

# MIT Orientation Facilitator's Guide





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## HOW TO BE A GOOD FACILITATOR

## **Facilitation Techniques**

The **first impression** we create for new MITs is a valuable tool for retention and success. Delivering a meaningful orientation that reinforces our dedication to developing our people and brand, and to giving them a clear path to grow with the family. **Preparation** is critical to achieving our goal of creating a welcoming, nurturing environment for the MIT to learn and thrive in. **Communicate** to the MIT what the expectations of them are before they arrive to their orientation. You will be spending time with them introducing who we are, our way of doing business, our culture of development, introducing them to other Team Members and completing other onboarding and administrative items. Your orientation will set the tone and tempo and provide clear expectations of their training program as well as their success afterwards.

The purpose of this facilitator's guide is to provide the trainer with structured talking points, activity instructions and strategic questions with targeted responses to help deliver a consistent and effective learning environment for each learner.



## HOW TO BE A GOOD FACILITATOR

Preparation	<ul> <li>Confirm Orientation location, date and time</li> <li>Communicate Orientation location, date and time to both MIT and restaurant GM</li> <li>Communicate Orientation attire to MIT</li> <li>Read and study the Facilitator's Guide, making any notes that will help you along the way</li> <li>Make a list of questions and concerns that you anticipate so you are ready to answer them</li> <li>Gather all necessary materials</li> <li>Arrive to orientation early</li> <li>Inform other team members on duty of the New Team Member's name and have them prepare an answer to "Why" they work at First Watch</li> </ul>
Do's	<ul> <li>Encourage involvement by the MIT member</li> <li>Allow MIT to comment and ask questions</li> <li>Be as animated as possible while speaking, and speak loud and clear</li> <li>Be ENTHUSIASTIC! Avoid lecture.</li> <li>Be conscious of your posture, mannerisms, facial expressions, etc.</li> <li>Incorporate many personal stories or examples to increase MIT's understanding</li> <li>Use visuals and allow for interaction from the MIT</li> <li>Read MIT's reactions to try and understand how they are interpreting the material</li> <li>Make good eye contact with the MIT</li> <li>Keep track of time</li> </ul>
Timeline	<ul> <li>9:00am – 9:15am; Welcome MIT and distribute materials</li> <li>9:15am – 10:30am; Welcome Orientation power point presentation</li> <li>10:30am – 11:00am; HR Meet &amp; Greet</li> <li>11:00am – 11:15am; Strategic Focus Areas</li> <li>11:15am – 12:30pm; Learning and Development: LMS, MH Portal and FW Portal</li> <li>12:30pm – 12:45pm; Break</li> <li>12:45pm – 1:00pm; Culture, Philosophy and Terminology</li> <li>1:00pm – 1:30pm; Schedule Review</li> </ul>



## **Materials Checklist**

Facilitator's Use	Facilitator Gives to MIT
Facilitator's Guide	Participant's Guide
Copy of MIT's Training Schedule	Copy of MIT's Training Schedule
Laptop	Café Binder and FW Bag
Welcome Orientation Power Point	Credo Card
Link to LMS	Polos
Link to MH Portal	Hat
Link to FW Portal	Cut Glove
	Heat Gloves
	MH Portal Log In Info
	LMS Log In Info



## SLIDE 1

## INTRODUCTION

- Review the topics covered in Orientation Presentation
  - Culture; Mission Statement and Core Values
  - MHFW Employee Development Path
  - First Watch Story
  - HR Policies & Procedures
  - Safety & Sanitation
  - The 10 Commandments
  - The 5 Steps of Service
  - Terminology



## SLIDE 2

### MISSION STATEMENT

- 1. Read Mission Statement
  - Explain what the Mission Statement means to you
  - Inquire about the MIT's impression of the Mission Statement
  - Give You First personal story
  - Challenge MIT to encounter You First personal story during training





## SLIDE 3

### CORE VALUES

- 1. Read Core Values
  - Explain what Core Values mean to you
  - Give a specific example of how they are represented in your restaurant



## **SLIDE 4 & 5**

### CAREER PATH & BENEFITS

- 1. Read Career Path
  - Review the path and briefly discuss each position
  - Discuss "Opportunity" and how we are positioned for growth
  - Discuss Performance Based Expectations
  - Share a personal story of you or another Team
     Member at First Watch that has progressed along the Career Path
- 2. Read First Rate Benefits
  - Highlight New Restaurant Growth and Great Career Path



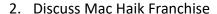




## SLIDE 6, 7 & 8

OUR STORY & NOT TO BRAG....BUT....

