

# Customer First Visit 2024

## Drive-thru

Cleanliness	DT1-US	<p><b>Cleanliness:</b> Is the exterior of the restaurant clean?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Parking lot not clean</li> <li><input type="radio"/> Landscape not clean</li> <li><input type="radio"/> Drive-thru not free of litter</li> <li><input type="radio"/> Drive-thru windows not clean</li> <li><input type="radio"/> Sidewalks not clean</li> <li><input type="radio"/> Trash receptacles overflowing/full</li> <li><input type="radio"/> Menuboard not clean</li> <li><input type="radio"/> Corral area not clean</li> <li><input type="radio"/> Other</li> </ul>	3 Comments:
	DT2-US	<p><b>Cleanliness:</b> Were crew and managers wearing uniforms that are clean and in good condition?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Employee uniforms dirty or stained</li> <li><input type="radio"/> Employee uniforms were wrinkled</li> <li><input type="radio"/> Employee uniforms were torn/ripped</li> <li><input type="radio"/> Other</li> </ul>	3 Comments:
Service	DT3-US	<p><b>Order:</b> Did Order Taker interact in a prompt, friendly and effective manner? Is order displayed clearly on the <b>COD / Digital Menu Board</b>?</p> <ul style="list-style-type: none"> <li><input type="radio"/> A genuine and sincere greeting not provided</li> <li><input type="radio"/> A greeting not provided promptly (within 10 seconds)</li> <li><input type="radio"/> Order Taker could not answer questions</li> <li><input type="radio"/> Order Taker interrupted me</li> <li><input type="radio"/> Order Taker did not ask to check my order on the screen</li> <li><input type="radio"/> Order Taker didn't know how to recall Mobile orders</li> <li><input type="radio"/> Order Taker did not know how to earn points or redeem deals and rewards</li> <li><input type="radio"/> Poor audio quality</li> <li><input type="radio"/> COD / Digital Menu Board screen poor quality / not working</li> <li><input type="radio"/> Items not entered on the cash register as ordered</li> <li><input type="radio"/> Other</li> </ul>	4 Comments:  Check that Order Taker greets you promptly and takes your order in a friendly manner, without interrupting. They are able to answer any questions. The audio/video quality enables a clear and effective communication process. Note: the order-taking principles will apply, regardless of DT configuration (e.g. HHOT, Auto-greeter, etc.). Checking for order displayed on screen is not applicable when using HHOT.
	DT3-US-01	<p><b>Order:</b> Did Order Taker provide a digital prompt and acknowledge you by name?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Digital prompt not provided</li> <li><input type="radio"/> Name not used</li> <li><input type="radio"/> Other</li> </ul>	2 Comments:
	DT3-US-02	<p><b>Order:</b> Was product outage managed correctly?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Product outage not managed correctly</li> <li><input type="radio"/> Item ordered not available</li> <li><input type="radio"/> Other</li> </ul>	2 Comments: If there are no issues, the question will meet standards. Do not look for product outage.
	DT4-US	<p><b>Pay:</b> Did employee(s) promptly interact in a polite, friendly and effective manner, including using your name to connect, and provide clear instructions?</p> <ul style="list-style-type: none"> <li><input type="radio"/> I was not greeted promptly</li> <li><input type="radio"/> Employee(s) did not provide a friendly greeting to connect</li> <li><input type="radio"/> Employee(s) did not use my name to connect</li> <li><input type="radio"/> Employee(s) did not provide eye contact</li> <li><input type="radio"/> I was not thanked</li> <li><input type="radio"/> Not providing clear instructions</li> <li><input type="radio"/> Other</li> </ul>	4 Comments:  Observe if employees are providing clear instructions if needed/appropriate. These may include how to use cashless/contactless, outside cash, etc.
	DT5-US	<p><b>Present:</b> Were the employees you came in contact with friendly? If pulled forward, were you provided with the 3 Ws (why, wait, where)?</p> <ul style="list-style-type: none"> <li><input type="radio"/> I was not greeted promptly</li> <li><input type="radio"/> Employee(s) did not provide eye contact</li> <li><input type="radio"/> I was not thanked</li> <li><input type="radio"/> Presenter did not provide a farewell</li> <li><input type="radio"/> Pull Forward: I was not explained the 3 Ws (why, wait, where)</li> <li><input type="radio"/> Other</li> </ul>	4 Comments:  If car is pulled forward, the 3 W's must be provided; explain why they are waiting, what is the wait time and where to pull forward to.

