

Manager Training Guide - Orientation

Page 1B and 2B: Start Page

This is one of the most important parts of the orientation... the first impression. That starts with being prepared! As the Hiring Manager it is important that you start building a connection with a new hire before they ever come to the restaurant to start their orientation. From the day you call to let them know they have the job until they show up for orientation you need to make sure you spend time connecting with the new hire. Set up a time and date for the orientation and follow up to ensure that they did not encounter any obstacles when getting their paperwork complete.

Prior to First Day and Orientation:

- Communicate about required minor documents, if applicable
- Make sure the new hire knows to bring all documents to complete their paperwork
 - I-9 Documentation (either ONE from List A or TWO from List B & C)
 - Refer to the I-9 guide if needed
 - Direct Deposit information or have a pay card ready for them
 - Hep A or Food Handler certifications, if applicable
- Check their paperwork for Hero Fund donation
 - This will help guide you in your conversation in the Hero Fund part of the orientation
- Have their schedule sheet printed and training schedule ready
- Set new hire uniform aside to give to new hire
- Print the New Hire Takeaway Materials/Hamra Resources Page (Optional)
- Add their information to Important to any systems if required

Page 3B and 4B: Welcome!

NOW, Let's get started. This is the time to set the tone for the orientation:

- Take off any headsets and have your back towards the kitchen, no distractions.
- Warm welcome, introduce yourself and express how excited you are that they are there.

- Ensure that the new hire has brought all required documentation to complete the orientation.
 - STOP: Do not conduct orientation if any documentation is missing. Review I-9 process with new hire and reschedule orientation.
- Start off with a break the ice, simple question. Some examples you can use are:
 - What is your favorite part of this time of year/season?
 - What is one thing at the very top of your bucket list?
 - What is something that you are proud of accomplishing?
 - What is your favorite hobby / what do you enjoy doing outside of work?
 - If you could see one movie again for the first time, what would it be and why?

Now is the opportunity to continue creating the connection. Make it fun and welcome them to the family by introducing the new hire to the rest of the team on the clock. Once you feel that the ice has been broken and they have met the team:

- Offer them a beverage
- Complete all paperwork in Paradox
 - If the NTM has completed all tasks prior to orientation, their Paradox status will be "Manager Forms"
- Ensure all NTM and Manager tasks are completed
 - Forms the MANAGER will need to complete (with a manager's signature) are:
 - Pay Information Review
 - Form I-9
 - Complete the E-Verify process
- Ensure NTM reaches Paradox status of "Hired - I9 Complete"

Page 5B and 6B: The Hamra Timeline

This is the opportunity to discuss our Hamra Enterprises history: How we are different from other brands and other franchises.

- We are a family-owned company that operates 4 Brands: Wendy's, Panera Bread, Noodles & Co, and Caribou Coffee
- Our 200+ restaurant locations are contributing members of communities in

10+ states nation wide

- Hamra Enterprises has been in the hospitality business since 1975 and has a proven record of operating high-quality restaurants
- We started out as a Wendy's franchisee and opened our first Wendy's restaurant in 1976
- Explain what a franchise is. That we have authorization from the parent brand company to operate their restaurant concept staffed with Hamra employees and owned and supported by Hamra
- This gives us the freedom to support our people as we define and create our own culture inside the restaurant four walls
- Our next franchise opportunity occurred in 1998 as we opened our first Panera in the Chicagoland area
- In 2011, the Hamra's youngest son Mike became President and CEO of Hamra Enterprises
- In 2014 we became a Noodles & Co franchisee
- 2023 marked our fourth franchise relationship that was forged with Caribou Coffee
- You can see on the map the eleven states Hamra operates our four restaurant concepts which are run by over 7000 employees!
- And we are still growing...talk about any recently announced Hamra growth and share how that provides more opportunities for our employees to also grow with the business

Page 7B and 8B: Charter and Core Values

Charter: Share the charter how you authentically would and what it means to you.

- The Charter is our North Star and guides us in how we want to be for each other and the communities we serve now and, in the future.
- When we make decisions about the business, we always make sure those decisions are in line with who we are and what we say in the Charter
- Read every core value. Focus on the core values and share your favorite.
 - **FUN**
 - Sometimes fun looks like smiling, laughing, being playful. Often, fun looks like people enjoying or being really involved in what it is that they are doing and doing it to

- The best of their ability. It is Deciding who you're going to be every day and role modeling positive energy even when it gets difficult.