- 1. Read the First Watch Story
  - Discuss how the brand has evolved over the years
  - Highlight the Urban Farm décor and how it relates to "Farm to Table", Fresh Ingredients & Healthy Lifestyle



- Review Mac Haik's academic and athletic history and successes
- Highlight Mac Haik's business growth in Texas & Louisiana
- 3. Review the Awards
  - If applicable, highlight any local awards that have been won for your restaurant









### SLIDE 9

## UNIFORM STANDARDS

- 1. Read Uniform Standards
  - Ensure MIT has proper uniform
  - Stress the importance of holding team members accountable for our uniform standards
  - Validate Slip Resistant Shoes



## SLIDE 10

### SCHEDULE INFORMATION

- 1. Read the Schedule Information
  - Inform MIT schedules are written in Data Central and they will learn how to do so during training
  - Tell MIT you will show them where schedules are posted during tour
  - Task MIT with located Request Off binder during training
  - Describe in detail what Performance based scheduling means and why it is important





## **SLIDE 11 & 12**

HANDBOOK HIGHLIGHTS & FAQ'S

- 1. Read Handbook Highlights
  - Highlight each item with a specific example
  - Remember ENERGY.....this part is not that exciting so keep them engaged!

## 2. FAQ's

- Review each of the FAQ's
- Request and review any other questions they may have







## SLIDE 13, 14, 15 & 16

SAFETY & SANITATION

- 1. Introduce Safety & Sanitation
  - Emphasize that this is our TOP priority and the responsibility of EVERY team member
  - Explain why Safety & Sanitation protects our brand
  - Ask the MIT why Safety & Sanitation is important to them

## 2. Handwashing

- Explain why handwashing is so critical
- Review proper handwashing technique
- Ask the MIT for examples of when they should wash their hands

## 3. Quaternary Sanitizer Buckets & Towels

- Review items and surfaces that need to be cleaned and sanitized and how often
- Reveal locations of Quat buckets throughout restaurant
- Have the MIT repeat after you: "If it's not in use it's in the bucket!"

## 4. Temperature Danger Zone

- Read overview of temperature danger zone
- Introduce Time and Temp Sheets to MIT and inform them they will learn more on during training and on LMS









## SLIDE 17

## TEN COMMANDMENTS

- 1. Introduce the 10 Commandments
  - Inform the MIT they will be learning them in more detail during the LMS completion segment of orientation
  - Inform the MIT they will be responsible for knowing all 10 Commandments verbatim
  - Explain that all hourly team members should know all 10 Commandments in close verbiage



## SLIDE 18

## THE 5 STEPS OF SERVICE

- 1. Introduce the 5 Steps of Service
  - Explain why the 5 Steps of Service are critical and what results would come about if they are not followed precisely
  - Inform the MIT they will be learning them in more detail during the LMS completion segment of orientation

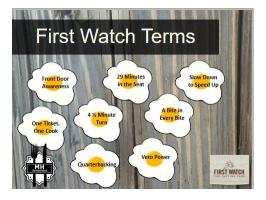




## SLIDE 19

## FIRST WATCH TERMS

- 1. Introduce a few of these First Watch Terms
  - Inform the MIT they will learn more terminology and explanations during Culture, Philosophy and Terms segment of orientation



## SLIDE 20

## TIME TO TOUR

- 1. Review the process of the Tour
  - Explain the Tour process for a new hourly team member
  - Inform the MIT their tour will be coming shortly





## SLIDE 21

Q&A

1. Ask the MIT if they have any questions thus far





## HR Meet & Greet

10:30am - 11:00am

## Introduce MIT to as many HR Team Members as possible!

- Describe each Team Member's Role to Mac Haik and their specific contributions to First Watch
- Break for coffee, water, bathroom, etc.