DT6-US	<p><b>Speed:</b> Was "Line Time from the 3rd car behind the order point" 70 seconds or less? <i>(Line Time begins when your wheels stop as the 3rd car behind the order point, not including the car at the order point, and ends when you arrive at the order point. If the line is less than 3 cars behind the order point, begin timing when your wheels stop).</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Line ahead of the order point stalled / not advancing</li> <li><input type="radio"/> Large or complex orders</li> <li><input type="radio"/> Tandem or Side by Side Drive-thrus did not have 2 assigned order takers</li> <li><input type="radio"/> Customer not guided to the appropriate order point</li> <li><input type="radio"/> COD/headsets not working properly/poor speaker quality</li> <li><input type="radio"/> Extreme high arrival rate</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments: Record Time: _____</p>
DT7-US	<p><b>Speed:</b> Was 'Order End Present End' time 120 seconds or below? <i>(OEPE time begins when employee states "Your total is..." and ends when the last item is presented to you).</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Order taker/cashier multitasking</li> <li><input type="radio"/> Presenter multitasking</li> <li><input type="radio"/> Cars not pulled forward</li> <li><input type="radio"/> Waiting on food/beverage</li> <li><input type="radio"/> Order not ready upon arrival at present booth</li> <li><input type="radio"/> Large or complex orders</li> <li><input type="radio"/> Extreme high arrival rates</li> <li><input type="radio"/> Other</li> </ul>	<p><b>8</b> Comments: Record Time: _____</p> <ul style="list-style-type: none"> <li>• 120" or less - 8 pts</li> <li>• 121"-140" - 7 pts</li> <li>• 141"-160" - 5 pts</li> <li>• 161"-180" - 3 pts</li> <li>• 181"-190" - 1 pts</li> <li>• 191" or greater - 0 pts</li> </ul>
DT8-US	<p><b>Speed:</b> Record the Total Experience Time. <i>Total Experience Time begins when your wheels fully stop at the back of the line or at the COD, and ends when the order is presented - non scored</i></p>	<p>— Comments: Record Time: _____</p>
DT9-US	<p><b>Accuracy:</b> Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Missing sandwich/entrée</li> <li><input type="radio"/> Missing fries/hash browns</li> <li><input type="radio"/> Missing dessert item</li> <li><input type="radio"/> Missing drink</li> <li><input type="radio"/> Received wrong sandwich/entrée</li> <li><input type="radio"/> Received wrong drink</li> <li><input type="radio"/> Received wrong dessert item</li> <li><input type="radio"/> Received wrong size sandwich/fries/beverage</li> <li><input type="radio"/> Item was underfilled</li> <li><input type="radio"/> Requested item not available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>8</b> Comments:</p> <p>Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>
DT10-US	<p><b>Accuracy:</b> Did you receive <b>the</b> condiments (if required or requested), along with <b>a receipt</b>, utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any napkins</li> <li><input type="radio"/> Missing straw(s)</li> <li><input type="radio"/> Missing utensils</li> <li><input type="radio"/> Condiments/dressing incorrect or missing</li> <li><input type="radio"/> <b>Missing receipt</b></li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p> <p>Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side.</p> <p><b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</p>

## Quality

DT11-US	<p><b>Quality:</b> Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Sandwich/entrée not at proper temperature</li> <li><input type="radio"/> Sandwich/entrée did not taste good</li> <li><input type="radio"/> Sandwich/entrée not neat</li> <li><input type="radio"/> Bun not soft resilient and moist</li> <li><input type="radio"/> Bun/muffin not properly toasted/steamed</li> <li><input type="radio"/> Biscuit dry/hard/not flaky</li> <li><input type="radio"/> Beef/chicken/fish/sausage not tender</li> <li><input type="radio"/> Cheese not properly tempered</li> <li><input type="radio"/> Lettuce/tomato/onions not fresh</li> <li><input type="radio"/> Ingredients are not well distributed</li> <li><input type="radio"/> Bacon not crisp</li> <li><input type="radio"/> Eggs not fluffy and moist</li> <li><input type="radio"/> Other</li> </ul>	<p><b>6</b> Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.</p> <p>Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starved, mustard first, etc.</p>
DT12-US	<p><b>Quality:</b> Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Fries/hash browns not hot</li> <li><input type="radio"/> Fries/hash browns did not taste good</li> <li><input type="radio"/> Hash browns not crisp</li> <li><input type="radio"/> Fries not properly salted</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b> Comments:</p>
DT13-US	<p><b>Quality:</b> Was your drink served neat, at the proper temperature and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Drink not neat</li> <li><input type="radio"/> Drink not at proper temperature</li> <li><input type="radio"/> Drink expired</li> <li><input type="radio"/> Drink did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b> Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item. Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding <u>not</u> to the customization. Sodas speak to not being flat, etc.</p>
DT14-US-01	<p><b>Quality:</b> Was your dessert served neat, at the proper temperature, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Dessert item not neat</li> <li><input type="radio"/> Dessert item not at proper temperature</li> <li><input type="radio"/> Dessert item expired</li> <li><input type="radio"/> Dessert item did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b> Comments:</p>

