Management Training
It’s More than Being a Key Holder

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University at Buffalo
Campus Dining and Shops
The Plan Today

• The Program

• The Flexibility

• The Follow Up

• The Development

• The Results
Why Do This?

1. Need to hire people
   Besides that...
2. Spend that much time on one person
3. Invest that much one person?
4. Spend so much focus on management?
Why Do This?

Here’s Why

• Shows commitment
• Shows engagement
• Gives direction
• Creates a workplace for you where....

You work with people who believe what you believe
The Program
10 Weeks total
8 Weeks
Station training
Manage stations
Manage Unit
Manage Unit with responsibility
2 Weeks
Settle in
Learn differences
Show progress
The Program

Why 8 weeks?

• Bite size chunks of information
• As they perform—we challenge
• Build toward the goal
• Communication throughout
• Manager from day 1
• As you learn—address
Communication & Confirmation Throughout

• Stay on the same page

• Keep focus on the direction

• Confirming knowledge
  • The Basics
  • Our way
Communication & Confirmation Throughout

Weekly reviews on performance
  • Comments are the thing
  • No Surprises

Bi-Weekly Manager Appraisals
  • Your Manager Skills
  • Problem solving, initiative, etc.
Communication & Confirmation Throughout

• Checklist
  • We agree-You know the standard
  • We agree that you will uphold the standard

• Worksheet
  • Confirm basic knowledge
  • Shows a small skill of accomplishment
    • Can you do what you do not want to do?
Communication & Confirmation Throughout Projects

• Build knowledge
• Increase understanding
• Confirm knowledge
• Show progression
Transition

• Week 1
  • Station differences
  • Keys, code, team

• Week 2
  • Day to day
  • Responsibilities

• 30 day review
  • Has there been improvement
<table>
<thead>
<tr>
<th>Unit</th>
<th>EFC</th>
<th>EFC</th>
<th>EFC</th>
<th>Home Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus 1</td>
<td>CDS Basics and BOH Basics</td>
<td>Manager on Duty MOD</td>
<td>Take the role of MOD for the whole unit</td>
<td>Learn the differences of the new unit</td>
</tr>
<tr>
<td></td>
<td>Work in stations designated by TGM</td>
<td>Finish Station training if needed</td>
<td>Continue development in FSS specifically orders and inventory</td>
<td>Meet and engage with staff and outside departments within unit area</td>
</tr>
<tr>
<td>Projects</td>
<td>Meet the Manager Pre-Service</td>
<td>Food Cost and Waste Controls Production</td>
<td>Introduce ROR Safety Audits</td>
<td>Complete ROR Complete book</td>
</tr>
<tr>
<td>Reviews</td>
<td>General Manager with feedback from team</td>
<td>General Manager with feedback from team</td>
<td>General Manager with feedback from team</td>
<td>General Manager</td>
</tr>
<tr>
<td>FSS</td>
<td>Introduction to Recipes, Transfers, Inventory</td>
<td>Recipes, Orders, Inventory, Transfers</td>
<td>All Aspects</td>
<td>All Aspects</td>
</tr>
<tr>
<td>Notes</td>
<td>1st weeks should be an intro to CDS policies and procedures. MIT should spend most of their time in stations to understand how to manage them. Their understanding of each station is based on a knowledge that will allow them to effectively manage that station. Introduce FSS but not too in depth as that will be the finish station training if needed. Start shadowing on “Critical Path” with several managers to get different perspectives and follow up with TGM by the end of week 3 &amp; begin to manage multiple stations within the unit during weeks 4 &amp; 5. These weeks will include financials, safety audits, scheduling, &amp; continued FSS training</td>
<td>These next few weeks the MIT will be given the whole unit to manage in addition to other responsibilities (orders, meetings, disciplines, Schedule plans) in order to truly simulate a day to day of a manager in a unit. All questions from staff should be funneled to the MIT and the TGM will follow up on decisions and outcomes.</td>
<td>Once the MIT is assigned a unit they will spend the 1st week learning the differences in the stations, meeting the team and staff. The second week will be spent getting into their day to day responsibilities designed by the GM of the unit. A transition checklist will be completed to insure the MIT has all the tools to be successful in the unit.</td>
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</tr>
</tbody>
</table>
1st Thoughts?

• That’s a lot!
• Cannot execute all that!
• A lot of extra time and work!

