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***Human Res­­­ource Guide***

***Chick-fil-A of WaynesboroTable of Contents***

Introduction

Phase 1: Recruiting

Phase 2: Interviewing

Phase 3: Offering Employment

Phase 4: Online Training

Phase 5: Orientation & In-Store Training

Phase 6: New Hire Classroom Session

Phase 7: Advancement

Phase 8: Evaluation

Phase 9: Exit Procedures

Conclusion

***Introduction***

Chick-fil-A of Waynesboro is all about people. That’s our business’s main objective- to serve people. Part of giving people the best service they’ve ever had begins with those who are doing the serving. It is absolutely essential in this business to find and hire the right people, train them the right way, and ensure that their job experience is exceptional each and every day. The purpose of this guidebook is to walk you through the experience of a Chick-fil-A employee, from the very beginning stage of recruitment, to the employee’s very last day. As you are probably aware, there is no way to make this process 100% standardized for each employee who works with us. However, by following this guide while adding your own bit of flair, we can be certain that each employee will have an equally as enriching and impactful experience as his or her coworkers.

The employee experience as outlined in this guide is divided into nine phases. These phases include the following:

**Phase 1: Recruitment**

This phase is where we seek out individuals in our community who best fit the Chick-fil-A standard for employees. These individuals are leaders in the community, and have hearts to serve. Several aspiring employees come into our store every day to fill out applications, therefore we must be selective in who we hire. The recruitment section will provide information on who we are looking for, where we find them, and how we make them want to work at Chick-fil-A of Waynesboro.

**Phase 2: Interviewing**

Once we seek out individuals who have the potential to work for Chick-fil-A, we must get to know them on a deeper level through a series of interviews. In order to find candidates who meet our expectations, it is critical that this process is as standardized as possible for each interviewee. The interviewing section will lay out a timeline of interviewing steps, as well as certain methods and questions to be used when interviewing candidates. It also includes instructions on how to maintain applicant organization through the use of our applicant tracking system, as well as instructions on checking applicant references.

**Phase 3: Offering Employment**

Once an applicant has been selected, you will be responsible for contacting them and of course, offering employment. This will including discussing topics like pay and scheduling, which will be discussed in this section of the guide. Additionally, this section will discuss ways to encourage new employees to create goals for themselves throughout their employment, and ways we can keep track of and measure the achievement of these goals.

**Phase 4: Online Training**

After officially being hired, each employee is responsible for completing different components of the online training program provided by Chick-fil-A, Inc. This process is fairly standardized already, however it is important for new hires to complete this training program in a set amount of time in order to begin their in-store training process. This part of the guide will provide instruction on how to set up employee access to the program as well as how to prepare new hires for what the online training entails.

**Phase 5: Orientation and In-Store Training**

Once new employees have completed the required online training components, they are ready to be oriented into the store and begin the process of in-store training. The Orientation and In-Store Training section will provide you with steps to take with a new employee on their first day including what materials to provide them with, who to introduce them to, and where to begin with their employee manual. Parts of this phase will vary depending on the employee’s job description (front of house vs. back of house), and this guide will provide details on the discrepancies between those roles.

**Phase 6: New Hire Classroom Session**

In order to immerse new hires into the culture and community of Chick-fil-A of Waynesboro, every three months our leaders will hold a classroom session for employees hired within that three-month period. The section on this phase will provide information on what topics will be discussed, how information will be provided and what tools will be used to provide this information. The New Hire Classroom Session is also an opportunity for new employees to meet and bond with one another, and this section of the guide will provide suggestions for encouraging this interaction.

**Phase 7: Advancement**

Each individual who is hired to work at Chick-fil-A of Waynesboro has the opportunity to become a leader through advancement. This is done through different certification processes. This section will discuss the steps employees can take to become certified in certain areas, as well as the responsibilities and benefits that come with different certifications.

**Phase 8: Periodic Evaluation**

Chick-fil-A of Waynesboro has multiple ways of evaluating employee success and progress. This section of the guide will include descriptions of each of these methods, when they should be used, and how their results should be applied to decision-making. This section also includes information on receiving employee suggestions and requests.

