Factors, especially regarding the people, quality, customer experience, and financial return categories. D.O. will maintain and drive a culture of excellence, cleanliness, and servant leadership in the restaurant. The D.O. is expected to lead by example by not only serving guests but by serving team members and leaders in the store. The D.O. is expected to hold the entire team to Chick-Fil-A standards. The D.O. is responsible for personal development and is expected to seek out feedback from the owner/operator and other leaders.

**Areas of Focus:**

* Leadership Development
  + The D.O. is responsible for identifying, challenging and mentoring current and new leaders in the restaurant. This will include evaluations, weekly meetings, and on the job coaching.
* Labor- Scheduling
  + The D.O. is responsible for creating, maintaining, and publishing the schedule for all Team Members. Labor is one of the big factors that are controllable in the business, running good labor starts with the schedule and those being scheduled.
* Food Cost- Ordering deliveries
  + The D.O. will have intimate knowledge on placing orders with our suppliers, whether it is McClane, Liberty, or our bread supplier. Food cost is the other major factor that is controllable in the business that must be well organized and maintained. This duty will also include counting inventory for the end of the month.
* Human Resources
  + The D.O. will know how to conduct interviews, hire new team members, train/orient new team members, terminations, and intra-team issues. The D.O. must be comfortable with conflict resolution, must be just and fair, and know the policies. The D.O. must also know how to handle emergencies that may arise in the store, such as fires, car accidents, damage to property, team member injuries, and other events which may be deemed an emergency.
  + Financial Return
    - The D.O. will monitor and assist in controlling factors the impact the profitability of the restaurant. This includes but not limited to setting labor goals, setting budgets for different departments, controlling labor, and food cost.

**Systems to Know**

The D.O. must be familiar with all the systems used in the restaurant including but not limited to: Customer Experience Monitor, Restaurant Operation Evaluation, Information technology- iPos, POS, KPOS, Inform, Service point, the Safe Daily critical evaluations, Restaurant Quality Assessment, CFA service model, marketing strategies, Lean system, Cash management, catering, Back of House procedures, and Front of House procedures provided in eTrain.

**Leadership Structure:**

The D.O. will report directly to the Owner/Operator. The D.O. will work closely with the Hospitality Director and the Kitchen Director. The D.O. is expected to work at minimum 40 hours/week and be present at the restaurant for large marketing events, assist during peak hours, assist with large catering days, and be flexible to the restaurant’s needs.

**Evaluation Metrics:**

The D.O. will be evaluated on leadership ability by the owner/operator and through a peer review by the Kitchen Director and Hospitality Director. The D.O. will also be evaluated through financial return or profitability of the store, which includes labor and food cost numbers. The D.O. will also be evaluated on effectiveness based on CEM scores and ROE scores.

Kitchen Director

The Kitchen Director, K.D., is responsible for the entirety of the Kitchen. The K.D. will ensure a culture of cleanliness, excellence and servant leadership is maintained in the Back of House, BoH, at all times. They will ensure the food we serve is fresh, hot, and appealing. They will ensure all safety measures are followed, all machines are maintained properly, and all areas of the kitchen are cleaned and sanitized properly. The K.D. will be required to thoroughly know all eTrain procedures regarding food production. They will also be required to work 40 hours/week, at minimum one closing shift, one opening shift, and present for peak hours during the week.