Here’s the Deal
• Decide your priorities
• Commit time & people
• What is possible
• Make your own programs
• It should be **Flexible**
Flexibility for Your Program

It’s a Balancing Act

• Important to you?
• *Have to Know* vs *Nice to Know*
• Goals are set from day 1
• Focus for that MIT
  • Skills
  • Experience
Flexibility

Decide

• How long that will take
• Who should be involved
• Where information should flow
• When we make decisions
• How we consider it successful
They Are Trained

SO
NOW
WHAT?
Development

Acceptance Path
• Communicate with Director & GM
• Job Trainer facilitates the start
• Job Trainer meets with GM and candidate

Opportunity Path
• Communicate with Director & GM
• Director will explain and document areas of improvement
• Candidate can revisit in 6 months.
The Program

• Checklist & Projects
  • Depending on the goal

• 1 on 1 monthly

• Revisited after a year

Dreams + Work = Success
Candidate Driven
GM/Director guide and advise
Director gives final interview
Director presents at the succession planning meeting
<table>
<thead>
<tr>
<th>Assistant General Manager</th>
<th>Responsibilities</th>
<th>Proficient</th>
<th>Understands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgets</td>
<td>Follow existing Budget - Can Read &amp; Interpret Unit's Budget</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish budget for upcoming year - Can Forecast &amp; project the following year's budget</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td>Budget Goals - Knows the Unit's goals &amp; is a driving force in action plans to reach those goals</td>
<td>X</td>
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<td></td>
<td>Capital Expenses - Aware of what are considered capital expenses &amp; the criteria for requesting capital expenses</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td>Reconciliation of Budget - Has knowledge of how to reconcile the P&amp;L including Labor/Food Cost/Expenses/Sales</td>
<td>X</td>
<td></td>
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<tr>
<td>Payroll/Scheduling /Labor</td>
<td>Knowledge of payroll system - Knows the system we use</td>
<td>X</td>
<td></td>
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<td></td>
<td>Has been responsible for managing the schedule for at least one semester</td>
<td></td>
<td>X</td>
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<td></td>
<td>Company's Sales per Man Hour Goals (SPMH)</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>Manager/Student/Union Schedules - Can read &amp; interpret all schedules</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>Manager/Student/Union Schedules - Can create a schedule following budgetary/SPMH guidelines</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>Labor Goals - Knows Unit labor goals &amp; is proactive in establishing systems &amp; game plans to reach those goals</td>
<td>X</td>
<td></td>
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<tr>
<td>Students</td>
<td>Student meal policies</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>Is involved in student discipline policies</td>
<td>X</td>
<td></td>
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<td></td>
<td>Can navigate &amp; adhere to student employee handbook policies</td>
<td>X</td>
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<td></td>
<td>Can effectively interview/hire students</td>
<td>X</td>
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<td></td>
<td>Establishing plans for coaching &amp; promotion of student employees</td>
<td>X</td>
<td></td>
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<td></td>
<td>Coaches correct student sub board policies</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>Policies for hiring international students &amp; their restrictions</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Union</td>
<td>Union meal policies</td>
<td>X</td>
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</tbody>
</table>
PROJECT#1 - New Item Rollout

Create a new menu item "special" for lunch. Using only the products you currently carry in house and following the proper steps. Create the item, cost it out, create the recipe using the proper template, roll out the item to the Culinary team & directors, request the recipe put in FSS, run special for 3 weeks (tracking sales & customer feedback). Follow all procedures including having GM make requests of FSS and IT. Present all data to Job Trainer, Executive Chef, & Director after the 3 weeks with recommendation whether to place on the menu.

Project#2 - Student Manager Development OR (SIT Development EFC/C3 Only)

Develop at least 1 student manager from start to finish including interview process, training program from stage 1-4, making sure they are set up for all accompanying classes, & the final interview.

Project#3 - ROR

Once ROR is conducted the candidate will be responsible for completing the action plan for the unit within 7 days of receiving the ROR score. Present the action plan to the GM, management team, and then the Director.

Project#4 - Labor

For the Fall Semester track and analyze labor daily/weekly for the month of October. Develop a plan to better control labor for the remainder of the semester. The plan should include which shifts are efficient with labor, which are not, what makes the efficient ones work and where we can better control the shifts that are not meeting expectations. Is it a student issue, a union, are we properly staffed, is the labor too good causing customer service issue?

Projects Completed by: ________________________________ Date: ____________________________

Director/GM: ________________________________ Date: ____________________________

REACH NEW HEIGHTS.
Does it all work?
So What do We Have?

Hiring
• 2016-2019
  48 People Trained
That list includes
• 1 General Manager
• 2 Assistant General Managers
• 4 Chef Managers
• 41 Assistant Managers or Supervisors

Let’s Do Some Math
• 2016-2019
  15 new management positions created
  16 total no longer with us
That list includes
• 4 during training
• 3 termed
• 9 Resigned
  • 4 New Job-Similar Field
  • 5 New Job-Different Field
So What do We Have?

Development

2016-2019

• 28 people have been promoted to another position

That in-house list includes

• 2 Assistant Directors
• 1 Training GM
• 2 other GM’s
• 2 Chef Manager
• 5 Union to Supervisor
• 8 Supervisors to Assistant Managers
• 5 Student Manager to Supervisor
To Recap - Decisions

- Decide goals
- Decide your priorities
- Decide attainable time lines
- Decide involvement
- Decide on communication
- Decide on accountability
- Decide on completion
- Decide on development
Questions?

Thank you for your attention

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