**Phase 9: Exit Procedure**

When an employee decides to conclude their time with Chick-fil-A of Waynesboro, it is important to guarantee that we have met their expectations during their time of employment. In this section of the guide you will find procedures for exit interviews and goal reflection. This is our final official interaction with the employee, thus it is extremely important that they know we care about the positive impact of their experience. This section will explain how to do so.

Note: Sometimes the best way to understand how a process works is to lay it out in a visual way. The diagram in Figure 1 provides a visual representation of the processes that you will be reading about and working through in this guidebook.

Figure 1: Processes

***Phase 1: Recruitment***

*“The most important decisions that business people make are not ‘what’ decisions, but ‘who’ decisions.” –* Jim Collins, author of *Good to Great*

Chick-fil-A of Waynesboro is a popular place to work. Virtually every day aspiring employees come through our doors in hopes of becoming part of our team. Unfortunately, at most times we have more applicants than jobs to offer. So “why”, you might ask, “would we need to go out seeking applicants when we already have more than we can hire?” The answer to this question is simply quality over quantity. The Augusta County community is filled with exquisite talent and leadership, and that is what Chick-fil-A of Waynesboro is in search of. In order to find these talented leaders, we are responsible for being proactive, and going out into the community. Recruitment at Chick-fil-A of Waynesboro is about the **WHO** the **WHERE** and the **HOW.** Who are we looking for? Where do we find them? And how do we persuade them to apply.

**WHO**

Chick-fil-A of Waynesboro’s current model for an ideal employee includes the following:

1. *Optimistic Warmth*- genuine kindness, thoughtfulness, and a sense that the glass is always at least half full
2. *Intelligence*- not just “smarts”, but rather an unquenchable desire to learn for the sake of learning
3. *Work Ethic*- a natural tendency to do something as well as it can possibly be done
4. *Empathy*- an awareness of, care for, and connection to how others feel and how your actions make others feel
5. *Self-awareness and Integrity*- an understanding of what makes you tick and a natural inclination to be accountable for doing the right thing with honesty and character

These are traits that we look for in individuals when we are deciding whether or not to hire them, however if we look for these traits in the individuals we *recruit*, we will already be ahead of the game. Individuals who possess these traits are often leaders in the community, and they value service to others. That’s what we’re looking for.

**WHERE**

Once we know what we’re looking for, the next step is to look in the right places. In terms of recruiting, Chick-fil-A of Waynesboro focuses on two major groups: high school students and college students. Over time we have developed relationships with many of the surrounding high schools and colleges, and the following are some resources you can use to attain some great leaders out of these relationships. Another great resource are what we call “Centers of Influence”. These are individuals who are well-connected to the community and have the desire to see our organization succeed. Centers of Influence have the ability to connect us with the most influential young leaders in our community.

*High Schools:*High Schools are a great place to recruit both team members and summer interns. The following are tools we can use to recruit high school students.

1. Sporting Events: Chick-fil-A has the opportunity to set up booths at 3-5 football games in the fall. At these booths, 1-2 employees (members of the leadership team or team members) will provide information and hand out pamphlets to interested students (see *Example Recruiting Materials* in Resource Binder). To set this up, contact athletic directors:
* Waynesboro- Derek McDaniel: dmcdaniel@waynesboro.k12.va.us
* Stuarts Draft- Steve Hartley: shartley@waynesboro.k12.va.us
* Fort Defiance- Gordon Johnson: gjohnson@waynesboro.k12.va.us
* Riverheads- Matt Stevens: mstevens@waynesboro.k12.va.us
* Buffalo Gap- Tony Ramsey: tramsey@waynesboro.k12.va.us
* Wilson Memorial- Greg Troxell: gtroxell@waynesboro.k12.va.us
1. Student Leadership Organizations: DECA (Distributive Education Clubs of America) is a great organization to start with. The only local chapter that we are aware of is at Waynesboro High School, but contacting the school and getting in touch with the club’s leaders will provide an excellent pool of young leaders.
2. Career Counselors: We currently are partnered with several local career coaches who have referred young leaders to us in the past. This has proven to be an excellent source of competitive applicants.
* Fort Defiance- Vanessa Mundie: vmundie@augusta.k12.va.us
* Wilson Memorial High School: David Melvin
* Waynesboro High School- Kim Wood: kwood@waynesboro.k12.va.us
* Stuarts Draft High School- Was Sarah Brown..will be somebody new next year
* Riverheads High School- Will be filling a position for Fall
* Robert E. Lee High School- Brett Peters: bpeters@staunton.k12.va.us
* Ridgeview Christian School- Summer Woody: woody@ridgeviewministries.com
* Grace Christian School- Jason Bailey: jbailey@gcswarriors.org