**Areas of Focus:**

* Leadership/Team Member development
  + The K.D. will be responsible to ensure all team members are properly trained in current methods and new rollouts. The K.D. will be responsible for any remedial training, new hire training, or new product training that is required.
* Food Cost- Ordering product
  + The K.D. will ensure product coming in from deliveries meets all Chick-Fil-A standards regarding freshness and quality. They will also ensure orders for bread, produce and all other products is placed in a timely manner. K.D. will ensure all product is kept in a neat and organized fashion. K.D. will also ensure the food cost for the month stays on target by controlling waste in the kitchen. This is accomplished by following the Lean system, overproduction is not occurring, food/paper is not being wasted, and credit for broken, over/undersized products is being obtained.
* Restaurant Operation Evaluations/Quality Assessments
  + The K.D. is responsible for evaluating the quality of our product, production procedures, and the quality of our production environment. The K.D. will be required to use the Restaurant Quality Assessment, RQA, to evaluate the kitchen and must be familiar with the scoring of the Restaurant Operation Evaluation, ROE.
* S.A.F.E. Daily Critical
  + As implied by the name it is critical for the K.D. to ensure two SAFE assessments are completed each day, one in the morning and one in the evening.
* Customer Experience Monitor (CEM)
  + The K.D. will closely monitor the CEM scores, especially regarding taste for products, temperature for products, accuracy, and speed of service. The K.D. is also responsible for sharing the scores with team members.

**Systems to Know**

The K.D. must be familiar with all the systems used in the restaurant including but not limited to: Customer Experience Monitor, Restaurant Operation Evaluation, Information technology- iPos, POS, KPOS, Inform, Service point, the Safe Daily critical evaluations, Restaurant Quality Assessment, CFA service model, marketing strategies, Lean system, chicken rotation, Interviewing, Cash management, catering, Five Critical Success Factors, Back of House procedures, and Front of House procedures provided in eTrain.

**Leadership Structure**

The K.D. will report to the Director of Operations. They will work closely on ensuring quality products and training is happening in the Back of House. The K.D. will attend weekly meetings with the owner/operator, D.O. and Director of Hospitality. They will also conduct weekly meetings with the A.M. and P.M. Kitchen Managers.

**Evaluation Metrics:**

The K.D. will be evaluated on leadership ability by the owner/operator and through a peer review by the Director of Operations and Hospitality Director. The K.D. will also be evaluated through financial return or profitability of the store, which includes labor and food cost numbers. The K.D. will also be evaluated on effectiveness based on CEM scores and ROE scores.

Hospitality Director

(Unicorn)

The Hospitality Director, H.D., is responsible for the Front of House facilities, operations, and team members. The H.D. is responsible for the image of Chick-Fil-A at 17th and Wanamaker store. This includes marketing strategies, social media, in store events, and the community board. The H.D. will build relationships with other businesses, schools, and people in the community of Topeka. The H.D. will have thorough knowledge of eTrain procedures for the Front of House, FoH. They will ensure each guest that comes into contact with Chick-Fil-A at 17th and Wanamaker has a remarkable experience. The H.D. will work with the Marketing/Catering leader in new marketing strategies, informing the community of the services we provide and executing orders/events.

**Areas of Focus**

* Customer Experience Monitor (CEM)
  + The H.D. will closely monitor and track CEM scores especially regarding overall satisfaction, speed of service, accuracy, temperature, cleanliness, and 2nd mile service. The H.D. will ensure the score is shared with team members.
* Leadership/Team Member Development
  + The H.D. will be responsible to ensure all team members are properly trained in current methods and new rollouts. The H.D. will be responsible for any remedial training, new hire training, or new product training that is required.
* Drive Thru/iPOS/Face2Face
  + The H.D. will have intimate knowledge on all Drive thru procedures. A large percentage of our business flows through our DT, the H.D. will work closely with A.M./P.M. FoH managers on developing different systems to ensure guests are served in a fast, but not rushed manner with food that is refreshingly hot and remarkably craveable.
* Labor
  + Labor is a crucial component to our store’s profitability, the H.D. will closely monitor this number to ensure productivity is at its peak while customers are still receiving a remarkable experience.
* Marketing Strategy
  + The H.D. must be familiar with all Chick-Fil-A marketing strategies, this includes the national campaign, signage requirements, local campaigns, leveraging the cows, leading with real food and creating emotional connections.

