

Employee Pipeline



Growth Journey

The goal is to provide clarity for all team members surrounding the vision, training plan, the pay structure, and other growth opportunities while working at Chick-fil-A. Enjoy this competitive and mutually beneficial autonomous development environment. Beyond just the restaurant operations, the focus is to invest in those who are ambitious and dedicated to growth while upholding a servant's spirit.



Chick-fil-A Company Corporate Purpose

To glorify God by being a faithful steward of all that is entrusted to us.
To be a positive influence on all who come in contact with Chick-fil-A.

Why Do We Exist?

To have an UnReasonable impact on
everyone we meet.

How Do We Do It?



The Strategy

Cultivate a culture of EXCELLENCE in Food Safety, Food Quality and Hospitality

Cultivate a culture of OWNERSHIP in our work and the community

Cultivate a culture of TEAMWORK through SELFLESSNESS & SERVICE

Our UnReasonable Character

Kindness - is seeking to bring joy to others

Integrity - is doing what is right even when no one is watching

Innovation - is asking questions of Why? What if? How? To make things better

Excellence - is paying attention to the details

Training & Development

The following guidelines have been implemented to clearly define the training system here at Chick-fil-A of St. Pete Beach. These developmental steps are designed to not only serve as a resource in your journey within Chick-fil-A, but also to prepare you for whatever career you may choose. The training system was designed with the mindset that each team member is in the driver seat, meaning he/she is ultimately responsible for their progress.

There are a total of 4 steps or levels within each team member's training process. Steps 1-3 are non-negotiables and must be completed by the end of the allotted time to continue employment. Level 4 is not required, however must be completed if the team member wants to be considered for any open leadership opportunity. As team members proceed from level to level, a pay raise will be provided.

All levels are subject to change, based on the current demands of the business and/or the needs of the team member. Each team member must maintain a minimum of 15 hours throughout the levels, unless discussed otherwise. Skill assessments will randomly be performed and may be utilized to ensure there is not a lack of knowledge for a particular area. Failure to meet expectations at any point of the training process will result in level loss and any pay that came along with it.

Should you have any questions, please do not hesitate to ask a director.

Kitchen Team Members

	Pathway Modules: Module tests must be completed with a 90% or higher
	Job and Position Skills
	Skill Assessments: Skill Assessments must be completed with a 90% or higher

Level 1

✓	ORIENTATION AND UNIFORM Time (after working at the restaurant for 30 Days) -
	Pathway Courses: <ul style="list-style-type: none"> Foundations Hospitality
	Job and Position Skills <ul style="list-style-type: none"> Core 4 Be able to demonstrate and recite the Core 4 100% Attendance
	Level 1 Skill Assessment: <ul style="list-style-type: none"> Basic Uniform and Grooming Assessment- eRQA

Level 2

✓	BREAKFAST/LUNCH AND DINNER BOARDS Time (N/A) -
	Pathway Modules: <ul style="list-style-type: none"> Food Prep-Hot Breakfast Products Food Prep- Hot Lunch and Dinner Products Fundamentals of Food prep Cleaning and Maintenance- Facilities
	Job Skill/Position <ul style="list-style-type: none"> Be able to work boards during a peak hour Must be able to successfully open or close the restaurant
	Level 2 Skill Assessment: <ul style="list-style-type: none"> Level 2 Team Member Evaluation- eRQA for Boards Area

Kitchen Team Members

Level 3

✓	FRIES/PREP Time (N/A) -
	Pathway Modules: <ul style="list-style-type: none"> Cleaning and Maintenance- Cooking Equipment and Holding Equipment Food Prep- Cold Product assembly Food Prep- Cold Product ingredients
	Job Skill/Position <ul style="list-style-type: none"> Be able to work fries and nuggets during peak hour
	Level 3 Skill Assessment: <ul style="list-style-type: none"> Level 3 Team Member Evaluation-Prep, Nugget, and Fries eRQA