- **INTEGRITY**

- When we say integrity, we do not mean good or bad, we mean that we honor our word.
- We mean acting in ways that have life and our business work. That looks like asking for and making promises to each other and honoring what we say

- **FAMILY**

- We are a family-owned business, which gives us that close feel like that of a family.
- Family is about how we treat one another, promoting being supportive and understanding. We treat each other with dignity and respect and have zero tolerance for unethical behavior.

- **SELF-EXPRESSION**

- This core value is about people engaging in conversations and actions that express who they are, what is important to them and what lights them up. It is also being generous with each other and recognizing that we will make mistakes and will have success.
- Self-Expression is our commitment to treating each person as an individual with things they want to contribute and embracing everyone's humanity.

- **DISCOVERY**

- This is about being innovative and vulnerable, learning from one another and being willing to take risks in developing our people and building our business.
- This is about what we do not already know and what we have not already accomplished. It may be about facing things that we are afraid to face.
- It is finding ways within your own role to contribute in ways that cause us to achieve our long-term goals.

- Ask the new hire: *"What value(s) resonate(s) with them most & why?"*
- Ask the new hire: *"What stands out for you when you read the charter?"*

Page 9B and 10B: The HERO Fund

Now you have come to the HERO Fund. This is one that really drives home who we are as HAMRA. So please take the time to explain it thoroughly. Offer your insights, your experiences with the program, and tell a story about how the HERO fund has helped other people. You should look at the outlined talking points in the presentation before the orientation to make sure you are comfortable discussing the HERO Fund.

- Discuss What the fund is, what it provides, and the difference it makes when you contribute. Be sure to outline the more that people participate it really allow the fund to grow new ways to support our people.
- Share your personal connection to the fund. Tell them your story or about someone you may know that benefited from the funds help.
- To take it a step further, have them scan the QR code and watch the short 10 Year Anniversary Video that will help drive home the purpose of the HERO Fund. (This is the QR code facing them)
- Ask them if they have any questions about the fund. Answer whatever you can and if you do not have the answer share with them about the mobile site and how they can get to the HERO fund website for more information.
- Paradox will make the candidate complete the form. If they chose to participate, thank them for helping contribute to all the different ways we are able to help our employees. o If they originally chose not to participate, after explaining the HERO Fund they may want to participate. Please explain to them that it is their choice to participate and that they have already completed the form in their onboarding with paradox. Then let them know that if they have changed their mind about their decision that they can scan the code on the manager facing side and complete the form again.
- Let them know that if they choose to participate their swag will arrive in about 5-6 pay periods

Page 11B and 12B: Perks and Benefits

It is time to tell the new hire more about the benefits and perks that will be available to them. Just talk through these points but make sure the new hire is getting all the information they need to understand what we offer and be sure to answer any of their questions as you go. If you have something come up, you cannot answer this would be a great time to use Beekeeper.

Most of these were briefly covered in the interview or through additional information sent to candidates via Paradox.

- Start off with the most important thing, PAY! Explain pay dates, how they will be paid either check or direct deposit, that we are bi-weekly, banking holidays can impact pay dates.
- Cover time off requests, explain how your location communicates them internally, but all vacation/sick time needs to be requested/approved through ADP for payroll to process.
- Speak to the benefits that are important to your people or that you know are popular, such as DailyPay (optional)
- Allow them to ask questions about benefits

Key things we want them to know:

- All employees earn sick time, we always make sure you have a meal on us when working, and we offer “benefits” to all employees.
- Part-time Benefits: unlimited Teladoc for you, your spouse, your children, Rx discount, Vision Discount, 6 free counseling sessions, Alternative med discount. The cost is a little over \$5 per paycheck and they can cancel it at any time, but can only enroll 90 days from date of hire in ADP

Additional Information:

