[COMPANY LOGO]

Manager Meetings

Last Updated: 22/01/2024

Employee Responsible: Executive Supervisor / Kitchen Supervisor

Purpose:

To outline the steps in holding a successful monthly manager meeting among all the necessary company managers and supervisors.

Goal: All managers will be informed/aligned on important information from the necessary operational sections of the business, and important decisions will be made collectively using information that has been disclosed by all included managers.

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Personnel: Personnel who will be required to attend each scheduled manager meeting include the head service kitchen supervisor, head commissary kitchen supervisor, executive supervisor, head kitchen delivery team manager, and in certain cases the human resources manager, CMO, CFO/accountant, and/or company owner.

Date/Time/Location: The meetings will be held on the first [Meeting Day] of every month from [Meeting Start Time] - [Meeting End Time] in a pre-decided location.

Review Procedure:

This procedure document should be reviewed (and updated if necessary) by the **Regional Supervisor** at least **Once Every 2 Months** or immediately after any physical operational procedure steps have been changed at any point.

Procedure Outline

1. Prepare & Send Meeting Agenda Email
2. Prepare KPI Charts
3. Hold Meeting
4. Post Meeting Follow Up Email

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Prepare & Send Meeting Agenda Email

Purpose: To invite all members who are required to be present during the set time and location, inform each meeting member of the information they are required to provide during the meeting, and provide an overall breakdown of the meeting.

Goal: All meeting members will be informed of the meeting location/time, and be informed of the information they will be required to provide to the other meeting members.

When: Prepare and send the meeting agenda email on the last [Day] of every month.

Procedure:

1. Sign into the admin panel of the kitchen management software to view all metrics and feedback. Based on the performance of the location, decide whether or not it is necessary to include the accountant, marketing head, purchasing manager or company president in the following meeting.
2. Contact and discuss with HR if there have been any recurring staff issues at this location and decide whether or not it will be necessary to include the HR manager in the following meeting.
3. Once all necessary information has been gathered about the location's current status and performance, it will be sent to all of the necessary members required to attend based on the gathered information.
4. Follow the template format below to create and send the email, ensuring to add the correct group meeting members.

5. Briefly explain any topics that will be discussed during the meeting, and re-organize the meeting agenda to ensure that time is being allocated efficiently.
6. Briefly outline the information that each member will be required to bring to the meeting.
7. Kindly ask that all meeting members receiving the email confirm that they have received the email and are able to make it as soon as possible.
8. Send out the email once it has been reviewed for any errors.

Email Example/Template:

To: John Smith - Satellite Kitchen Supervisor
Tobias Casey - Commissary Kitchen Supervisor
George Hamilton - Delivery Team Manager

From: Harry Potter - Regional Kitchen Supervisor

Subject: (Company Name) Operational Managers Meeting 00/00/0000

Sunday, October 1st
7:00 am - 9:00 am
Cafe Gougere Private Dining Room

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Hello Team,

You can find this month's meeting agenda attached to the bottom of this email. As usual, please record any notes from your department which you believe will be important to discuss as a group during this month's manager meeting. Any updates about recurring issues regarding staff, inventory concerns, continuous operational mishaps, or questions regarding the kitchen team as a whole are welcome and encouraged.

Our goal for these meetings is to align all of the managers on what is going on in all departments and search for ways to collectively make our operations more efficient, work day flow smoothly between all departments, and make sure all of our staff are working together happily.

I am looking forward to meeting with all of you this Sunday. Kindly confirm that you will be attending the scheduled meeting by sending me a short confirmation email privately. Please do not hesitate to reach out to me privately if you have any questions or concerns regarding the meeting.

Best Regards,
Ali

Agenda:

7:00 am - 7:20 am	General Updates	Harry Potter
7:20 am - 7:50 am	KPI Presentation / Discussion	Harry Potter
7:50 am - 8:10 am	Commissary Kitchen Updates, Concerns, Questions	Tobias Casey
8:10 am - 8:30 am	Satellite Kitchen Updates, Concerns, Questions	John Smith
8:30 am - 8:50 am	Delivery Team Updates, Concerns, Questions	George Hamilton

8:50 am - 9:00 am	Meeting Recap / Words of Encouragement	Harry Potter

Prepare KPI Charts

Purpose: To prepare the metric documents needed to present to the meeting members during the scheduled meeting.

Goal: All metric documents will be organized in a hard copy folder for the regional kitchen supervisor to take to the scheduled manager meeting.

When: Prepare the metric sheets on the first Saturday of every month (1 Day before scheduled meeting).