## FACILITATOR'S GUIDE; Strategic Focus Areas 11:00am - 11:15am

## Direct MIT's attention back to Participants Guide

- 1. Define the 3 MHFW Strategic Focus Areas
- 2. Explain:
  - Each Strategic Focus area has Key Business Drivers
  - By recognizing these business drivers, we can narrow down a specific competency and skill set to be obtained
  - How these Strategic Focus Areas play a role in management learning and development path
- 3. Introduce the MIT to the LMS as the vehicle for learning and development at MHFW

## People

- Internal Promotion
- NRO Jump Team
- Training and Development

## **Brand Recipe**

- Safety & Sanitation
- Food Quality
- Service

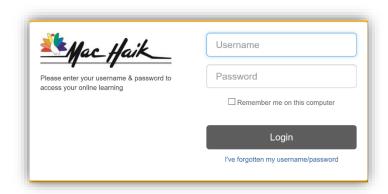
## Fiscal Responsibility

- EBIDTA
- Sales Growth
- Controllable Expenses

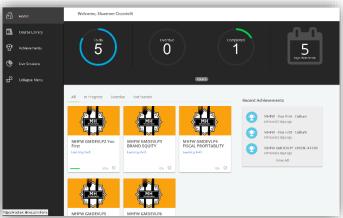


## Learning and Development - LMS 11:15am - 12:30pm

 Direct MIT to LMS link and provide them with user name and password to sign in



- 2. Explain to MIT what LMS is and how to use it
  - LMS is a Learning
     Management System to help guide them in an organized fashion through their learning and development
  - LMS will be used during 10 week training program
  - LMS will also be used
    for ongoing and
    continued education extended beyond training
  - There are different Learning Paths to be completed by MIT based upon their hired position
  - Within each learning path are modules/courses to be completed; some of the learning happens on the LMS and some of the learning is directed elsewhere
  - Each Learning Path will have designated time frame to be completed within
  - LMS tracks and reports on MIT/manager learning and progress
  - LMS learning paths help prepare for promotional growth and new Learning Paths will be unlocked with each new level of position achieved

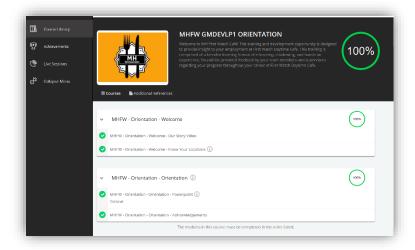




## Learning and Development - LMS 11:15am - 12:30pm

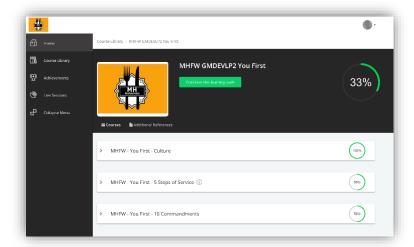
## 3. Introduce MIT to Orientation Learning Path

- Navigate tour of this Learning Path with MIT
- Inform MIT they will be completing this Learning Path on Day 1 of training



## 4. Introduce MIT to You First Learning Path

- Navigate tour of this Learning Path with MIT
- Inform MIT they will be completing this Learning Path on Day 1 of training





## Learning and Development - Mac Haik Portal 11:15am - 12:30pm

## 1. Direct MIT to Mac Haik Portal link

 Navigate MIT to Log In screen



## 2. Sign MIT up for Mac Haik Portal access

- Instruct MIT to enter e-mail and password of choice
- Click on "Sign up"
- E-mail Chloe Hart to inform her MIT has signed up to complete process and allow MIT portal access





Learning and Development - Mac Haik Portal 11:15am - 12:30pm



- Sign in to Mac Haik Portal with your user name and password and navigate MIT through all tabs
  - i. IF Books
    - Highlight PIF, GIF and SIF
    - Intro each of the above and inform MIT they will further learn how to use them during training and on LMS
  - ii. Learning and Development
    - Highlight Final Certification Checklists
  - iii. Operations
    - Highlight Are You Ready Slips, Communication Boards and Mis en Plus Checklists
    - Intro each of the above and inform MIT they will further learn how to use them during training and on LMS
  - iv. Safety-Workers Compensation
    - Brief overview
    - Instruct MIT to inquire further learning of forms and incident report process from training GM
  - v. Newsletter
    - Brief overview
  - vi. Budgets
    - Brief overview