- **Tuition Reimbursement** - is something that to HERO Fund offers to help cover the costs associated with furthering your education. This does not mean just college. It can be used to support the costs AP classes, other schooling, certifications, etc....
- **Referral Bonus Program** - is a one-time bonus offered for helping us find a great hire for our company. Getting another associate hired could result in you receiving an extra \$100. There are several distinct levels of pay for different job levels.
- **Employee Assistance Program (EAP)** - is a program provided by our insurance company, but you do not have to have our insurance to use it. It will also support anyone living in the same household as you. It provides up to six free counseling/support sessions per issue or one free legal consultation per issue. Those issues could range from Emotional Well-Being, Substance Abuse, Addiction, Legal Assistance, Financial Well-being and more.
- **401k** - Our 401k, is offered through Fidelity Financial. Hamra will match each \$1 you contribute with \$.25, up to 4% of your salary. You must be 21 years or older, work one thousand hours a year, and are eligible after 1 year of service, two enrollment periods - January & July, Example: if hired 8/2023, eligible 1/2025.

Page 13B and 14B: Beekeeper

- We surveyed our people and addressed a big concern they had, lack of communication from senior leaders all the way down to that part-time student working 1 day per week for example.

- Like how new hires flow to our restaurant systems for clocking in/out and E-Learning, they also flow to Beekeeper.
- Once in they will have access to information, resources, and have the ability to connect with their managers and coworkers.

Page 15B and 16B: Handbook Review

This is an opportunity to set clear expectations with the new hire. Remind them that in their new hire paperwork, they signed the handbook acknowledgement. They can also find the handbook on the mobile site. (Manager may choose to emphasize additional sections of the handbook)

Review Handbook - Policies, Laws & Guidelines

- Attendance Policy
 - If you are unable to work, please call out at least 4 hours before shift
 - If running late, call the restaurant ASAP
 - If you are out for 3 or more days, we require a doctor's note to return
 - Report any illness to the manager on duty
- Phone Policy
 - Do not have cell phone on you while working
- Smoking Policy - is allowed on an approved break
 - No smoking/vaping in or near our buildings (including bathrooms)
 - If you are on an approved break and you want to smoke, please do so at least 100 feet away from our building and remove your hat, apron, nametag prior to smoking.
 - Must wash hands before returning to work
- Dress Code - Review your brand dress code policy (Hamra Resources page)
- Social Media
 - The internet is forever. You are legally responsible for anything you post.
 - If your Internet postings contains any information about Hamra or their employees, they should not include information that is profane, vulgar, threatening, or otherwise a violation of any Hamra policy
- Break Policy
 - IL - Every employee scheduled to work seven and one-half (7 ½) consecutive hours or more will be given an uninterrupted, unpaid twenty (20) minute meal period

- MO - There is no state break law. If breaks are more than 20 minutes, the employee must be clocked out.
- No Harassment Policy
 - The term "harassment" includes, but is not limited to: Unwelcome verbal, visual, written, or physical conduct directed toward any individual regarding the individual's race, color, religion, sex, sexual orientation, gender identity, age, ancestry, national origin, and disability or veteran status.
 - Speak Up line (Hamra Resources page) What it is and when to use it
- Injury Reporting
 - Even if it is a small cut or a minor fall, tell the MOD right away

Ask the new hire if they have any questions before moving onto the next section. Make sure they are clear with the policies and expectations.

Page 17B and 18B: Management Career Paths

This is where you can really get the new hire engaged and show them our culture. (read the Self-Expression box out loud).

The first thing you need to do is scan the QR Code and fill out the form with the employee. This is mandatory and the employee needs to fill it out themselves, right there in the orientation. Remember, this is a conversation. Talk to the employees about their future and what they want. Take this time to get connected with who they are and where they want to go in their life. As Sonja said, the first 90 days is critical and this is where it starts.

Ask the three goals questions:

1. Which career path are you interested in?
2. What is one personal goal you have?
3. What career goal do you have?

Check-in's and compensation increases are part of the conversation around their future. People want to know where they stand and when they can make more money. Don't rush past this part of the conversation, even if their future goal didn't revolve around working in Food Service.

Uniforms: Really stress proper attire. They need to look the part. Make sure you allow them to ask any clarifying questions about the dress code. You can refer to the policies to answer, but if you're not sure, reach out to your HRBP for clarification. The QR Code here goes to Shoes

for Crews. For safety reasons, they need to have non-slip shoes prior to starting. If they need to wait for them by mail, ensure they have non-slip shoe covers.

