



CTC Requirements

To become a CTC will require a strong commitment from you and everyone in your cafe. This program was designed to highlight the best of the best to train our incoming new Managers as they learn our culture, processes and high standards.

FOCUS AREA	EXPECTATION
SALES	- Retail sales between \$23,000 and \$60,000 a week - Catering sales between \$2,000 and \$15,000 a week - Total sales: minimum of \$25,000 a week. Capped at \$75,000 a week
PRIME	You must be within company standards: 56-58
BAKER'S DOZEN	- Area Directors and/or RTM to complete the Baker's Dozen evaluation - Cafe should meet operational expectation required by the Area Director or Director of Franchise Operations
OSAT SCORE	Must meet company minimum standards
GENERAL MANAGER	- Complete Stepping Stones review with RTM - Must be able to articulate knowledge of the program and expectations of trainees
MANAGERS & SHIFT SUPERVISORS	Complete Stepping Stones review with AD and/or RTM
STATION TRAINERS	A minimum of one English speaking trainer in each area, per shift. (If one trainer is not proficient in each station/skill, multiple trainers are required) - Two BOH trainers, one AM, one PM - Two FOH trainers, one AM, one PM - One Catering trainer These trainer goals are guidelines, and each cafe is evaluated on a case-by-case basis.
	Trainers must have in their files - Completed Proficiency Checklists for each station/skill in their area - A completed Station Trainer proficiency Checklist - Completed quizzes relative to their station/skill - goal of 100% - Completed Spec Tests, relative to their station/skill - goal of 100% (open book)
CTC TRAINING CHECKLIST	- RTM completes the CTC Training Checklist - Area Director is given a list of opportunities the RTM can work on with GM

- * These sales goals are guidelines, and each cafe is evaluated on a case-by-case basis. Approval by the Area Director
- * Certified Training Cafes are subject to review every 6 months, or on an as needed basis (determined by Area Director)
- * Area Director has final authorization of CTC Status



Goal of Stepping Stones:

To create an integrated, continuous development program that guides the learner from an hourly or entry-level position through their career, up to and including Area Director.



HOW DO WE DO THAT?

- Skill based – emphasis placed on becoming proficient with the skills needed to perform the job, as opposed to simply following a calendar of steps: training process vs. training events
- Integrated - Shift, Key, and Manager are all integrated parts and work together : people get credit for their previous learning
- Flexible - adaptable to the needs of the training cafe and it's business : Manager and Trainer schedules, catering, peak business periods, etc
- Ease of Execution - easy to adapt for different learners : slow learners, quick learners, previous experience, etc

Training Method

The training category order was designed to build on the previous learned skill. The order in which an MIT learns is important to the overall process. Ensure you are following the below, so all MITs receive the most effective learning experience.



1

Kitchen Skills

- Kitchen skills can be done in any order within the section, but all must be done before moving into the next section



2

Counter / Catering Skills

- Catering Skills should be completed in this order with few exceptions
 - Production
 - Delivery
 - Order Taking
 - Catering Supervisor



3

Manager Skills

- Do not start this section until all above are 95% complete



4

Cafe Skills



Kitchen Skills

vs



Cafe Skills

Individual skills necessary to perform the job of a Manager

Applying individual skills into a Manager's workday - running shifts

Day in the life of an MIT

- Review that day's training schedule
- Complete the assigned tasks (adapting with changing business needs)
- Near end of shift, sit with GM or trained Manager to review relevant discussion points

Always be mindful of business needs when completing training task.



IT TAKES TEAMWORK!

Training new managers is a team sport! CTC cafes need certified station trainers for every position and capable managers to back the GM and help guide MIT's through their Stepping Stones.

THE ROSTER



STARTING LINE-UP

Station Trainers train and oversee the practice of BOH, FOH and Catering FUNdamentals

HALL OF FAMERS

Key employees, Shift Supervisors and Managers train Cafe FUNdamentals

COACH

CTC GM's coach their trainers, managers and MIT's to ensure each new manager is ready for the next step



What can we do to Prepare?

Becoming a Certified Training Cafe is meant to be an in-depth process to ensure we have the best of the best training our new managers.