**Systems to Know**

The H.D. must be familiar with all the systems used in the restaurant including but not limited to: Customer Experience Monitor, Restaurant Operation Evaluation, Information technology- iPos, POS, KPOS, Inform, Service point, the Safe Daily critical evaluations, Restaurant Quality Assessment, CFA service model, marketing strategies, Lean system, food cost, Interviewing, orientation, Cash management, ordering change fund, catering, Five Critical Success Factors, Back of House procedures, and Front of House procedures provided in eTrain.

**Leadership Structure**

The H.D. will report to the Director of Operations. They will work closely on ensuring guests have a remarkable experience whether it is in the Drive Thru, Dining Room, Catering, or Carry out. The H.D. will attend weekly meetings with the owner/operator, D.O. and the Kitchen Director. They will also conduct weekly meetings with the A.M. and P.M. Front of House Managers.

**Evaluation Metrics:**

The H.D. will be evaluated on leadership ability by the owner/operator and through a peer review by the Kitchen Director and Hospitality Director. The H.D. will also be evaluated through financial return or profitability of the store, which includes labor and food cost numbers. The H.D. will also be evaluated on effectiveness based on CEM scores and ROE scores.

**A.M./P.M. Kitchen Manager**

The Kitchen Manager is responsible for leading their respective shifts 40 hours/week. On these shifts the Kitchen Manager is ensuring each order is completed accurately in a fast manner and with hot fresh and craveable food. The Kitchen Manager is ensuring all team members are following procedures, safety guidelines, and health codes. The Kitchen manager will work closely with the Kitchen Director, K.D., on keeping all machines properly maintained, production environment clean and organized.

**Areas of Focus**

* Team Member Development
  + The Kitchen Manager will ensure all team members are current with eTrain and Chick-Fil-A standards/procedures. They will work with the K.D. on remedial training, new roll outs, and current standards.
* Machine Maintenance
  + The Kitchen manager will ensure all machines are maintained and cleaned properly, this includes boil outs, filter changes, scrubbing, mopping, sweeping, and washing.
* Restaurant Operation Evaluation/Restaurant Quality Assessment
  + The Kitchen manager will work closely with the K.D. in ensuring the RQA is completed on a regular basis in order to prepare the team for the ROE and ensure production environment and product is meeting quality standards.
* SAFE Daily Critical
  + The Kitchen manager will complete the SAFE Daily Critical accurately and regularly. This assessment is completed to ensure machines are functioning properly and food is served in a safe manner.

**Systems to Know**

The H.D. must be familiar with all the systems used in the restaurant including but not limited to: Customer Experience Monitor, Restaurant Operation Evaluation, Information technology- iPos, POS, KPS, Inform, Service point, the Safe Daily critical evaluations, Restaurant Quality Assessment, CFA service model, marketing strategies, Lean system, food cost, catering, Five Critical Success Factors, Back of House procedures, and Front of House procedures provided in eTrain.

**Leadership Structure**

The Kitchen managers will report to the K.D. The Kitchen Managers will attend weekly meetings with the K.D. to ensure proper training, goals are being met, and procedures are being followed.

**Evaluation Metrics:**

The Kitchen Managers will be evaluated on leadership ability by the Kitchen Director and Director of Operations. The Kitchen Managers will also be evaluated on how well they manage labor and food cost numbers. The Kitchen Managers will also be evaluated on effectiveness based on CEM scores and ROE scores.

**A.M./P.M. Front of House Manager**

The Front of House Manager, FoH Manager, is responsible for leading their respective shifts, opening or closing, 40 hours/week. On these shifts the FoH Manager will ensure each guest has a remarkable experience. This includes hot fresh food surprisingly fast and accurate. FoH managers will ensure team members are being utilized to their full potential. The FoH manager will be keenly aware of labor and productivity numbers. They will also be responsible for the Drive Thru, DT. This includes the safety of team members and guests in the DT as well as being served in a fast but not rushed manner.