Page 19B and 20B: Restaurant Tour

You and the candidate are now going to tour the restaurant. Ensure all valuables are secure and prepare the candidate. Below is a list of items to show and discuss while on the tour. Be prepared if the candidate asks a question about something they see to answer them the best you can. A lot of things in the back of the house may tend to distract and sidebar the tour. It is ok it's all new to the candidate.

When conducting the tour, feel free to use this page as a guide to ensure you don't miss anything. Physically get up and move around. We want to engage and make them feel like they are a part of the team. We want them to ask questions. It's their first day and it sets the first impression with them. Have fun and break the tension. This can be scary for new employees. Maybe utilize the buddy system. Pair them with another employee they can connect with.

Safety is important, so be sure to point these things out to ensure they understand.

Point of contact: Who should they go to if they have problems?

(Review some Tour bullet points on this page)

Here are a couple of things you should point out in this phase:

- *Ensure they can clock in and out. If they can't, they shouldn't be working yet.*
- *Explain that parking next to the door is for customers only and that smoking should be conducted AWAY from the store!*

During the tour:

- Introduce them to other employees
- Point out all stations as you move through the BOH
- Show where to find the communication board (if applicable)
- Introduce them to the tools! (Deployment, routines, etc.)
- Where aprons/towels (clean & dirty) belong
- Break area (if applicable)
- Where to keep personal belongings
- Where to park car

- Where the alarms are (if applicable) and when/how to use
- Where the first aid kit is located
- Show MSDS book
- Review Back Door Policy and Evacuation guidelines
- Review Labor Law posters
- Review dining room and have new hire familiarize themselves
- Explain Guest Flow
- Guest touch points in DR
- Walk thru clock-in/out procedures with new hire
- Discuss basics of the position(s) new hire will be working in
- Walk through clock in/out procedures. Remember this may be new to the candidate "Tell them if they have any issues, we all clock in/out so anyone can help you.
- Review dining room and Guest Flow - Discuss guest flow into the dining room. The guest enters to the front counter, beverage area, and finally selects a table. Discuss touch points where employees and managers greet, deliver food, ask about their experience, and thank them. Role play with candidate how touch points work.
- Discuss the basics of the position the candidate is going to work for. This is high level overview of the position. Talk briefly about what each position is primarily responsible for.
- Talk about secondary duties of cleaning and finally TEAMWORK. We do not provide training here, but we may find out if the candidate is excited or thinks, she/he would be a better fit in one position or another.

Page 21B and 22B: Hamra Resources

Print the 2-pager out (in color) and hang it in your store. This gives your employees a constant reference to access these resources as well.

1. The QR code will take them to our "Join Us" page where they can find the handbook, benefits, pay schedules, and much more.
2. You can also point out the EAP and speak up phone numbers, as well as the HERO Fund. There is also a link here where they can contribute, if they haven't already.

Talk about our means of communication.

1. BeeKeeper: Tell them how your store, specifically, uses BeeKeeper. Mention some of the features such as keeping in touch with company announcements, communicating with others, and quick links to ADP, policies, and other resources. Have them use the QR code to go ahead and download the app.
2. Email: Tell them to keep this updated regularly in ADP. This is how the company will communicate major updates including things important to them, such as insurance updates. Remind them to keep their emergency contacts up to date. They can also find their check stubs here and print them off, including their W2 each year.

Discuss E-Learning for your Brand.

1. If available, log them in to their account.
2. Give them their username and password.

Don't leave the employee in the back training for hours at a time. Make sure to check in with them and see how they're doing. Give them a break to stretch their legs and process the information they're reviewing. Maybe rotate them out to someone they can watch in position.

Thank them for attending orientation and congratulate them on the first step of their journey.

Some important things to note:

1. Make sure they know when their next shift is. Give them their training schedule. Set expectations for day one of training, including dress code, slip-resistant shoes, and who to report to. Make sure they know to be in the store, and on time. Not sitting in the parking lot at their start time. Make sure they have the store contact information in case they have a problem and that they know the call in procedure. Different brands do different things with orientation. Sometimes they go home after, sometimes they stay and train. Follow our brand-specific procedures.
2. Offer them their first free meal and congratulate them on joining the Hamra team!