

///AGENDA

What Is TRED?

Trouble Shooting Speed with Service

Tools to Manage Speed

Identify the Bottleneck

Let's Practice







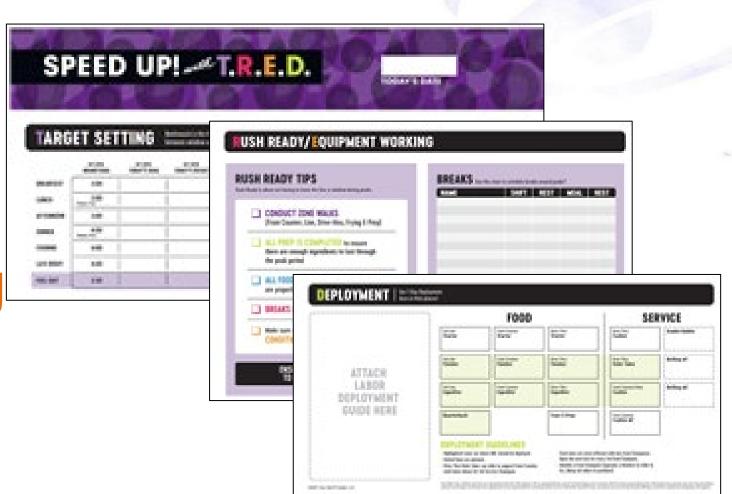
Speed Up! With TRED Board

T = Target Setting

R = Rush Ready

E = Equipment working

D = Deployment







Target Setting

Set clear targets for your team, keep track of how they are preforming and coach them to beat their best times.

BEST EVER: Write your restaurant's Best Ever Bottleneck Time during each Daypart.

SAME DAY, LAST WEEK: Write your bottleneck results from the same day last week. Example: If today is Wednesday, write the results from last Wednesday's bottleneck for each daypart.

TODAY'S GOAL: Use your Best Ever bottleneck result as inspiration and look at Same Day, Last Week to help set a faster goal, aiming to improve that daypart.

TODAY'S RESULT: After each daypart, write the results for your bottleneck time. Compare this to your goal to see how you did. Did you do better? What learnings do you have for next week? Shift Notes: Use learnings from the previous week and any tips you've learned to help the team. Be sure to recognize your teams' success!



Rush Readiness

- Team Members never leave their positions during peak except to slide deploy.
- Follow Daily Prep Guide and hold times to ensure enough ingredients to last through the peak.
- All stations should be properly stocked prior to the rush.
- Team should be in place before rush begins. Prep is complete and team in position 30/60 mins before rush.
- DT operator should not open window more than 3 times during a transaction.
- Never put a customer on hold.
- Keep team in position during peak periods. No breaks, dishes, office work etc.

Station Readiness

Make sure your stations are set up for speed.



7

Equipment Ready

Headsets

- 5 Headsets are always in use (6 for double bubble).
- Headset charging station is neat and organized.
- All batteries are charged.
- All headsets are hung neatly when not in use.
- DT Griller wears headset at all times.
- DT Order taker uses hands free headset.

Drive-thru Layout

- Drive-thru matches diagram for speed layout.
- Condiment bin positioned within reach.
- Drive-thru window operates properly.

Production Line Layout

Follow line diagram for placement of ingredients on production line.

Drive-thru Timer

- Drive-thru timer is fully functional and programmed for dayparts.
- Window time is displayed for the team to see.
- Printer tape is always kept on hand.

Other

- Grill is programmed to **17 seconds** and the top is kept closed.
- Ice dispenses correct amount of ice and bin is full.
- Pizza melter fully melts in one cycle (**7 seconds**).
- Reach in cooler is operational.



Deployment

This section puts the right players in the right places:

Schedule Properly

- Use deployment tool in Sabretooth scheduling system.
- Deploy in sequence (fill #6 before #7). Identify first and secondary positions.
- Always schedule enough team member to meet sales forecast.

Fill in Daily Deployment Board

- Be sure all Team Members are deployed to a position.
- If needed designate a fry person on the chart.
- Be sure Team Members are certified in their position.
- Everyone stays in position and slide deploys to relieve bottlenecks.
- MIC and Team Members work according to priority sequence.
- Everyone works as a TEAM!



