



GENERAL MANAGER PROGRAM

MLY INVESTMENTS, LLC.

REVISED 2.2.2022



Freddy's AM to General Manager (AM2GM)

The transition of an Assistant Manager to a General Manager is not to be taken lightly. The responsibilities and expectations of a General Manager are much higher than that of a Supervisor or Assistant Manager. Listed below are the base criteria for this transition to be a successful one. It should be noted that this promotion is a combination of both objective and subjective requirements, and the fulfillment of those requirements are there to increase the likelihood of success for the candidate. All promotions must be verified and approved by the Director of Operations and Operating Partner.

Identifying a Candidate

- AMs can present themselves as candidates for GM vacancies with the approval of their current GM.
- Current GMs can identify potential candidates from within their store's current AMs.
- Skills to consider when making recommendations
 - Leadership Abilities
 - Experience
 - Skill Set
 - Growth Progression
 - Willingness to Learn
 - Availability
 - Flexibility
 - Willingness to Travel

The Training Process

After an AM been selected for promotion, a transition plan will be written by the DOO to cover any processes or procedures that may not have been previously required in their AM role. All GM Candidates will then be placed into 8-week Interim Program where they will complete the necessary required training for managing multiple units.

This training program may be shortened or extended at the sole discretion of the Director of Operations.

GM READY CRITERIA CHECKLIST

After an AM or FTM has been selected for potential as a General Manager, the following checklist must be completed.

General Characteristics

- Has performed satisfactorily for a minimum of 6 months in an interim General Manager position
- Less than 3 writeups in last calendar year
- Is Serv-Safe Certified
- Has achieved a minimum score on the PCI & WPT
 - 80 Overall Manager Score on PCI
 - 80 on Conscientiousness & Agreeableness Sections
 - 20 on WPT
- Creates and Carries out Action Plans with vigor and follow-through and proper follow-up
- Can effectively manage more than 10 store responsibilities at one time
- Understands and handles R&M issues as well as appropriate follow-up
- Has shown they can “get the job done” regardless of day-to-day challenges
- Works well under stress, does not let team “see them sweat”
- Exhibits charisma, and ability to motivate all Team Members
- Exhibits Integrity in all actions and decision making.
- Is high energy, and drives positivity each and every shift
- Leaves the bad days behind – consistently pleasant moods
- Has a great relationship with team, and is well-liked by Team Members
- Demonstrates ability to work well with all Team Members, especially low performers
- Exhibits great coaching and ability to train team
- Is tactful in their critique of Team Members and fellow Managers
- Is polite and professional in tone and action. Mature, refrains from swearing or inappropriate conversation
- Demonstrates professional appearance and grooming habits – NEVER UNKEMPT
- Effectively shuts down drama, gossip, discontent among Team Members and Managers
- Handles conflict appropriately and at the lowest level (not a whiner)
- Is a Brand Protector – truly cares about Freddy’s as a brand
- Prioritizes & Delegates effectively and efficiently
- Provides GREAT hospitality, and is frequently engaging Guests in the lobby
- Makes suggestions for improvement, asks good questions
- Eagerly demonstrates desire to learn and grow with Freddy’s
- Addresses problems with vigor, does not let things “linger”
- Likely to be with us for the next 3 years
- Adept in managing the business, with continued, above-standard, top line growth and bottom-line profitability.
- Strong attention to detail and quality standards while managing time and priorities efficiently. Is known to “Sweat the Small Stuff”.
- Must be a prime example of the Freddy’s Culture.

GM-Specific Characteristics

- Upon MUM Review, the following characteristics apply the Candidate and/or their Location as a track record of success over the previous 12 months as an AM or FTM, or the previous 6 months as an Interim GM (IGM).
 - Has successfully maintained the following:
 - Management of Controllable Profit on the Budget Tracker within a 1.5% Variance of Food/Paper/Labor as determined by the DOO/MUM.
 - Acceptable turnover rates as determined by the DOO/MUM.
 - OAR average of 90%+ (AM/FTM), or 85%+ (IGM) with no failing scores below 85%.
 - EcoSure average of 90%+ (AM/FTM), or 85%+ (IGM) with no failing audits of 2+ criticals.
 - VOTG average of 90%+ (AM/FTM), or 85%+ (IGM).
 - MSR average of 90%+ (AM/FTM), or 85%+ (IGM) with no failing scores below 85%.
 - Cleanliness Average of 90%+ (AM/FTM), or 85%+ (IGM) with no failing audits below 85%.
 - SOS average of 87%+ (AM/FTM) or 82%+ (IGM).
 - 95% or higher on completion of required training materials.
 - Demonstrates the following:
 - Standard rating or higher on past 12 months of MLY Performance Evaluations.
 - Ability to create effective action plans and follow through on their completion.
 - Ability to problem solve independently and operate under minimal supervision.
 - Use of Organizational System that is in active use.
 - Use of Recognition Program that is in active use.
 - Ability to hold team members accountable to standards as evident through documentation forms and corrective actions.
 - Exhibits Proof of the following:
 - 2 examples of development of subordinates in the prior 12 months, including a direct or future replacement for their current position.
 - Appropriate bench strength to be eligible for promotion.
 - Team First mentality, doing whatever it takes to get the job done.
 - Active approach to LSM and successfully illustrate examples of LSM pursuits in the past 12 months that have directly impacted sales growth.
 - Regarded as a top communicator on Microsoft Teams and responds to emails/texts etc. within 48 hours.
 - Office staff regards the candidate as responsive and communicates timely and effectively.

Final Audit for Consideration

- Before being eligible for promotion the DOO will conduct the following evaluations in the Period prior to GM Ready Promotion:
 - OAR with a passing score of 93% or higher
 - Cleanliness Evaluation of 95% or higher.
 - Ecosure Evaluation with ZERO Criticals.
 - Training Report Audit from OAM on Scoop Execution with 100% completion.

Failure to meet passing metrics will result in a reaudit within 72 hours of initial evaluation.

Preliminary Development Plan

Completed by the MUM

Category	Target Score	Current Score	Date for Completion	Notes
Controllable Profit	Per DOO/MUM			
Turnover	Per DOO/MUM			
OAR	90+ / 85+			
EcoSure	90+ / 85+			
Voice of the Guest	90+ / 85+			
Mystery Shop	90+ / 85+			
Cleanliness	90+ / 85+			
Speed of Service	87+ / 82+			
Training Program	95+			
Performance Evaluations	2.75+			
Bench Strength	Acceptable			
Communication	Acceptable			

Final Audit

Completed by the DOO

Category	Target Score	Audit	Re-Audit	Pass/Fail	Notes
OAR	93+				
Cleanliness	95+				
EcoSure	90+ w/ Zero Criticals				
Training Program	100				