COOPER'S HAWK™
WINERY & RESTAURANTS

# Manager in Development (MID)

Winery & Wine Club

Restaurant & Bar

Tasting Room & Retail

E-Commerce

2017 5 New Restaurants

1000 Employees including 50+ MID

46% Internal promotions 2016

COOPER'S HAWK™
WINERY & RESTAURANTS

# WE CREATE COMMUNITY!

- We care about **people.**
- We are **different.**
- We are committed to being **The Best.**
- We have fun and **celebrate.**

SAVOR THE OPPORTUNITIES

# YOUR PATH TO *Success*

Just like we provide our Guests with a menu to guide them through our incredible food and wine offerings in our restaurants, Cooper's Hawk has created a "menu" to show you the path and positions that are available to grow your career.

HOURLY POSITIONS
*Entry & Advanced Level Positions*
*page 4*

HOURLY POSITIONS
*Specialty Roles*
*page 6*

MANAGER POSITIONS
*Restaurant Managers & Senior Restaurant Managers*
*page 8*

LEADER POSITIONS
*Emerging Restaurant Leaders*
*page 10*

LEADER POSITIONS
*Restaurant Leaders*
*page 12*

LEADER POSITIONS
*Area Leaders*
*page 14*

**HOURLY POSITIONS** Dishwashers · Prep & Line Cooks · Hosts · House Workers · Tasting Room Attendants · Servers · Bartenders · Trainers · Wine Club Facilitators · Supervisors · Assistant Office Managers · Assistant Event Coordinators

**MANAGER POSITIONS** Kitchen Managers · Front-of-House Managers · Office Managers · Event Coordinators · Kitchen & Front-of-House Senior Managers

**LEADER POSITIONS** Assistant Executive Kitchen Managers · Assistant General Managers · Executive Kitchen Managers · General Managers · Area Culinary Managers · Area Directors