SCHEDULING BEST PRACTICES



FOCUS FIRST on your own schedule: RGMs should schedule themselves for the Top Ten Sales Dayparts for the week and **should not be opening** except on Inventory Days



SCHEDULE maximum of <u>two</u> employees for breakfast daypart (start time 30- to 60- minutes before the morning's first breakfast sales)



TARGET for breakfast daypart is under 60% direct labor, as otherwise the overall labor target will be difficult to achieve for balance of the day



BUILD to your targeted maximum # of employees for your peak lunch & dinner dayparts

(an additional person may be needed for delivery days in AM)



STAGGER in Team Members for the peak dayparts in 15- to 30-minute increments for a smooth transition without block scheduling



SHIFT 24-hour prep and Cleanliness success routines to 2 to 5 PM or after 8 PM to help achieve your labor target







TRED Tools For Your Teams

FAST ALL DAY, EVERY DAY COUNTER TEAM MEMBERS DRIVE-THRU LINE Use the speed behaviors on the right based on your position to ensure you're being ORDER TAKER CASHIER CASHIER/HOST STARTER FINISHER EXPEDITOR fast, friendly, and accurate SPEED BEHAVIORS TARGET SETTING with every customer Know your time target! Multiple cars FC Modifications Getting backed up Takto FINISHER Shift in bottleneck — Takto End of order — Talk to EXPEDITOR MICs Start and end of order Low on short hold fry items [fry back-up person] Short hold fry FC Focus on maximizing transactions, balancing **RUSH READY** Bags, trays stocked bottlenecks, and executing Coffee at Breakfast TRED on every shift to meet Printer has receipt paper 📆 Fully stocked with soda your speed goals Cups and lids 🔲 🚣 Breakfast menuboard switched Back-up produce in reach-in EQUIPMENT 5 Working Headsets and back-up headset batteries fully charged • GTO is seasoned Reach-in does not - Nik to POS has all. green bars BOTTLENECK Melter melts cheese in one cycle Freeze machine functional Cash drawer is mounted Grill is properly working IF BOTTLENECK IS AT N_C DEPLOYMENT Know secondary tasks on Own Your Zone card In position 30 min before start of peak If new Team Member, deploy between Starter and Expeditor Deployed as 3rd person on the line when 4 or more FCs Slide to help Front Counter Cashier if backed up in Dining Room Deployed if there are 3 FCs and 1 is new; work side-by-side with new Team Member ORDER POINT WINDOW Sweep and mop kitchen **BOTTLENECK BEHAVIORS** Keep an eye on Bottleneck Display and re-deploy Hand drink out while collecting Slide to help Finisher, finish what you started FOOD NOT READY If cars are stacked — MIC pile up on the rail for Finisher Mark modifications Ask for sauce packet Prepare items for cars in queue Help hand out Front Counter orders If frying needed: - THE TO FINI SHER Stide to Front Counter Register if backed up 2 2 Make drinks while Slide from Dining Room to Front Counter if Customers When available Takes to help: If Drive-Thru Cashier - Titte is backed up: Slide to other Line if Line is backed up FOCUS ON FOCUS ON FOCUS ON Refer customer to OCB instead of repeating order Keep cash drawer organized. Use two-hand method ORDER CASHIER drop excess cash when portioning TAKER 09019 Taco Bell IP Holder, LLC



TRED Tools For Your Teams

SPEED UP! with T.R.E.D.

T: TARGET SETTING

- MIC sets SWS goals for each shift by daypart
- Goals are communicated to all Team Members. and they understand how you plan to reach them
- Speed is tracked each day-part and results are communicated to the team
- MIC competes TRED board with Order and Window Time after each daypart
- SWS tracking is visibly posted by timer
- Coaching / Recognition is provided to the team on their performance
- Team Members communicate with each other to provide optimal SWS
- Griller communicates start and end of orders. grilled orders and special orders
- Drive-thru and front counter lines assist each other

EVERYONE works as a TEAM!

E: EQUIPMENT-READY

- 5 headsets are always in use (6 for double bubble)
- Headset charging station is neat & organized
- All batteries are charged
- All headsets are hung neatly when not in use
- DT Griller wears headset at all times
- DT Order Taker uses hands-free headset
- Drive-Thru Layout
- Drive-Thru matches diagram for speed layout
- Condiment bin positioned within reach
- Drive-Thru window operates properly
- **Production Line Layout**
- Follow diagram for placement of ingredients on line
- Drive-Thru Timer
 - DT timer is functional & programmed for dayparts
 - Window time is displayed for the team to see
- Printer tape is always kept on hand
- Grill is programmed to 17 sec and top is kept closed Ice dispenses correct amount of ice and bin is full
- Cheese melter fully melts in one cycle (7 seconds)
- Reach-in cooler is operational