**Total Drive-thru Points**

**60**

## Customer First Visit 2024

Where was order taken?		Counter	Kiosk	MOP
Where was order delivered?		Counter	Table Service	
In-restaurant				
Cleanliness	IR1-US <b>Cleanliness:</b> Was interior of the restaurant clean?	<b>3</b>	Comments:	
	<input type="radio"/> Floors not clean <input type="radio"/> Dining room windows were not clean <input type="radio"/> Beverage bar station not clean <input type="radio"/> Lobby seating and tables not clean <input type="radio"/> Playplace not clean <input type="radio"/> Trash receptacles overflowing <input type="radio"/> Dining area not clean <input type="radio"/> Other			
	IR2-US <b>Cleanliness:</b> Was restroom clean, stocked and in working order?	<b>3</b>	Comments: <b>Observe:</b> Cleanliness standards and the correct cleaning procedures during your visit.  Note: do not cite if the restroom has both hand dryers and paper towels and one of the two is either not functioning or stocked, but the other is (e.g. hand dryer not working but paper towels available for guests to dry hands).	
Service	IR3-US <b>Cleanliness:</b> Were employees wearing uniforms that were clean and in good condition?	<b>3</b>	Comments:	
	<input type="radio"/> Employee uniforms dirty or stained <input type="radio"/> Employee uniforms were wrinkled <input type="radio"/> Employee uniforms were torn/ripped <input type="radio"/> Other			
	IR4-US <b>Order &amp; Pay :</b> <b>Front Counter:</b> Did order taker provide a digital prompt, was the order taking process effective, was Order Taker friendly, use your name, and provided clear instructions? <b>Kiosk:</b> Was the Kiosk in full working order, including table tents, and the product outage managed correctly? <b>Mobile Order &amp; Pay (MOP) Table Service:</b> Was the MOP table marker in place and in good condition and the product outage managed correctly?	<b>4</b>	Comments: All In-restaurant orders should be for dining in. Do not scroll through the Kiosk to look for product outage.	
<input type="radio"/> FC and Kiosk: Card reader not working <input type="radio"/> <b>Front Counter:</b> Digital prompt not provided <input type="radio"/> <b>Front Counter:</b> Name not used <input type="radio"/> <b>Front Counter:</b> Order Taker not available to take my order <input type="radio"/> <b>Front Counter:</b> Order Taker could not answer questions <input type="radio"/> <b>Front Counter:</b> Order Taker interrupted me <input type="radio"/> <b>Front Counter:</b> Order Taker not friendly <input type="radio"/> <b>Front Counter:</b> Did not provide clear instructions <input type="radio"/> <b>Kiosk:</b> Product outage not managed correctly <input type="radio"/> <b>Kiosk:</b> Active items not available on Kiosk <input type="radio"/> <b>Kiosk:</b> Table tent not available <input type="radio"/> <b>Kiosk:</b> Scanner reader not working <input type="radio"/> <b>MOP Table Service:</b> Table marker not available or not in good condition <input type="radio"/> <b>MOP Table Service:</b> Product outage not managed correctly <input type="radio"/> Other				
IR5-US <b>Present:</b> Was Presenter friendly and effective? <b>Table Service orders:</b> Did Presenter have condiments readily available (in apron, cart, tray, caddy, etc.) and ask if you have everything you need?	<b>4</b>	Comments:  For digital guests, the guest's name should be used when presenting the order.		
<input type="radio"/> Presenter not friendly <input type="radio"/> Presenter did not provide a farewell <input type="radio"/> <b>Table Service:</b> I was not greeted by name <input type="radio"/> <b>Table Service:</b> Presenter did not check that I have everything I need <input type="radio"/> <b>Table Service:</b> Presenter did not have condiments readily available <input type="radio"/> <b>Mobile Order &amp; Pay Table Service:</b> Presenter did not greet me by name <input type="radio"/> Other				