## Learning and Development - Mac Haik Portal 11:15am - 12:30pm



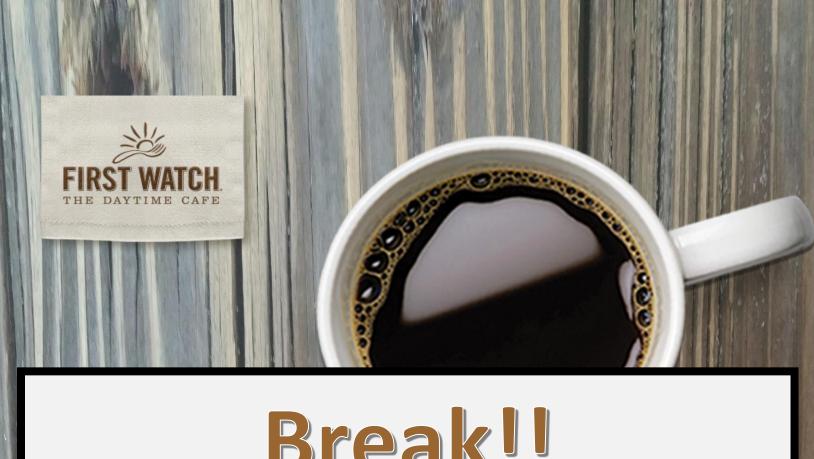
- vii. Brand Equity
  - Brief overview
  - Introduce the B.E.E.
  - Instruct MIT to inquire further learning of B.E.E. from training GM
- viii. Human Resources
  - Brief overview
- ix. Operations Manual
  - Brief overview
- x. Benefits
  - Brief overview
- xi. Orientation
  - Brief overview
- xii. NRO
  - Brief overview
- xiii. Forms
  - Brief overview
- xiv. Restaurant Accounting
  - Brief overview
- xv. Contact List
  - Brief overview



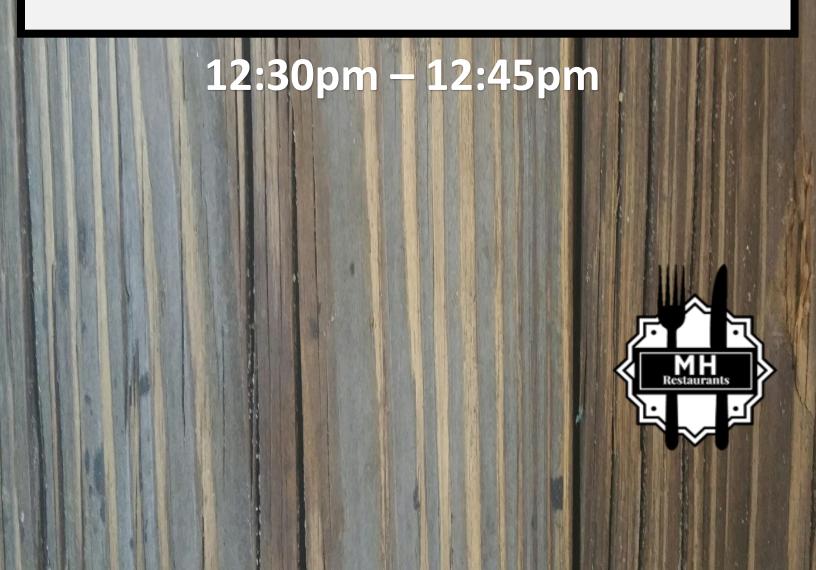
Learning and Development - First Watch Portal 11:15am - 12:30pm



- 1. Direct MIT to First Watch share point portal link
- 2. Use training location's user name and password to sign in
  - Inform MIT each restaurant has their own user name and password
- 3. Navigate MIT through portal tabs
  - i. You First
    - Brief overview
  - ii. Operations
    - Highlight FOH Server Documents + Training
      - No Wait Procedure
      - Server Common Abbreviations
      - UFL Training Guide for Abbreviations
      - Check Writing Quiz
      - Urban Farm Abbreviation Test
    - Highlight Kitchen Operations + Training
      - o Plating Picture Guide for UFL
      - Station Training Guides
      - Station Cheat Sheets
      - Station Tests
    - Suggest MIT prints preferred documents to aid as study material in Café Binder
    - Reiterate to MIT that learning for all the above will be instructed from and guided by LMS when completing Station Courses in Brand Equity Learning Path during 10 week training program
  - iii. Food Safety
    - Brief overview
  - iv. Marketing
    - Brief overview
  - v. Accounting & Administration
    - Brief overview
  - vi. Tech Support and Security