*Colleges:* Colleges are good resources for recruiting, particularly summer interns. The following are tools we can use to recruit college students:

1. Student Leadership Organizations: SIFE (or Enactus) is the college version of DECA. The following are nearby universities that have chapters:
* James Madison University (Dr. Bill Ritchie: ritchiwj@jmu.edu)
* Liberty University (Dr. George Young: gyoung@liberty.edu)
* Shenandoah University
* University of Virginia
1. University Career Centers: These centers often provide opportunities for recruitment through information sessions, career fairs, and on-site interviews.
* Stratford University- Lisa Dalrymple: ldalrymple@stratford.edu
* Mary Baldwin- Julie Chappel: jchappel@mbc.edu
* James Madison University- Denise Rudolph: rudolpdr@jmu.edu
* Washington and Lee University- Beverly Lorig: blorig@wlu.edu
* University of Virginia- Crystal Jones: 434-924-8908
* Bridgewater College- Sherry Talbott: stalbott@bridgewater.edu
* Eastern Mennonite University- Jennifer Litwiller: jennifer.litwiller@emu.edu

Note: for recruiting college interns, refer them to [www.mywaynesborocfa.com](http://www.mywaynesborocfa.com) for more information

*Centers of Influence*

A Center of Influence is someone who wants Chick-fil-A of Waynesboro to be the best business it can possibly be. These people come into the store on a daily basis, they pay full-price for their food, they know our employees by name, and they want our store to be great. Centers of Influence will take time out of their own days to help us to succeed in being the most influential business in Augusta County. These people are an excellent resource for recruiting employees. It’s very simple: we need to find out who the one individual is that the Center of Influence would recommend to work in our store. If each Center of Influence recommends one individual, we have a pretty good pool of people to recruit from. There are two important factors to keep in mind when using Centers of Influence to recruit:

1. Put some thought into how you will manage their expectations. Do not allow them to think that because they recommend an individual, that individual will be instantly hired. Everyone must go through the same interviewing process. Make this very clear.
2. Reciprocate the help. Centers of Influence do us a favor by recommending the hardest workers they know. How can you repay them for this favor?

Centers of Influence are valuable tools in terms of recruiting, but it is important to remember that often times these people are some of our most valued customers. Be sure to maintain that positive relationship if you choose to put this tool to use.

**HOW**

Once you have found a pool of excellent candidates, how do you go about persuading them to apply? There are many ways to distribute information about our values and the benefits of working at Chick-fil-A of Waynesboro. At this point in the process, your main goal is to get the candidates to fill out an application. Once they have applied, you can get into the details about the wonderful things they will encounter if they begin a career at Chick-fil-A, however this part is more about gaining their attention. This is your opportunity to be creative. You can make pamphlets, give out flyers that link to our website, or give them cow paraphernalia in exchange for a completed application. There are various ways to get candidates interested. The key is to be mindful of your audience, and use your own creativity to decide the best strategy for drawing them in.

***Phase 2: Interviewing***

*“You can’t teach employees to smile. They have to smile before you hire them.”*

– Arte Nathan, Former CHRO of Wynn Las Vegas

Here at Chick-fil-A of Waynesboro we come into contact with several great candidates. In order to decide which of these candidates will be the best fit for us (and us for them), they must partake in a very standardized and thorough interview process. There are multiple steps included in this process, each of which will be discussed in this section. When interviewing applicants, it is okay to include some of your own questions, however there are some important questions to cover in each interview. Because there are many different steps in this process, it is also important to accurately use the applicant tracking system to remain organized, and to keep applicants from slipping through the cracks.