Level 4

✓	BREADING TABLE Time (N/A) -
	Pathway Modules: <ul style="list-style-type: none"> Food Prep- Preparing ingredients Breading Thawing
	Job Skill/Position <ul style="list-style-type: none"> Must be able to bread during a peak hour
	Level 4 Skill Assessment: <ul style="list-style-type: none"> Level 4 Team Member Evaluation- Breading Table eRQA

Front of House Team Members

	Pathway Modules: Module tests must be completed with a 90% or higher
	Job and Position Skills
	Skill Assessments: Skill Assessments must be completed with a 90% or higher

Level 1

✓	ORIENTATION AND UNIFORM Time (after working at the restaurant for 30 Days) -
	Pathway Modules: <ul style="list-style-type: none"> Foundations Hospitality
	Job and Position Skills <ul style="list-style-type: none"> Core 4 Be able to demonstrate and recite the Core 4 100% Attendance
	Level 1 Skill Assessment: <ul style="list-style-type: none"> Basic Uniform and Grooming Assessment

Level 2

✓	Product Knowledge/Front Counter Time (N/A) -
	Pathway Modules: <ul style="list-style-type: none"> Ordering Experience- Fundamentals of Ordering Ordering Experience- Inside Ordering
	Job Skill/Position <ul style="list-style-type: none"> Be able to properly describe all menu items Suggestive Selling Must be able to work Front Counter during a peak hour Must be able to open or close the restaurant
	Level 2 Skill Assessment: <ul style="list-style-type: none"> Level 2 Team Member Evaluation

Front of House Team Members

Level 3

✓	IPOS/Mobile Ordering Time (N/A) -
	Pathway Modules: <ul style="list-style-type: none"> Ordering Experience- Mobile Ordering Desserts and Beverages Cleaning and Maintenance-Dessert and Beverage Equipment
	Job Skill/Position <ul style="list-style-type: none"> IPOS/Mobile Ordering
	Level 3 Skill Assessment: <ul style="list-style-type: none"> Level 3 Team Member Evaluation

Level 4

✓	Inside Drive Thru - Time (N/A)
	Pathway Modules: <ul style="list-style-type: none"> Ordering Experience- Drive Thru Cleaning and Maintenance- Facilities
	Job Skill/Position <ul style="list-style-type: none"> Drive Thru
	Level 4 Skill Assessment: <ul style="list-style-type: none"> Level 4 Team Member Evaluation

Leadership Progression Pipeline

Leadership

After completing all steps in the team member development process you will be eligible to apply for a leadership position. The expectations as well as competencies for each position are listed based-on position. If you have completed all necessary steps and would like to be considered for leadership, please speak to a director to receive an application. After your application is received, we will discuss your candidacy as a leadership team. The directors must unanimously vote in favor of you, before you will be elevated into leadership. If any director votes “NO” the team will designate a director to partner with you focused on your growth as an agent of change for you to potentially become a future leader.

Guiding Quote for Leadership at Chick-fil-A St. Pete Beach

"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails."
-John Maxwell

Leadership Qualities:

- Future Minded
- Able to Drive Results
- Humility
- Positive Influence/Coach
- Conflict Resolution
- Innovative

Leadership Progression Pipeline

	Must demonstrate leadership qualities
	Efficient job and position skills
	Unanimously be voted in by all Directors

Team Trainer Pay: FT \$15 PT\$16/Hr

✓	Training and Communication Minimum 3 months
	Training skills : <ul style="list-style-type: none"> • Must take a training 101 class with Training Director • Team member will partner with a member of leadership to learn how to effectively train • Team member will train a member of the leadership team to ensure they have an understanding on how to properly train
	Reading : <ul style="list-style-type: none"> • How Did You Do It Truett
	Skills <ul style="list-style-type: none"> • Team member should train 100% effectively demonstrating a 100% knowledge of their designated area

Shift Leader Pay: FT \$17-19 PT \$16-18/Hr

✓	Time Management and People Management Minimum 2 months as a trainer
	Expected Learnings: <ul style="list-style-type: none"> • How to effectively make a setup sheet • How to manage money. Counting down drawers • How to schedule breaks without interrupting business • Pathway: Shift leader/ Cash Management
	Reading <ul style="list-style-type: none"> • The Sixty-Second Motivator • The Secret
	Skills <ul style="list-style-type: none"> • Must successfully lead a shift in terms of set ups, breaks, and money without assistance