We have designed the following questions to help prepare you. There will be a discussion on the Stepping Stones program in which you will need to be prepared to discuss the answers. This process is meant to prepare you for your role as a Certified Training Cafe GM/Manager/Shift Supervisor.

Stepping Stones Program Overview:

- What is the purpose of Stepping Stones?
- What are some of the goals of the Stepping Stones method or learning?
- How does the New Manager routine differ from the early work in Kitchen Skills to the Cafe Skills?
- What does a day in the life of a New Manager look like?
- What order do the books go into? What order do the stations and skills in the books go into?
- How are New Managers tested throughout Stepping Stones? Describe the testing process.
- What is an Observation? What is its importance?
- How is the Shift Supervisor program different from the Manager program?
- What are "Required Training Work" and "Required Practice Work"? How are they different from the Observation?

Stepping Stones questions cont.

Schedules:

- How do you schedule your New Managers?
- What do you do if you have two New Managers, how do you schedule them?
- What things should you watch for when scheduling multiple New Managers?
- How do you manage your time with the New Managers, yet find time for your management team and staff?

Kitchen FUNdamentals:

- Describe the Kitchen FUNdamentals
- What should the New Manager know and be able to do by the end of Kitchen FUNdamentals
- How long should it take a New Manager to complete Kitchen FUNdamentals?

Counter / Catering FUNdamentals:

- Describe the Counter and Catering FUNdamentals
- What should the New Manager know and be able to do by the end of Counter/Catering FUNdamentals?
- How long should it take a New Manager to complete Counter/Catering FUNdamentals?

Manager FUNdamentals:

- Describe the Manager FUNdamentals
- What should the New Manager know and be able to do by the end of Manager FUNdamentals?
- How long should it take a New Manager to complete Manager FUNdamentals?
- When are Manager Fundamentals completed?
- How is scheduling the Manager skills different than your cafe's daily operation?

Cafe FUNdamentals:

- Describe the Cafe FUNdamentals
- What should the New Manager know and be able to do by the end of Cafe FUNdamentals?
- How long should it take a New Manager to complete Cafe FUNdamentals?
- Why is cafe FUNdamentals the first time the New Manager works the daily routine?

Transition Skills / Period:

- What is the purpose of the Transition Skills?
- The CTC General Manager's role in the transition
- The responsibility of the CTC GM once the New Manager leaves the cafe

Station Trainers:

- Who are your trainers? Do they speak English? Can they teach the OJT Guides?
- What can your Station trainers do for New Managers?
- What is your plan to prepare them to train New Managers and Shift Supervisors?
- What is the communication strategy for your station trainers?
- How will your trainers communicate the progress on New Managers & Shift Supervisors?
- How the New Managers communicate feedback regarding the trainers?

Staff:

- Do you have any developed Key Employees? How will you use them?
- Does your staff have awareness and knowledge of becoming and maintaining training store status?
- Staff readiness to be a training store – Are they excited?

Stepping Stones questions cont.

Management

- What are the Managers responsibilities in regard to the New Managers, the schedule, the training book, etc?
- What have you done to prepare the management team to train?
- What is the management team's cohesiveness with routines, standards, core systems, and closing paperwork, etc?
- How can you be sure of the management team's ability to communicate the same message about the same things?(what to do if...)
- How can your Shift Supervisor assist in the training process?

GM:

- Why do you want to be a Certified Training Cafe?
- Talk about your expectations regarding working hours, time commitment and personal commitment to the development of future managers?
- What developmental goals do you have in the upcoming year and how does this help you achieve those goals?

Recognition/Rewards

Branding	• New program logo
Upon certification	• Receive 2 static window decals • Proudly display for employees and guest that you are a CTC • GM and Managers to receive 2 CTC polo shirts • 8 polos max @ \$25 each = \$200 cost before taxes and shipping
Payout	• GM = \$200 upon completion of MIT • \$100 upon completion of Shift Mgr • Manager = \$100 upon completion of MIT • \$50 upon completion of Shift Mgr
Cafe Credit	• Change from 2-week credit to 4-week