

Manager Training Guide - Orientation

First Page: Welcome

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
 - Add their information to Important to any systems if required
 - **Noodles ONLY** - Clock them in for 1 minute to get Table access prior to first day (takes about 48 hours)
 - **Noodles ONLY** - Create Aloha file and export ID (2-digit store number plus last four digits of SSN)
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Second Page: Welcome To The Family

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”
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Third Page: Hamra Enterprise 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 190+ 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

Fourth Page: Charter & 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?

Fifth Page: 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.
 - 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 that their swag will arrive in 5-6 weeks (a couple of weeks into the next month).

Sixth Page: Benefits and Perks

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 the Mobile App/Handbook to show them how to find the answer. You can also use the take-away papers for support on some of these items. Below are important points to make sure you cover.



Pay Period – Bi-weekly – Monday (Friday) is Payday

- Share when they will get their first check and how
 - Write the date of their first check down on the take-away paper
- Explain ADP and that they will receive a personalized code to register for ADP in their email

Meals – 100% discount up to \$13(\$14 Boston Bread) per shift and when you are working 15% off at any Hamra Location (Panera, Noodles, and Wendy's)

Daily Pay – Third party vendor we partner with that allows access to a portion of your check early. There are small fees for each advance you take. You will not be able to sign up for Daily Pay until you have clocked in for at least four shifts.

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.

Vacation – after 90 days you can begin to accrue vacation time for any pay period where you work 60 hours or more.

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.

Financial Wellness Program – the HERO fund has partnered with Green Path Financial to offer free access to ways you can plan, control, and build a financial future for yourself. They also offer debt consolidation/management services that do have fees associated with them, but the HERO Fund will support you in a portion of those costs.

First-Time Home Buying Program – This is another HERO Fund project where we have partnered with CMG to provide homebuying education and down payment assistance for first-time home buyers. This program can be used by anyone in any market. They will educate you on the process and then help you find ways to build a down payment with federal programs and a home-fund-it account. They will then match a portion of those funds. And to top it off Hamra will match a portion of those funds as well.

Please make sure that you go over the take-away papers (Hamra Resources handout, You Should Know handout, Hamra’s Commitment to You handout) and cover anything missed and do not forget to write down that first paycheck date.

Seventh Page: Recipe for Success

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.

Eighth Page: Performance Expectations

Food Safety & Sanitation expectations

- Food Handlers
- What to expect in training
 - What training will look like, basics of the area the new hire will be working in
 - The areas the new hire will be trained in
 - Who the new hire will be working with
- Review training schedule
 - When the new hire will be working

- When the schedule is posted
- Request Offs
- Call Offs
- Switching Shifts
- Crew App (Panera IL) & Pantry App- Employee Self Service (Panera)
- Miscellaneous expectations for your Hamra Brand
 - HEP A documentation – if they do not have documentation, review HEP A handout and requirements. (Noodles)

Review our Guest Delight Model

Now that we have talked about our policies and expectations. Let's talk about our guests.

We always want to be kind to our guests and if you don't know what to do, or how to answer a question, smile and get a manager.

Discuss each step of LAST (Noodles) and BLAST (Wendys, Panera).

- Noodles - Listen, Apologize, Solve, Thank
- Panera/Wendy's - Believe Listen, Apologize, Solve, Thank
 - Walk them through Scenarios and Solutions.
- Share our commitment to taking care of Guests and how their role fulfills on it
- Share about Net Promoter Score and our commitment to Guest delight on each shift

Ninth Page: What you can expect from us

Now we can get an idea of what the new hire is looking for in the future. Discuss the three career paths we can offer. This is an opportunity to stand in Self-expression and continue to create the connection with the new hire.

Ask the new hire **Which Choose Your path are you interested in working for us question**

Scan QR code

- Food Service & Management Career
- A Great Job
- Education

Ask them the 3 Goals Questions

- What is your personal goal?
- What is a career goal?
- What would you like to be developed on?

Discuss Growth and Development Document

- Manager will have phone or laptop available to scan QR code. If the candidate questions they are unsure of path currently. Remind them many people change paths once they start working, which is fine.
 - As the candidate is providing answers to the three questions, the manager is typing exactly what they are saying. It's ok to ask the candidate for clarification if you missed something or couldn't keep up typing. Once completed close laptop or store away phone.
 - Discuss with candidate the Growth and Development chart facing them. Discuss the opportunities for promotion within the café and or area. Use some examples of individuals promoted through the ranks. You may know someone who was a team member and over the years was promoted to General Manager or higher.
 - Discuss Monthly Check In's Tell the candidate about how monthly check in's work and what information is shared regarding goals and performance.
 - Compensation Increase- Everyone pays attention to the money talk. Discuss how increases occur through cross-training and annual merit increase. If you have a chart of how increases work share with candidate. Reminder the candidate of the Growth and Development Chart in which every promotion has a pay increase.
 - Compensation increases occur through cross-training, promotion, and annual merit increases.
 - Discuss the importance of nonslip shoes. We offer Shoes for Crew for payroll deduction. The advantage of our payroll deduction is the amount of the shoe is divided out into three pay periods. For example, if the shoes are \$60 the next three pay checks will have only \$20 deducted. If the candidate is interested in Shoes for Crew. The QR code is available to scan with laptop or phone and support them to complete order. Discuss next steps while shoes arrive from the vendor.
 - Provide Shoes for Crews QR code if needed.
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Tenth Page: 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 ensure 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.

- Conduct tour of restaurant
 - 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 someone will 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.
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Eleventh Page: Commitment to You & Takeaways

Review Hamra Mobile site / ADP

- Have the new hire scan the code for the mobile site / ADP and show them how to save it as an app on their phone.
 - Ask if they have any questions about anything on the Commitment page.
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Twelfth Page: Conclusion of Orientation

- Transition to end of orientation.
- Discuss learning platforms and training videos.
- Show new hire how to log in with username and password (have them save their username and password in their phone)
- Log into and watch the Hamra time Video -13 minutes.
- Have them watch all the required New Hire videos.

Send Off

- Make sure they know when their next shift is. Have them repeat it to you.
- Provide them with their training schedule.
- Confirm they have their takeaway paperwork (Hamra Resources Handout, You Should Know Handout, Hamra's Commitment to You handout)
- Answer any remaining questions.
- Offer them their free meal and congratulate them once again for joining our team!