Leadership Progression Pipeline

Director Pay: Starting at \$20/Hr

✓	Introduction to business leadership
	Expected Learnings: <ul style="list-style-type: none"> • How to Handle CARES • Back Office systems • Ability to Understand Labor Productivity • Understanding of how food cost works and how to control it • Pathways: Labor/ Inform/ Food Costs • Must complete the training for both BOH and FOH team members.
	Reading <ul style="list-style-type: none"> • Extreme Ownership
	Skill <ul style="list-style-type: none"> • Ability to execute in all areas of operation. Must successfully lead the operations of the restaurant without assistance

Leadership Progression Factors

Team Trainer

Organizational Imperatives

List those factors that define and truly differentiate this position from all other positions; what absolute, unique things should this position fulfill that no other does

1. Train new team members for your designated area.
2. Become the standard for your specialty area to ensure all team members have a role model.
3. Administer team member evaluation.

Success factors & Matching Measurements

How will you know this position has been successful?

1. Customer Comments- positive and negative.
2. Improvement in scores (CEM, RQA, ROE, Labor, Food cost).
3. New team members are receiving the proper attention to become proficient.

Behavioral Characteristics

What specific behaviors should a person in this position have in order to achieve both SUCCESS and the ORGANIZATIONAL IMPERATIVES?

- Demonstrates Tony's core values: Passion for Service, Self-Starter, Integrity
- Work an average of 20 hours a week and have Friday availability and 3 out of 4 per Saturdays per month with opening or closing availability
- Welcoming to feedback
- Possesses leadership skills
- Ability to coach and develop others; continuous improvement
- Ability to solve problems and make quick decisions when necessary
- Take charge and ownership of their specific area
- Ability to communicate effectively
- Is Adaptable
- Self-motivated and can motivate others
- Compassionate toward team members
- Takes initiative
- Has awareness (360 degrees, head on a swivel)
- Pays attention to Detail

Leadership Progression Factors

Shift Leader

Organizational Imperatives

List those factors that define and truly differentiate this position from all other positions; what absolute, unique things should this position fulfill that no other does

1. Run breaks for the area you are leading.
2. Create set-up sheets for the area you are leading.
3. Hold the team accountable to dress and grooming standards.
4. Countdown drawers at the end of shift.

Success factors & Matching Measurements

How will you know this position has been successful?

1. Customer Comments- positive and negative
2. Improvement in scores (CEM, RQA, ROE, Labor, Food cost)
3. New team members are receiving the proper attention to become proficient.

Behavioral Characteristics

What specific behaviors should a person in this position have in order to achieve both SUCCESS and the ORGANIZATIONAL IMPERATIVES?

- Demonstrates Tony's core values: Passion for Service, Self-Starter, Integrity
- Work an average of 30 hours a week and have Friday availability and 3 out of 4 Saturdays per month with opening or closing availability
- Welcoming to feedback
- Possesses leadership skills
- Ability to coach and develop others; continuous improvement
- Ability to solve problems and make quick decisions when necessary
- Take charge and ownership of their specific area
- Ability to communicate effectively
- Is Adaptable
- Self-motivated and can motivate others
- Compassionate toward team members
- Takes initiative
- Has awareness (360 degrees, head on a swivel)
- Pays attention to Detail

Leadership Progression Factors

Assistant Director

Organizational Imperatives

List those factors that define and truly differentiate this position from all other positions; what absolute, unique things should this position fulfill that no other does

1. Run a shift effectively
2. Continually coach the team of shift leads
3. Count change fund at everyday part
4. Hold the team to the standard of Tony's core convictions
5. Manage day to day tasks (short term)
6. Manage contests, run daily contests for lunch and dinner. Provide rewards!
7. Be able to properly handle cares calls and customer complaints in the restaurant
8. Manage labor
9. Facilitate daily cleaning tasks
10. Attend and contribute at OL meetings
11. Establish accountability with team members
12. Maintain a fun work environment
13. Communicate expectations to team, ranging from team members to director
14. Maintain vision alignment with operator and leadership team
15. Aid in coordinating special events for marketing
16. Organize with excellent follow through.