COOPER'S HAWK™
WINERY & RESTAURANTS

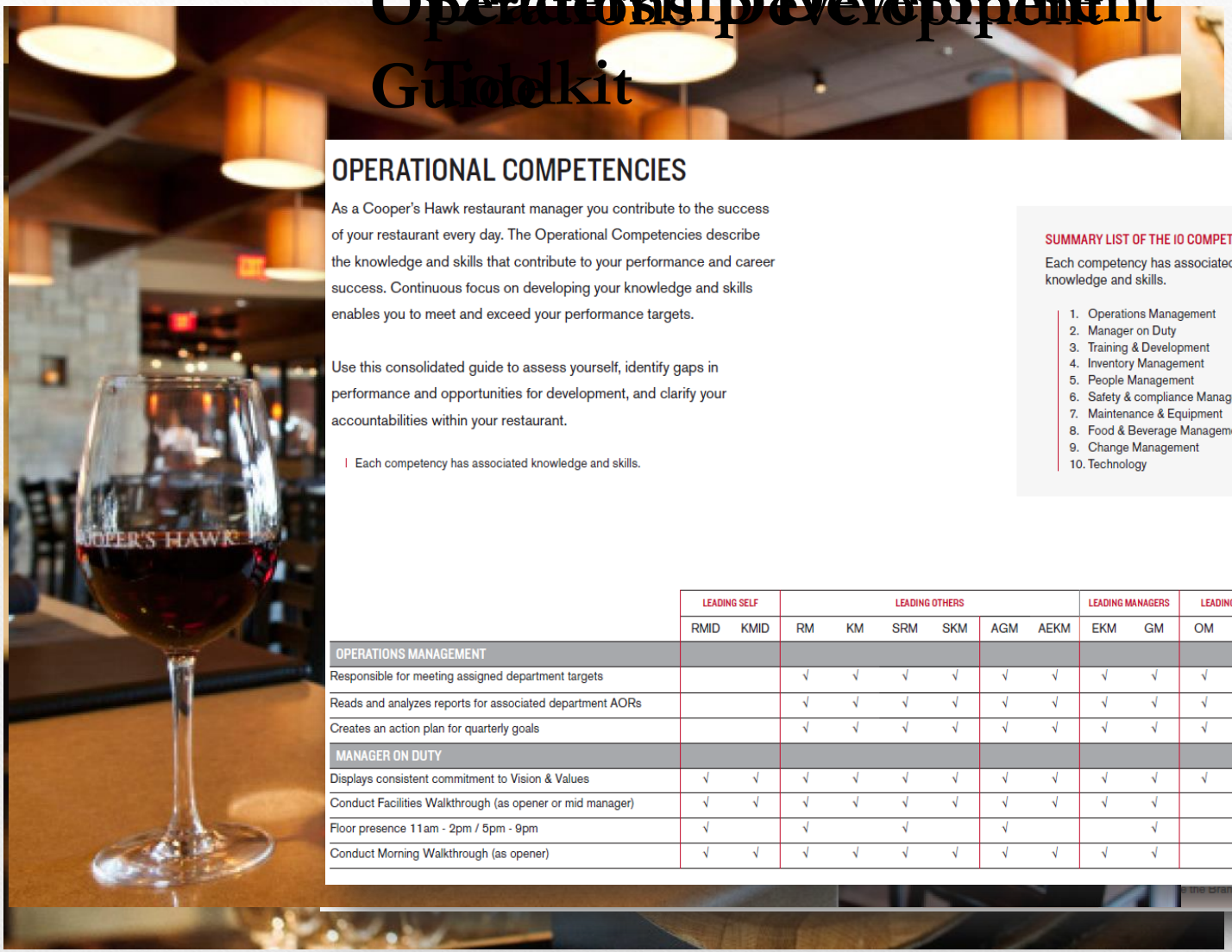
# Manager In Development (MID) Program

- Share Culture & Values
- Provide a Consistent Message
- Decentralized in Jan. 2015
- 9 week blended program
- Customized MID schedule
- RTM – Restaurant Training Manager
- And a discount on WINE!!
- Great success and Retention rate

# Creating Community in the MID program

- Leadership Essentials
  - Culture
  - Instructional
- Cooper's Companion
  - MIDs
  - Newly Promoted GM/EKM
- Primary point of contact

# Operations Development Toolkit



## OPERATIONAL COMPETENCIES

As a Cooper's Hawk restaurant manager you contribute to the success of your restaurant every day. The Operational Competencies describe the knowledge and skills that contribute to your performance and career success. Continuous focus on developing your knowledge and skills enables you to meet and exceed your performance targets.

Use this consolidated guide to assess yourself, identify gaps in performance and opportunities for development, and clarify your accountabilities within your restaurant.

Each competency has associated knowledge and skills.

**SUMMARY LIST OF THE 10 COMPETENCIES**

Each competency has associated knowledge and skills.

1. Operations Management
2. Manager on Duty
3. Training & Development
4. Inventory Management
5. People Management
6. Safety & compliance Management
7. Maintenance & Equipment
8. Food & Beverage Management
9. Change Management
10. Technology

| | LEADING SELF | | LEADING OTHERS | | | | | | LEADING MANAGERS | | LEADING SELF | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | RMID | KMID | RM | KM | SRM | SKM | AGM | AEKM | EKM | GM | OM | EC |
| **OPERATIONS MANAGEMENT** | | | | | | | | | | | | |
| Responsible for meeting assigned department targets | | | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Reads and analyzes reports for associated department AORs | | | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Creates an action plan for quarterly goals | | | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| **MANAGER ON DUTY** | | | | | | | | | | | | |
| Displays consistent commitment to Vision & Values | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Conduct Facilities Walkthrough (as opener or mid manager) | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | |
| Floor presence 11am - 2pm / 5pm - 9pm | √ | | √ | | √ | | √ | | | √ | | |
| Conduct Morning Walkthrough (as opener) | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | |

COOPER'S HAWK™
WINERY & RESTAURANTS

# Leadership Development Evolution to Date:

- Transitioned *from* Industry Norm of Task Based Training *to* Leadership Development
- 2016 New Selection Process
- Supporting initiatives: 360s, Talent Review
- IDPs for all Managers

COOPER'S HAWK™
WINERY & RESTAURANTS

# MID Leadership Development