IR6-US	<p><b>Dining Area:</b> Did you observe genuine hospitality in the dining area?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Employees did not prioritize/assist customer when needed</li> <li><input type="radio"/> Employees not actively looking for opportunities to connect with customers</li> <li><input type="radio"/> Tone not friendly</li> <li><input type="radio"/> No eye contact</li> <li><input type="radio"/> Not communicating effectively</li> <li><input type="radio"/> Other</li> </ul>	4	Comments:
IR7-US	<p><b>Speed:</b> Was your 'Wait Time' 90 seconds or less? <i>Wait time begins when joining line and ends on arrival at order point.</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Manager not reacting to danger zones</li> <li><input type="radio"/> Side 2 of the prep table not open when appropriate</li> <li><input type="radio"/> Dedicated fries/hash browns person not positioned when appropriate</li> <li><input type="radio"/> Dedicated beverage person not positioned when appropriate</li> <li><input type="radio"/> Order taker not in position to take order</li> <li><input type="radio"/> Order taker not effective</li> <li><input type="radio"/> Extreme high arrival rates</li> <li><input type="radio"/> Large or complex orders caused long order taking times</li> <li><input type="radio"/> Customer not guided to appropriate order point</li> <li><input type="radio"/> Service stock levels are not appropriate</li> <li><input type="radio"/> Not enough order points available</li> <li><input type="radio"/> Other</li> </ul>	4	Comments: Record Time: _____
IR8a	<p><b>Speed (Non Table Service orders):</b> Was your Receipt to Present (R2P) 90 seconds or less? <i>R2P time begins when receipt/change is received and ends when the entire order is presented.</i></p>	8	Comments: Record Time: _____
IR8b	<p><b>Speed (Table Service):</b> Was the combined R2P and Fulfillment Time 135 seconds or less? <i>Time begins when receipt/change is received and ends when the entire order is presented (including condiments).</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Manager not reacting to danger zones</li> <li><input type="radio"/> Side 2 of the prep table not open when appropriate</li> <li><input type="radio"/> Fry/hash browns person not positioned when appropriate</li> <li><input type="radio"/> Beverage person not positioned when appropriate</li> <li><input type="radio"/> Order taker not in position to take the order</li> <li><input type="radio"/> Guest Experience Safety and Sanitation Leader (GESSL), Table Server, or member of the service team not available to deliver order (table service)</li> <li><input type="radio"/> Unable to locate table number</li> <li><input type="radio"/> Extreme high arrival rates</li> <li><input type="radio"/> Large or complex orders caused long order taking times</li> <li><input type="radio"/> Service stock levels are not appropriate</li> <li><input type="radio"/> Orders served off the monitors too quickly</li> <li><input type="radio"/> Other</li> </ul>	8	Comments: Record Time: _____
IR9-US	<p><b>Accuracy:</b> Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Missing sandwich/entrée</li> <li><input type="radio"/> Missing fries/hash browns</li> <li><input type="radio"/> Missing dessert item</li> <li><input type="radio"/> Missing drink</li> <li><input type="radio"/> Received wrong sandwich/entrée</li> <li><input type="radio"/> Received wrong drink</li> <li><input type="radio"/> Received wrong dessert item</li> <li><input type="radio"/> Received wrong size sandwich/fries/beverage</li> <li><input type="radio"/> Item was underfilled</li> <li><input type="radio"/> Requested item not available</li> <li><input type="radio"/> Other</li> </ul>	8	<p>Comments: Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>
IR9-US-01	<p><b>Accuracy (Table Service):</b> did you receive a filled drink?</p> <ul style="list-style-type: none"> <li><input type="radio"/> <b>Table Service:</b> did not provide filled drink</li> <li><input type="radio"/> Other</li> </ul>	Y/N	<p>Comments: Filled drinks are to be provided for all Table Service orders. For both Self-Service Beverage Bar (SSBB) and Crew Pour restaurants, all drinks should be filled before presenting the order to the customer. For restaurants with a Freestyle Beverage unit, the cup should be presented to the customer with their order so they can choose their drink. This question only applies to table service assessment, and otherwise should be marked as N/A.</p>
IR10-US	<p><b>Accuracy:</b> Did you receive the condiments (if required or requested), along with a receipt utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any napkins</li> <li><input type="radio"/> Missing straw(s)</li> <li><input type="radio"/> Missing utensils</li> <li><input type="radio"/> Condiments/dressing incorrect or missing</li> <li><input type="radio"/> <b>Missing receipt, if applicable</b></li> <li><input type="radio"/> Other</li> </ul>	4	<p>Comments: Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met. For Mobile Order &amp; Pay Table Service orders, a receipt is not provided and should not be assessed under this question.</p>