* **Areas of Focus**
  + Team Member Development
    - The FoH manager will ensure all team members are trained utilizing eTrain methods. They will also evaluate team members and assist with remedial training, new rollouts, and enforcement of current procedures.
  + Labor/Productivity
    - The FoH manager will be keenly aware of how our labor is spent in the Front of House as well as the Back of House, mainly because the tracking system is kept in the Front of House. They will keep the Kitchen managers informed on the status of Labor for the day.
  + Restaurant Quality Assessment/Operation Evaluation
    - The FoH manager will utilize the RQA to ensure team members are following the correct procedures and guests are receiving a remarkable experience.
  + Cleanliness
    - The FoH manager will ensure the guest environment is kept in a clean and organized manner to assist in providing a remarkable experience.
  + Customer Experience Monitor
    - The FoH manager will assist the Hospitality Director by keeping track of CEM scores, especially regarding order accuracy, speed of service, second mile service, and cleanliness. They will also assist the H.D. by sharing the score with team members.
  + Cash Management
    - The FoH managers will count the safe at least once on all their shifts, as well as any registers that are used on their shift. They will keep an accurate count of all monies. They will also assist in ordering change fund twice a week and assisting our bank couriers with the money transfer.

**Systems to Know**

The FoH Manager must be familiar with all the systems used in the restaurant including but not limited to: Customer Experience Monitor, Restaurant Operation Evaluation, Information technology- iPos, POS, KPS, Inform, Service point, the Safe Daily critical evaluations, Restaurant Quality Assessment, CFA service model, marketing strategies, Lean system, food cost, catering, Five Critical Success Factors, Back of House procedures, and Front of House procedures provided in eTrain.

**Leadership Structure**

The FoH managers will report to the Hospitality Director and attend weekly meetings with the H.D. and Marketing/Catering Manager.

**Evaluation Metrics:**

The FoH Managers will be evaluated on leadership ability by the Kitchen Director and Director of Operations. The FoH Managers will also be evaluated on how well they manage labor and food cost numbers. The FoH will also be evaluated on effectiveness based on CEM scores and ROE scores.

**Team Leader FoH/BoH**

Team Leaders are present to assist the supervisor while running a shift. Team Leaders will augment the leadership capacity in running breaks, answering phone calls, fielding customer complaints, troubleshooting, and ensuring every guest receives a quality experience. Team Leaders, while on shift, will responsible for assigned area, whether it is Dining Room, Front counter, Drive Thru, or BoH. Team Leaders will assume lead role, when shift supervisor is preoccupied or in a meeting. Team Leaders will be aware of labor and how to control it. Team Leaders will also be entrusted a day part of the business in which they will prove they are capable of growing the business.

* **Areas to Focus:**
  + Customer Experience Monitor
    - The Assistant to the Supervisor will assist the rest of the leadership team by being aware of our scores and ensuring team members know the score.
  + Cash management
    - The Assistant to the Supervisor will be able to count drawers, the safe, and any other monies accurately and assist in receiving monies.
  + Cleanliness
    - The Assistant to the Supervisor will be responsible for maintaining the store in an organized and clean manner in order to ensure all guests receive a quality experience.
  + Labor/Productivity
    - The Assistant to the Supervisor will help maintain the proper labor/productivity goals while on shift.

**Systems to Know**

The Team Leader will be required to know the systems in the area they serve in.

BoH Team Leaders must know the lean system, chicken rotation procedures, boil outs, Customer experience monitor, Restaurant quality assessment, Restaurant operation evaluation, Safe Daily Critical evaluations, catering, food cost, Chick-Fil-A service model, etrain procedures for BoH and the Five critical success factors.

FoH Team Leaders must know lean systems, Customer experience monitor, Restaurant quality assessment, Restaurant operation evaluation, counting down drawers, Safe Daily Critical Evaluations, Chick-Fil-A service models, iPos, KPS, POS, catering, etrain procedures for FoH, and the Five critical success factors.

**Leadership Structure**

Team Leaders will report directly to the Supervisor/Director in charge of the shift they are on. They will attend weekly and/or monthly meetings with their respective departments.

**Evaluation Metrics**

Team Leaders will be evaluated by a Shift supervisor or Director. They will be evaluated on skills and leadership capability.