**Applicant Tracking**

There are four steps to the interview process. Our applicant tracking system will help all involved to know where each applicant is at in the process. Once an application is submitted, it will be placed in the *Applications* file. If an applicant is chosen to move on to Step 2 of the process (Phone Interview), he or she will have a folder created with his or her name on it to keep track of all documents from that point on. After the applicant’s folder is created, it will be placed in the *Phone Interview* file. Following the initial phone interview (Step 2), the applicant’s folder will be placed in the *Face-to-Face Interview* file. When the face-to-face interview is concluded, the applicant’s folder will go into the *Owner/Operator Interview* file. If Jay chooses to offer employment to the applicant, he will place the individual’s folder in the *To Be Hired* file. After the applicant is offered employment, his or her folder will be placed in the *Archive* file. It is absolutely crucial to keep with this process, as we have so many applicants that it is very easy to lose track. Team Leaders, Restaurant Leaders and Jay must be certain to check their respective files regularly.

**Interviewing Steps**

*Step 1: Application Submission (conducted by Team Leader)*

When an individual visits the store to fill out an application for employment, their interview process has officially begun (which they are most likely unaware of). Team leaders are responsible for taking in-person applications. While doing so, they should determine the following:

* Is the applicant dressed for success?
* Does the applicant smile?
* How does the applicant respond to the question “Why do you want to be a team member at Chick-fil-A?
* Does the applicant have open availability?
* Does the applicant meet Chick-fil-A appearance standards (no visible tattoos, facial piercings, etc.)?

At times individuals will submit applications online. If this is the case, determine the following:

* Does the applicant have open availability?
* Does the applicant have previous food experience?
* Does the applicant have previous customer service experience?

If the applicant receives positive responses to these questions, they may continue on to Step 2. You will create a manila folder for the applicant with his or her name printed on the tab of the folder. Once this is done, you will put his or her application in the folder, and place it in the *Phone Interview* file.

*Step 2: Phone Interview (conducted by Team Leader)*

The next step in the process is a phone interview, which will also be conducted by a Team Leader. Before calling an applicant, it is important to retrieve his or her folder, review his or her application, and take note of points you would like to discuss. In the Resource Binder, you will find the *Phone Interview Evaluation Form* to be used for this type of interview.

The following is a script to assist you in commencing the conversation:

*“Hi, this is \_\_\_ calling from Chick-fil-A in Waynesboro. I have reviewed your application and am calling to see if you have a few minutes to do a PRELIMINARY interview. (If no, offer to schedule for another time).*

*This is a PRELIMINARY phone interview and is the first step in our application process, I’m going to go through a list of questions and then if you have any questions at the end you are more than welcome to ask.”*

At this point you will begin asking questions from the *Phone Interview Evaluation Form*. Be sure to take detailed and legible notes. After going through the questions, share the following with the applicant. You may use the *Additional Interview Information Sheet* to assist you with this.

Vision: “To be Augusta County’s most influential business.”

Four Commitments:

* Focused on Hospitality
* Focused on Cleanliness
* Focused on hard work and having fun while we do it
* Focused on being Pro-active and not Re-active

\*Each candidate should be prepared to talk about these 4 commitments in their Face-to-Face interview

Close with the following:

*“Once again this is a preliminary phone interview, your application will be passed on to the hiring manager who will review applications as he is available and has time. Thanks so much for your time. Have a great day.”*

After you have concluded your conversation with the applicant, be sure to write any additional notes that will assist the Restaurant Leader in conducting the next step if the candidate is chosen to move forward in the process. Once you have done so, place the *Phone Interview Evaluation Form* and any other documents in the candidate’s folder, and place it in the *Face-to-Face Interview* file.

*Step 3: Face-to-Face Interview (conducted by Restaurant Leader)*

After you (the Restaurant Leader) have retrieved the applicant’s folder and have decided to move on to the next step, you will conduct an in-store face-to-face interview with the candidate. This interview will not follow a specific script and will be more conversational than the phone interview.