Procedure:

1. Sign in to the admin panel of the application, and locate the analytics/metrics page.
2. Download all of the required metrics (written below) in the numeric/percentage form.
3. Convert the same analytics into line chart form.
4. Change the period to “Monthly” and the date range to “Last 12 Months”.
5. Print all downloaded analytic documents individually using the kitchen office printer.
6. Organize the metric sheets in the presentation order documented below.
7. Store the organized charts in an envelope labeled “(Company Name) Metric Sheets (Meeting Date)”
8. Seal the envelope and store in the kitchen office desk drawer until the following meeting

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KPIs to Present (In this Order):

Satellite Kitchen:

- Average Order Preparation Time (Total + By Brand + By Station)
- Late Order Preparation Percentage (Total + By Brand + By Station)
- On Time Order Preparation Percentage (Total + By Brand + By Station)
- Orders Per Day (Total + By Brand)
- Average Ticket Price (Total + By Brand)
- Food Waste Percentage (Total + By Brand)
- Busiest Business Hours (Total + By Brand)
- Most Ordered Items (Overall + By Brand)
- Least Ordered Items (Overall + By Brand)

Commissary Kitchen:

- Food Waste Percentage
- Average Overall Recipes Produced Per Hour/Day
- Average Overall Recipe Prep Time
- Average Recipe Prep Time Per Employe

Delivery Team:

- Average Order Delivery Time
  Max/min Delivery Time
- Avg. Kilometers per driver per day
- Average daily ride/drive time/per driver
- Average Order Quantity Per Driver Per Day
- Average Distance From Kitchen to Customer

- Failed Orders %
- On-Time Delivery %
- Early Delivery %
- Pick-up Time Early/Late %

Hold Meeting

Purpose: To align all managers on issues or new information which will be/have been affecting multiple departments, and come to decisions collectively based on all discussed information.

Procedure:

1. Arrive to the agreed location 20 minutes prior to the scheduled time.
2. Sit down at the meeting table and review the KPI charts in order to fully understand the information which you will present.
3. Open up a blank Word document labeled “(Date) Manager Meeting Notes” to take notes once the meeting begins.
4. Once the team arrives, greet them individually and ask them if they would like something to drink.
5. Once it is 7:00 am, begin the meeting by thanking everyone for coming.
6. Update the managers on all feedback that their location has been receiving and ways to improve.
7. Update the managers on general company changes that will be occurring and how it will be affecting each department + information that will be sent to them to properly adapt with these changes.
8. Go through each KPI metric sheet, numeric values first, followed by the line charts. Explain what is going well first, and what is not after. Discuss ways to improve and targets that they must hit for the following month.

9. Follow the agenda allowing each member their allocated time to discuss questions and concerns that they have + achievements and things that are going well.
10. Take notes throughout the entire meeting to include in the verbal meeting recap and post meeting follow up email.
11. Once all meeting members have finished going through their notes, and the group has discussed all concerns/questions, go through the written notes to verbally recap all the important information that has been discussed, actions that each member is incharge of and when to complete it by based on what has been discussed in the meeting, and finish off the meeting by expressing some words of encouragement and gratitude for the entire management team for the hard work that they continue to put in.
12. Stress the cultural values of our company to ensure that all managers are leading with positive energy and ensuring a healthy work life experience for all staff.
13. Remind the team that you will be sending out a follow up email immediately after they leave.
14. Also remind them of the next date that you will be meeting with them collectively and to make sure to continue to take notes during their work day of things that can improve/have improved.
15. Instruct the managers to leave as you say your goodbyes and remain at the meeting table to type and send the follow up email.

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Post Meeting Follow Up Email

Purpose: To ensure that each meeting member is aware of their next steps of action as discussed during the meeting, and have access to any information that has been discussed.

Goal: All managers will understand what their monthly tasks and goals within their team are moving forward.

Procedure:

1. Once all managers have left the meeting, begin to review all of the notes and information which has been discussed during the meeting.
2. Use the email format template below to write out the follow up email
3. Ensure the email is sent 30 minutes after the meeting has ended.
4. Review the email for any errors prior to sending the email.

Email Example/Template:

To: John Smith - Satellite Kitchen Supervisor
Tobias Casey - Commissary Kitchen Supervisor
George Hamilton - Delivery Team Manager

From: Harry Potter - Regional Kitchen Supervisor

Subject: (Company Name) Post Operational Managers Meeting Information (Meeting Date)

Hello Team,

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Below are a few notes based on information we discussed during today's meeting + important information for each of you to know moving forward. Do not hesitate to reach out to me privately if you have any questions or concerns.

Thank you for your time today,
Ali

General Notes:

- Italian special will be added to the menu this month. All information regarding this will be linked below.

Satellite Kitchen:

- Call the hood ventilation maintenance contact to troubleshoot the vent system.
- Inform staff of new menu addition (especially cooks in charge).

Commissary Kitchen:

- Remember to include dry storage items in the daily delivery.
- Minimize paper towel use between all of the staff.

Delivery Team:

- No concerns or notes at this time.

(Link to Italian menu addition information)
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Monitoring

The regional supervisor will be incharge of the entire process outlined in this document.

SIGNATURES

Signatures from employees and management to confirm that they have read and understand procedures.

Staff Member Name	Signature	Date

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