## Break!!





Culture, Philosophy and Terms 12:45pm -1:00pm

## Brief introduction and review of Basics and Philosophies below and direct MIT to follow along in their Café Binder.

<u>Philosophy</u>	<u>Definition</u>
Mission Statement	We live by a "YOU FIRST" service philosophy. This means doing whatever we can to make our customers' visits memorable. Our fresh ingredients and friendly service keeps them coming back for more.
10 Commandments	Learn in detail in LMS You First Learning Path
5 Steps of Service	Learn in detail in LMS You First Learning Path
P&L Responsibilities	The General Manager is fully accountable for the financial performance of his/her restaurant. GMs pay their invoices weekly, schedule the labor, control the food cost, staff their restaurants, develop and train their team members per the First Watch Mission Statement.
Schedule by Performance	First Watch schedule is written based upon performance. The performance criteria are: the team member's job function standards for each position, the team member's execution of the 10 Commandments, attitude, professionalism, punctuality, uniform standards and overall presentation of a team effort towards customer satisfaction. Longevity is NOT a factor; in fact, longevity should reflect good performance.  • Work towards no questions and no surprises  • Utilize One Minute Manager techniques to communicate expectations and performance of team members daily  • Keep in mind the bank account analogy; the more positive deposits the team member has made into their account, the less a negative withdrawal hurts their overall being



<u>Philosophy</u>	<u>Definition</u>
Aprox. 50-55 hours/week	The manager of a First Watch should be able to manage their restaurant within a 50-55 hour work week as a general rule. This will be dictated by staffing levels and staffing competency, so it is imperative that management adopt the philosophy that "we are always looking for good people" with respect to hiring and developing their people. Managers should be constantly improving their staff and staying ahead of the staffing levels to ensure their own quality of life and in turn always working on a great team.
4 Servers / 1 Host	<ul> <li>We do not hire/staff full time hosts. Servers host at First Watch for three reasons.</li> <li>1. A server is most capable of handling any situation</li> <li>2. In case of a no show or any reason to be short staffed in the FOH a host can move to the floor</li> <li>3. Due to the high volume of our restaurants, it's a great break from serving every day</li> <li>❖ This philosophy should be introduced and SOLD at interview for no surprises and team member engagement</li> </ul>
Holiday Schedule	Closed on Thanksgiving and Christmas Day. Will always be off Christmas Eve and New Year's Eve. We are typically very busy on holidays such as Memorial Day, Labor Day, etc. and treat these holidays as a weekend.
Manager Meeting	One hour, every week. Topics should be 80% people and 20% everything else. Managers should sit down face to face with the team members gone for the day. It is their time to review their business for the week; scheduling, staffing levels, employee strengths and weaknesses, training schedules and progress. It is also a time to review the AGM's and AM's progress, review standards and philosophies and review any changes to the business and any notes you might have from the past week. GMs should use and follow the MHFW Manager Meeting Form found on the Mac Haik Portal.



<u>Philosophy</u>	<u>Definition</u>
Server / All Staff Meeting	Once a quarter at the close of business. This is an opportunity for the team members to meet with the management team and discuss business and how it affects their ability to perform their job. It is also a great time for management to review some First Watch philosophy and bring everyone up to speed with any changes to the way we do business. Keep a log of meeting notes and attendance.
Weekly Wrap	Invoices are to be paid daily throughout the week. Paid in/paid outs and payroll are to be recorded and maintained accurately daily throughout the week as well. The purpose of Saturday Wrap is to systematically verify accuracy of the current week's paperwork before the week's end.
Front Door Awareness	In our effort to always beat our own expectations of Commandment number one, it is EVERYONE'S responsibility to keep an eye on the front door and ensure that all guests are greeted promptly and can pay their check as quickly as possible. Greeting does not always mean seating. If you cannot seat the customer you should at least get eye contact, smile, welcome them with a warm "Good morning" or "Good afternoon" and let them know that someone will be right with them.  • Cross train everyone • Always face the front door • 1 minute to greet at the door
29 Minutes in the Seat	If we execute the Five Steps and Ten Minute Ticket Time, the First Watch experience generally lasts about twenty-nine minutes. Although we do not expect our customers to leave us in that amount of time, they should be able to if they wish. We monitor this process by validating our ticket times by time stamping green checks as the last item on the check is sold.