Success factors & Matching Measurements

How will you know this position has been successful?

1. Customer Comments- positive and negative
2. Improvement in scores (CEM, RQA, ROE, Labor, Food cost)
3. Task completion, daily operations completed
4. Coaching on director evaluation of Leaders
5. Accountability among Shift leaders
6. Team member feedback
7. Completion of action items following a OL meeting
8. Maintain a Speed of service < 5:00 minutes

Behavioral Characteristics

What specific behaviors should a person in this position have in order to achieve both SUCCESS and the ORGANIZATIONAL IMPERATIVES?

- Demonstrates Tony's core values: Passion for Service, Self-Starter, Integrity
- Work an average of 40 hours a week with Friday availability and a minimum of 3 out of 4 Saturdays per month with opening or closing availability.

- Availability to open or close our restaurant
- Ability to open or close the restaurant effectively
- Welcoming to feedback
- Possesses leadership skills
- Ability to coach and develop others; continuous improvement
- Ability to solve problems and make quick decisions when necessary
- Take charge and ownership of the shift
- Ability to communicate effectively
- Can delegate when needed
- Is Adaptable
- Self-motivated and can motivate others
- Compassionate toward team members
- Takes initiative
- Has awareness (360 degrees, head on a swivel)
- Pays attention to Detail

Leadership Progression Factors

Director

Organizational Imperatives

The factors that define and truly differentiate this position from all other positions; what absolute, unique things should this position fulfill that no other does

A Director is responsible for:

- Implementation of innovations that will aid in improving Operational Excellence
- Coaching, evaluating, and providing accountability for all members of the St Pete Beach team
- Conducting monthly evaluations for each member of leadership
- Aligning daily practices of the restaurant with the Vision of the organization and with the annual Thematic Goal of the organization
- Delivering weekly performance reports to the leadership team
- Always delivering crave-able food, in a timely manner, that meets or exceeds Chick-fil-A Quality Requirements
- The speed and accuracy of the Drive-Thru
- Inventory management
 - End-of-Month counts and input
 - Maintaining accurate transfer logs
 - Effective & efficient ordering
- Maintaining a LEAN production environment
- Delivering a remarkable dining experience for all guests
- Coaching the behaviors of all Shift Leaders and Team Members who work the Dining Room. Those behaviors include:
 - Table touches
 - Second Mile Service
 - Execution of systems that ensure a refreshingly clean environment
- Scheduling
- Scheduling and agenda preparation for Director Meetings and Operations Leads Meetings
- Performing written evaluations for all members of leadership

Success factors & Matching Measurements

How will you know this position has been successful?

We will know the Director is successful upon attaining the following:

- CEM scores (to be measured in 30-day and 90-day increments): Top in Operator team
- Labor Cost Efficiency \leq Top 20%
- Food Cost Gap \leq 0%
- IPO- 0 food and labor opportunity

- Profitability \geq 14% YTD
- Food Safety score below 3
- QIV scores (to be measured Quarterly and on 12-month rolling basis):
 - Product \geq 90%
 - Production Environment \geq 90%

Behavioral Characteristics

What specific behaviors should a person in this position have in order to achieve both SUCCESS and the ORGANIZATIONAL IMPERATIVES?

- Work a minimum of 40 hours per week in the restaurant including Friday and at minimum 3 out of 4 Saturdays per month with opening or closing availability.
- Allocate at least three hours per week to planning
- Combine critical thinking and practical leadership to create a culture of innovation
- Effectively coach and give direction
- Align hiring, training, and evaluation practices with the Vision of the organization and the Thematic Goal for the year
- Enthusiastically and passionately lead the St. Pete Beach team
- Be well-versed in all Chick-fil-A procedures
- Focus on systematically and effectively communicating all restaurant related goals and success factors to Team Members