While this interview will have a conversational tone, there are some topics that are essential to cover. These topics include the following:

* Chick-fil-A of Waynesboro’s Vision: “To be Augusta County’s most influential business”
* Characteristics and commitment of the job
* Placement interests (FOH/BOH)
* Questions from *Face-to-Face Interview Evaluation Form* (in Resource Binder)

Once these topics have been discussed and all of the questions from the *Face-to-Face Interview Evaluation Form* have been covered, be sure to allow the applicant to ask any questions he or she might have. After any Q&A, the interview may be concluded. Let the applicant know that he or she will be contacted within a week if he or she is selected to continue to the next step of the process. Once the applicant has departed, take any additional notes that will assist Jay in deciding whether or not to continue the process, and put all applicant materials in his or her folder. You will then place the folder in the *Owner/Operator Interview* file.

*Step 4: Owner/Operator Interview (conducted by Jay)*

This interview is the most personal part of the process. Jay will discuss with the applicant topics that he deems relevant including points such as:

* Jay’s Personal Vision: “To develop leaders who impact and influence the places they serve
* Specific core values
* Importance of loving the job

This is the final step of the interview process. If Jay decides that the applicant will make a good fit for Chick-fil-A of Waynesboro (and us for them), he will place the individual’s folder in the *To Be Hired* file. From this point, the applicant will be transitioned into Phase 3: Offering Employment.

\**If it is decided at any point in the 4 step-process that an individual is unfit for employment, his or her folder will be placed in the Not Hired file.*

***Phase 3: Offering Employment***

*“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”*

- Lawrence Bossidy, Former COO of GE and author

Once a candidate is selected for employment, there are multiple pieces of information and instructions that the new employee must be provided with. The first step in this phase is calling the individual to verify that he or she is still interested in the position. If he or she is, you will need to schedule a time to go over the employment offer. It is important that he or she comes into the store for this to make it a personal interaction. Once an offer meeting has been scheduled, be sure to take note of the date and time in the individual’s folder.

At the offer meeting, there are several topics to discuss. The following are descriptions of each topic:

**Position Type**

The employee needs to know where he or she will be working (FOH or BOH) in order to begin the Online Training phase. This is also an opportunity to discuss how an employee can go about moving up in the chain of command through certifications.

**Schedule**

It is important to verify what days and shifts the individual is available to work each week. This is especially crucial if the employee is in high school. Be sure to ask about any seasonal changes in availability, as well as any pre-planned vacations that the schedule-writer will need to be aware of. Take note of all of these things on the *Current Availability Sheet* (provided in the Resource Binder).

**Pay**

Let the individual know what his or her initial pay will be. This is another opportunity to mention the pay increases that come with certifications. While discussing this topic you will provide the new employee with the *W4 and I9 tax forms* (you can find a copy of each of these forms in the Resource Binder), or let him or her know how to find them online to print. Inform he or she that these will be due by his or her first day of In-Store Training. He or she must also bring in 2 forms of ID on the first day (Driver’s License and Social Security Card are sufficient).

**Training Process**

Give the new employee an overview of what his or her training process will look like (Online Training, Orientation & In-Store Training and New Hire Classroom Session). Go over timelines for these different components (deadlines for Online Training- 5 days). The *Chick-fil-A Employee Timeline* from the Resource Binder might help with this. While discussing this topic you will provide the new employee with login information for the Online Training, as well as the *New Hire Online Training Sheet* which will instruct him or her on what topics must be completed. Notify the employee of when his or her first day of In-Store Training will be. You will also provide him or her with an employee manual (FOH or BOH depending on his or her position). Notify him or her that this is to be brought along each day throughout the In-Store Training process.

**Uniform**

New employees will most likely be curious about whether or not they must purchase a uniform. You will need to inform the employee know that a uniform will be provided, but he or she must purchase solid black slip-resistant shoes with closed-toe and heel (I.E Shoes for Crews). Let him or her know that these shoes should be worn on the first day of In-Store Training. He or she should wear black socks with these shoes. Provide the *Uniform Sheet* (found in the Resource Binder)*,* and have him or her fill it our before departing.

**Individual Goals**

In order for us to help our employees achieve their personal goals, we must have an idea of what they are. In this part of the meeting, you will have the new employee fill out a *New Employee Goal Sheet* (found in Resource Binder). After he or she has filled out the sheet, discuss the different goals. Make sure they are realistic and measureable. Let the new employee know that this goal sheet will be referenced during the New Employee Classroom setting.