<u>Philosophy</u>	<u>Definition</u>
"Slow Down to Speed Up"	This is a term used to maintain control and composure of your restaurant when it gets busy. It is primarily used when discussing the helm position. Sometimes the volume or the effect of business causes things to get slightly out of hand. When it does it is always better to slow down and get your arms around the situation before getting back up to speed.
Bite in Every Bite	This is how we spread ingredients at First Watch, doing our best to ensure a bite of ingredient in every bite and all First Watch recipes support this concept.
One Ticket / One Cook	If you can't call it, make it or sell it you need another cook. This explains two concepts wrapped in one. The general meaning is to make sure you have enough cooks on the line to exceed the Ten-Minute Ticket Time whenever possible. Prep is not the priority as no customer has ever been impressed by how quickly we can get prep done nor do they care how much one cook can cook at a time. They are impressed with how quickly they get their food. <u>Don't be a hero!</u> Specifically, when you are a beginning helmsperson, it is important that you follow this guideline verbatim until you and your manager are comfortable with your ability to helm.
Veto Responsibility	A vital component to First Watch quality assurance lies on the shoulders of the server team in what we call Veto Power.  Every server has the responsibility and accountability of turning back food to the kitchen to be re-cooked. Now it is the veto server's responsibility to let the MOD know immediately so either themselves or the server if asked by the MOD can visit the table to let them know their food did not meet our standards and we are re-cooking it and it will be out momentarily. The server should also alert the server whose table it is of the situation.  • Kitchen is to be taught to respond favorably to servers' veto  • NO arguments  • Servers have veto power because they are the last quality check before the guest



<u>Philosophy</u>	<u>Definition</u>
Tip Out Policy / Procedures	This is the requirement that Servers tip a percentage of their total tips made per shift to the tip pool to be distributed appropriately. This tip out amount is 2.25% of the server's sales.  • \$1 p/hour for host – everything else to the busser  • If there is more than one busser the busser tip pool is to be divided hourly
Reservations / No Wait	Wait list management system. Learning on this will be done on LMS and executed during Host training.
Lemon on the Rim	All teas, tomato juice and sparkling water is served with a lemon on the rim. NO LEMON for flavored teas.
Hot Tea / Hot Chocolate Set Up	<ul> <li>Hot tea: Small round with tea packets, lemon wedge and honey with a tea pot on the side</li> <li>Hot chocolate: in coffee cup about ¼" from the top, with a whipped cream cone and chocolate drizzle on top</li> </ul>
Quarterbacking	How we handle parties of 7 or more at First Watch. Learning on this will be done on LMS and executed during Server training.
Tray Service Standards	Use a tray for everything except coffee pots, water carafes and syrups.
Red Book / Legal Doc.	Needs to be filled out at the close of business every day and reviewed each morning before the restaurant opens. This book is an integral communication tool between managers throughout the week. When coming in from a day off the red book is a great way to get familiar with what happened while you were away. No opinion, just facts.
Visible on Floor 6:55 – 2:35	There is nothing more important than management presence in the restaurant and that's why (other than an emergency) we expect management to be fulfilling their role in the restaurant during our operating hours.



<u>Philosophy</u>	<u>Definition</u>
Calendar	Review with GM.
Daily Deposit	Review with GM during EOD training.
Paid in / Paid out	Review with GM during EOD training.
Reconciliation	
POS System	Aloha – Learn during Host training, Server training and with GM during floor management and EOD training.
Data Central	Back office operating system. Review with GM during EOD, EOW and EOP training.
Product Ordering	Important and necessary elements of running a First Watch. Competency in each task is critical to serving fresh food and effectively controlling costs.  • GIF and SIF  • Office Depot (office supplies), Aramark (aprons, towels, etc.), Webmason (retail coffee, uniforms, marketing, etc.), Cozini (knives), GFS (groceries), Ecolab (chemicals), Di Mare (product), Wasserstrom (supplies).
Mid / EOP Reporting	Biweekly inventory. Biweekly Payroll. Review with GM.
Period Budget	Located on MH Portal. Review with GM.
Doors Locked and	Back door to be locked at all times. Front door to be opened
Secure	at 6:55am. Front door to be locked when last guest leaves.



## Schedule Review

## 1:00pm - 1:30pm

- Review the MIT's schedule with them in detail
- Instruct them how to follow schedule overview to stay on track
- Clarify learning, accomplishments and resource guides week to week
- Reveal specific learning resources MIT will need for each station and where those documents are located
- Inform MIT of testing and certifications to be completed and deadline for each

Be clear with MIT on expectations of development and success during training!