R: RUSH-READY

RUSH Readiness

- Team Members never leave their positions during peak except to slide deploy
- Follow Daily Prep Guide and hold times to ensure enough ingredients to last through
- All stations should be properly stocked prior to the rush.
- Team should be in place before rush begins. Prep is complete and team in position 30/60 mins before rush
- DT operator should not open window more than 3 times during a transaction
- Never put a customer on hold
- Keep team in position during peak periods. No breaks, dishes, office work etc.
- Station readiness
- Make sure your stations are set up for

D: DEPLOYMENT **ACES IN THEIR PLACES!**

- Schedule Properly
 - Use deployment tool in Sabretooth scheduling system
 - Deploy in sequence (i.e., fill #6 before #7). Identify first and secondary positions
 - Always schedule enough team members to meet sales forecast
- Fill in daily Deployment Board
 - Be sure all TMs are deployed to position
 - Be sure all TMs are certified in position
- Everyone stays in position and slide deploys to relieve bottlenecks
- MIC and Team Members work according to priority sequence

DEPLOYMENT 2

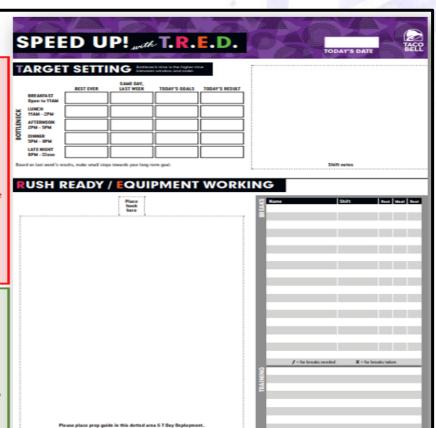
Put WIC in the least utilized position [MC Zane]. If two managers, one manages Food Champions and the other manages Service Champions

Identify the line floater (Fryer), ideally keeping 2 people on the DT Production Line

With 3 Food Champions, open 2nd Production Line IF larg majority of business is in the Front Counter

DINDAMENTALS OF DEDLOYMENT

EVERYONE works as a TEAM!





Order Taker

Fryer/Prep

Double Bubble

en	ecc EVALUAT	- (C	Use this form to evaluate and troubleshoot restaurant's speed with service. It will ident biggest areas of opportunity by daypart and completed by the GM and ARL. Then discuand an action plan for the restaurant and fo					
Review your speed results from last week to identify which days and dayparts aren't hitt Dayparts not hitting target:									
Compare your results to the national target. Which daypart has the largest opportunity? TIP: focus on the peaks – then fill in the fields below. Largest opportunity daypart: Higher time, Order or Window:									
Identify the root cause of the problem by working through the statements below. Circle Y (yes) to complete your assessment.									
Targ	et Setting & Communication	E	qı	puipment Ready					
YN	Team members know the target and how they are doing against the target	Y	N	Station layouts are set up for speed (drive-thru, front counter, production					
YN	Starter communicates end and special orders, both lines communicate	Υ	N	Equipment is in good condition and working properly					
Ru	sh Execution	Y	N	There are four headsets (or five, if applicable) in use: Order Taker, Car Drive-thru Starter, MIC					

- Y N Staffed appropriately for each daypart (2 people in Drive-thru at peaks)
- Y N MIC Walk has been completed
- Y N Order taker is able to focus on one customer at a time (during peak order taker is not the cashier)
- Y N Order taker only upsells if beverage is not ordered
- Y N Order taker knows the menu (items, prices, builds, etc.)
- Y N Drive-thru uses 2 handed method:
 Hand out food/beverage while
 collecting money, hand out
 remainder of order with change
- Y N Drive-thru Cashier uses beverage carrier for more than 2 beverages
- Y N Drive-thru Cashier pre-assembles napkins, utensils, etc.
- Y N All POS stations are stocked (napkins, sauce, change, etc.)
- Y N Drive-thru Cashier helps bag orders when waiting for items to be ready
- Y N All prep is done before rush (including backups and nothing in rethermalizer)

Deployment

- Y N Team members are trained in their primary and secondary responsibili (Own Your Zone)
- Y N Deployment charts are posted and
- Y N Order taker stays in position (during
- Y N MIC works position that they can earleave (in the MIC Zone)
- Y N MIC is coaching for speed and reso bottlenecks
- Y N Starters/Finishers stay in position (except when they are slide deploy
- Y N Team members use priority sequer

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Analyze the answers you circled in step 3 and identify which T, R, E or D area has the most "N" and

- In order to make it stick in your restaurant, it's all about follow-up! Ensure you're executing t tasks to build and grow a culture of speed with your team:
 - ✓ Discuss plans and results with your ARL and calibrate on areas of focus and targets.
 - ✓ Communicate and implement the action plan with your team.
 - ✓ Verify that your area of focus (Order or Window time) has improved from the prior week, bottleneck target for the next week and write it on the Speed up with TRED board.
 - ✓ Celebrate your wins did you hit your goal?! Recognize the people who made it possible
 - ✓ Complete this exercise for the next daypart that has opportunity for improvement until all dayparts are meeting the national target.