**Introductions**

At this point in the meeting you will take the new employee to meet any Team Leaders or Restaurant Leaders who are present at the store. It is important for the new employee to know who to go to if he or she has any questions. After any introductions, you will provide the individual with the *Restaurant Leader Contact Sheet.* This document (which can be found in the Resource Binder) includes the names, phone numbers and email addresses of each Restaurant Leader. Notify the new employee that this information may be used at any time if he or she has questions.

**Q&A**

During this final portion of the meeting, you will give the new employee the opportunity to ask any questions he or she might have.

After you have discussed all of these topics with the new employee, you may conclude the meeting. After he or she has departed, you will place the completed availability sheet and goal sheet in his or her folder, and put it in the *Hired* file.

***Phase 4: Online Training***

*“Online learning is not the next big thing; it is the now big thing.”*

 -Donna J. Abernathy, past editor of Training + Development Magazine

In order for new employees to be successful with on-the-job training, they must first complete training courses online to be better prepared. Chick-fil-A Inc. provides us with excellent online training tools for our new employees. When an employee is hired at Chick-fil-A of Waynesboro, they are given five days to complete the online training program. New employees will go to the website www.cfahome.com where they will enter the information they received at the employment offer meeting. FOH and BOH employees will be responsible for completing different sections of the program. The following are sections that FOH and BOH employees are required to complete:

FOH:

* Orientation
* Safety & Security
* Drive Thru & Front Counter

BOH:

* Orientation
* Safety & Security
* Breading Table
* Board Breakfast, Lunch and Dinner (morning only- within a week of starting)
* Boards Lunch & Dinner (night only- within a week of starting)

In order for employees to complete these sections, you will need to provide access to them online. The following are the steps you will need to take to do so:

**Setting up Employee eTMDP profile**

1. Must have access to manage employee profiles from CFA home screen or Jay must set up new employee profiles with log-in name and password
* Employee must be hired into payroll before they can be set up on CFA
* Will give employee a generic password of letters & numbers that they can change later along with their security questions and answers. 🡪 Write this down on a note card to be used during training to set up their password & security questions for remote log-in access.
1. Log into eTMDP
2. Click on Training Plan Builder
3. Select New Employee you are wanting to build profile for
4. For employees starting on FRONT Counter they need to be set up with Orientation, Safety & Security, and Front Counter/Drive Thru sections
5. For employees starting in KITCHEN they need to be set up with Orientation, Safety & Security, Breading Table, and Board Lunch & Dinner
6. See Below sections that need to be assigned for each category.
* If employees are going to watch orientation videos in training at Chick-fil-A, make sure they know they must still log into eTMDP to complete the knowledge tests, AND must watch the Recipe for Service videos & knowledge tests that are located under Orientation heading on eTDMP.

*Sections to be selected under each Training Heading:*

1. **Orientation**
* Creating Raving Fans
* What Happens When things Go Wrong
* Team Member Appearance
* All sections of Recipe for Service

 \*\* Should take employee 1 hour to complete if orientation video is watched in training at CFA\*\*

1. **Safety & Security**
* Select all sections under safety & security

 \*\* Should take employee 3 ½ hours to complete \*\*

1. **Front Counter**
* Product Descriptions
* Serving Guests
* Serving Guests at the Front Counter

 \*\* Should take employee 1 hour to complete \*\*

1. **Breading Table**
* Date Stickers
* Handling Raw Chicken Products
* Filleting Chicken
* Preparing milk & egg wash
* Breading & Loading Chicken
* Maintaining Breading table throughout the day
* Loading char grill & southwest chicken

 \*\* Should take employee 1 hour to complete\*\*

1. **Boards Lunch & Dinner**
* Dated & Label Stickers
* Chick-fil-A Holding Systems
* Chicken cool down
* Maintaining Oil
* Cooking Breaded products
* Holding unassembled breaded products
* Cooking & Holding Char Grill & Southwest Chicken
* Cooking and Holding bacon
* Preparing and holding Waffle Fries

 \*\* Should take employee 1 ½ hours \*\*

New employees are required to pass the corresponding tests for each section with at least 90% (with the exception of the Food Safety Campaign part under Safety & Security- this must be passed with at least 80%).

The *New Hire Online Training Sheet* explains all of this to new employees.

***Phase 5: Orientation & In-Store Training***

*"It's all to do with the training: you can do a lot if you're properly trained."*

* Elizabeth II, Queen of Great Britain

New employees at Chick-fil-A of Waynesboro certainly have a great deal of knowledge and skills to acquire. By providing them with online training courses, we give them a resource to gain some information prior to their first day in the store. While they will begin their employment with this prior knowledge, they still have a lot to learn. The Orientation & In-Store Training process is meant to provide new employees with all of the skills and knowledge they will need to be successful team members at Chick-fil-A. The In-Store Training process begins with Orientation.

**Orientation**

At Chick-fil-A of Waynesboro, Orientation consists of a few simple steps to get the employee acclimated with the store. This includes a restaurant tour, introductions to employees, and distribution of the Orientation Packet.

* Restaurant tour: When a new employee comes in for his or her first day, the restaurant tour will be the first part of his or her orientation. He or she will be shown the dining room, the front counter, drive-thru, the kitchen, the office, and the break room. When giving the tour be sure to explain what the different areas are used for, when they may be accessed, and what they may be accessed for.
* Introductions: We want our new employees to feel comfortable with the people they are working with. It is the responsibility of the new hire to introduce him or herself to other employees throughout the first week of training, however we will give him or her a starting point by introducing him or her to all employees on staff during the orientation time. This includes Team Members (FOH and BOH), Team Leaders, and Restaurant Leaders.
* Orientation Packet: After introductions are made, the employee will be provided with an Orientation Packet. This packet includes the following:
	+ New Employee’s clock-in number
	+ Additional Interview Info Sheets (for his/her own reference)
	+ Employee cup
	+ Uniform (shirt, pants, belt and nametag)
	+ 5 free Chick-fil-A Sandwich coupons
	+ Pen

*\*Note: It is absolutely crucial for the Orientation Packet to be prepared* ***before*** *the new employee arrives on his or her first day.*

Once you have walked through all of the steps in the Orientation process, the new employee will begin his or her first day of In-Store Training. He or she will need to put on the uniform provided, and clock in with the respective number.

**In-Store Training**

The In-Store Training component of the onboarding process is probably the most important in terms of learning and understanding for the new employee. This experience gives him or her first-hand knowledge of what his or her day will look like as a Chick-fil-A team member. The new employee has already been provided with his or her training materials. Each day of In-Store Training, the new employee will follow the checklist from his or her manual. At the beginning of each shift, he or she will check in with a Restaurant Leader, and then be assigned to a Team Leader to go through the checklist. Restaurant Leaders should remind the assigned Team Leader that if the new employee will be working for more than five hours, he or she must get a thirty-minute break at some point during the shift. Team Leaders are also responsible for explaining shift meals and how they work.

At the end of the employee’s shift, he or she will check in again with a Restaurant Leader to go over the accomplishments of the day.

***Phase 6: New Hire Classroom Session***

*“Teams, not individuals, are the fundamental learning unit in modern organizations. This is where the "rubber stamp meets the road"; unless teams can learn, the organization cannot learn.” -* Peter M. Senge, The Fifth Discipline

This part of the training process is a great way to really immerse new employees into the culture and community of Chick-fil-A of Waynesboro. This session will occur once every quarter, and will include all new employees hired within that quarter. This session will be conducted by a Restaurant Leader in an off-site classroom, and is mandatory for all new employees. Therefore, all new employees must be notified of the date, time and location of the session at least *one month* prior. If for some reason a new employee cannot attend, he or she will be carried over into the next group and will participate with the next influx of new employees. This should be avoided *at all costs.*

Upon notifying employees of the details of this session, they should also be notified of what materials to bring. They will need a way to take notes (pen & paper). Most importantly, they must bring the goal sheet that they field out when they were hired.

The New Hire Classroom Session will follow the general agenda laid out in the *New Hire Classroom Session Outline* (found in the Resource Binder). This outline may be edited according to Restaurant Leaders’ consensus.