	DE 000				1			
		Tracking	STORE:		PD:		Week:	
	<u>Goals</u>	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tu
7-11 am	Order							
	Window							
	OTD							
	Cars							
	<u>TW\LW</u>							
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E	Window							
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5-8 pm	<u>TW\LW</u>							
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Top Reasons for Bottleneck Issues



Deployment Chart not completed.



Aces not in their places. Can someone give an example of what the means?



Schedule no communicated in advance.



No one knows what position they are owning for the shift. Can someone give an example of what the means?



Is the team locked into their position? Are breaks managed based on business peaks?.



Increased call outs? Do you have repeat offenders? Do you know the why?



Is the work environment fun? Are we recognizing & celebrating when goals are reached?



Can everyone read the OTD monitor?

Do they all know the impact of delivering speed, great food with friendly faces?

Aces In Places?

LET'S FOCUS ON....



Communicated Target & Goals. Example: What is the lunch OTD Target?



How many headsets are being used? Who is wearing them? Why?



What role is the RGM/AC playing to get and keep the teams engaged?





TEAM BUILDING



3 rounds of "Build That Order"
Which team can build the most orders accurately?
Which team is the quickest?



Divide up into teams
Orders will be shown on the screen
10 products or more per round
Each round will be timed



Every product built correctly +10

Every product built incorrectly -3

Bonus Points! First team to finish correctly gets +10 (each round)



5 minutes to build order

No talking

No touching the ingredients until timer starts



3 minutes to "pre-shift huddle" discuss strategy, positions, and organize ingredients

3 minutes to build order, <u>no talking while building orders</u>



2 minutes to "pre-shift huddle" discuss strategy, positions, organize ingredients

3 minutes to build 10 order, <u>talking is allowed</u>



WHAT'S IN IT FOR YOU?











5 minutes to build orders

No talking

No touching the ingredients until timer starts

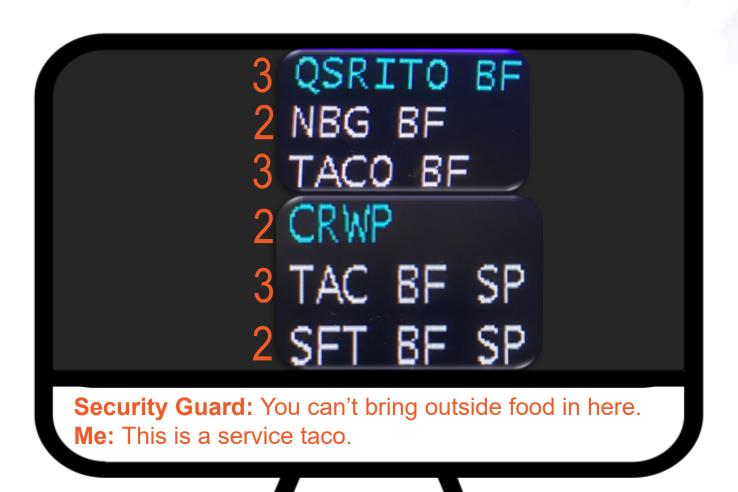






3 minutes to "pre-shift huddle" and discuss strategy, positions, and organize ingredients

3 minutes to build orders, no talking while building orders





ORDER #3



2 minutes to "pre-shift huddle" and discuss strategy, positions, organize ingredients
3 minutes to build orders, *talking is allowed*

3CHZY G CR 6TACO BF 2NBG BF 3TAC BF SP 2TACO BF **Check Out** My 6-Pack



HOW DID WE DO?

What made the 1st round hard?

- Not being able to communicate
- Not being able to get organized
- Lack of teamwork
- No plan

What made the 2nd & 3rd rounds easier?

- Goals were communicated to the team
- A set plan
- Properly stocked stations set up for speed
- Aces-in-their-places
- Everyone worked as a team

Improving your team's communication skills can improve productivity and resolve conflict before it arises. It also allows you to maximize the talents of your team members and ensure they are in the roles they are best suited for.



TRUST= SPEED OF EXECUTION

- TRUST is the key to EXECUTION
 - Personal Trust: Character & Integrity
 - Professional Trust: Expertise & Competency
- Intense Professional Will is required to deliver Superior Performance
- Extreme Personal Humility
- Selfless Service to Others / Grace