***Phase 7: Advancement***

*“There are no great limits to growth because there are no limits of human intelligence, imagination, and wonder”.*

Ronald Reagan, 40th U.S. President

THIS IS ALL YOU BRUCE ☺

***Phase 8: Evaluation***

*“quote about evaluation”*

The best way for Chick-fil-A of Waynesboro to keep track of how it is growing and improving is to use various forms of evaluation. There are multiple ways of evaluating the store as a whole, as well as its employees. The following are the methods and systems that are currently in use:

**Evaluating Chick-fil-A of Waynesboro**

*CEM’s – Customer Experience Monitor*

CEM’s are quarterly reports that are given based on the guest surveys that are taken online daily. Every so often a guest will receive an invitation on their receipt to fill out one of our online surveys. These surveys ask simple questions that help rank us in 3 major categories:

* Operational Excellence
* Second Mile Service
* Emotional Connection

Guests are given the opportunity to rank us 1-5 on each question. The challenging part about these evaluations is that scores of 1-4 essentially count as zeros when calculating our final score. The only score that really helps us is a perfect score of 5. Therefore it is crucial that we do things with excellence!

**Evaluating Team Members**

Inside of CFA Waynesboro we have what we call Employee profiles. These profiles help us ensure that we are accomplishing the things we have said we want to do. Employees are graded in 2 major areas:

* 49% Characteristics
* 51% Characteristics

Each of these is explained below. Once a quarter you will receive a copy of your Employee Profile.

*49% Characteristics and Measurements*

49% characteristics are things that you may not have before you get hired. These are task-oriented things that we help you learn throughout your time with us. These are things that any one can do; they do not require any special pre-knowledge or development. We offer certifications in all of the 49% characteristic areas.

* Certifications: Certifications are simple tests and evaluations that help us know that we have trained you in excellence in a particular area. Certifications are offered in all areas of the Restaurant. You have an opportunity to receive these certifications during your initial training period, or you can choose to work towards them later. Each area of certifications is linked to a raise for achieving them, so we recommend working towards them as quickly as possible.
* Influence forms: Influence forms are what we use to track how team members are positively and negatively influencing the business. They are an online form filled out by a restaurant leader or team leader that gives us some basic information concerning what the team member has done, good or bad.

*51% Characteristics and Measurements*

There are certain traits that we believe are communicable to all parts of our lives, both professional and personal. These traits go well beyond what we do here at CFA of Waynesboro. We believe that these traits are inherent and developable in all people. The ideal employee at CFA of Waynesboro will recognize these traits and exhibit them as a daily part of what they do here. Embracing these traits, and allowing yourself to be developed in them, is what we believe will help you be a better person overall.

* Optimistic Warmth:
	+ Genuine kindness, thoughtfulness, and a sense that the glass is always at least half full
* Intelligence:
	+ Not just “smarts,” but rather an unquenchable desire to learn for the sake of learning
* Work Ethic:
	+ A natural tendency to do something as well as it can possibly be done
* Empathy:
	+ An awareness of, care for, and connection to how others feel, and how your actions make others feel
* Self-Awareness and Integrity:
	+ An understanding of what makes you tick and a natural inclination to be accountable for doing the right thing with honesty and character

BRUCE- We might need more here…

***Phase 9: Exit Interview***

*(quote about exit interviews)*

For many of our employees there comes a time that they decide to move on from their career at Chick-fil-A of Waynesboro. When this time comes, it is important for us to reflect on what their thoughts are concerning their time working with us. This helps us to make the job more enjoyable for future employees, and shows us what direction we should go in to make our store better as a whole.

Upon giving his or her two-weeks notice, the departing employee should schedule an hour block of time within that period to sit down and go through the interview questions with a Restaurant Leader. These questions will include topics such as ways in which the store could have served the employee better, how the environment might improve, and how we can better assist employees in reaching their goals. The questions to be discussed can be found in the Resource Binder. Once the interview has taken place interviewers notes will remain in the employee’s file to be viewed by all leadership.

When administering an exit interview be sure to make the employee feel appreciated and show excitement for his or her future endeavors. While we want all employees to chase their dreams and aspirations, we also want them to feel as though their time at Chick-fil-A of Waynesboro was time well spent and appreciated.