**Quality**

**IR11-US** **Quality:** Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?

Please select item ordered:

- Sandwich/entrée not at proper temperature
- Sandwich/entrée did not taste good
- Sandwich/entrée not neat
- Bun not soft resilient and moist
- Bun/muffin not properly toasted/steamed
- Biscuit dry/hard/not flaky
- Beef/chicken/fish/sausage not tender
- Cheese not properly tempered
- Lettuce/tomato/onions not fresh
- Ingredients are not well distributed
- Bacon not crisp
- Eggs not fluffy and moist
- Other

**6** Comments:  
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.

Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starred, mustard first, etc.

**IR12-US** **Quality:** Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?

- Fries/hash browns not hot
- Fries/hash browns did not taste good
- Hash browns not crisp
- Fries not properly salted
- Other

**4** Comments:

**IR13-US** **Quality:** Was your drink served neat, at the proper temperature and did it taste good?

Please select item ordered:

- Drink not neat
- Drink not at proper temperature
- Drink expired
- Drink did not taste good
- Other

**2** Comments: Please do not order bottled water as the choice of drink.

Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.  
Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.

**IR14-US-01** **Quality:** Was your dessert served neat, at the proper temperature, and did it taste good?

- Please select item ordered:
- Dessert item not neat
- Dessert item not at proper temperature
- Dessert item expired
- Dessert item did not taste good
- Other

**2** Comments:

**Total In-restaurant Points**

**59**

# Customer First Visit 2024

## Curbside

Cleanliness	<p><b>CU1-US</b>     <b>Cleanliness:</b> Is the exterior of restaurant clean?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Parking lot not clean</li> <li><input type="radio"/> Landscape not clean</li> <li><input type="radio"/> Sidewalks not clean</li> <li><input type="radio"/> Trash receptacles overflowing/full</li> <li><input type="radio"/> Corral area not clean</li> <li><input type="radio"/> Curbside signage not clean</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b>     Comments:</p>
	<p><b>CU2-US</b>     <b>Cleanliness:</b> Were crew wearing uniforms that were clean and in good condition?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Employee uniforms dirty or stained</li> <li><input type="radio"/> Employee uniforms were wrinkled</li> <li><input type="radio"/> Employee uniforms were torn/ripped</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b>     Comments: When appropriate, during the recap, coach if safety vest is not worn</p>
Service	<p><b>CU3-US</b>     <b>Messaging:</b> Were Curbside <b>spaces</b> clearly signposted, easily identifiable and <b>positioned near restaurant entrance doors</b>?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Curbside <b>spaces</b> not signposted</li> <li><input type="radio"/> Curbside <b>spaces</b> not easily identifiable</li> <li><input type="radio"/> Signage damaged</li> <li><input type="radio"/> Signage not <b>positioned</b> correctly</li> <li><input type="radio"/> <b>Numbers across Curbside, Drive-thru pull forward and Delivery parking were not sequential</b></li> <li><input type="radio"/> <b>No clear differentiation of signage design between Curbside, Drive-thru pull forward, and Delivery</b></li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>     Comments:  Refer to wayfinding and signage standards for location recommendations (Included in MOP with ROA Technology Execution Manual posted on ROA website)</p>
	<p><b>CU4-US</b>     <b>Present:</b> Was Presenter friendly and did they greet you by name?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Presenter did not greet me by name</li> <li><input type="radio"/> Employee(s) did not provide eye contact</li> <li><input type="radio"/> Presenter did not thank me</li> <li><input type="radio"/> Presenter did not provide a farewell</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>     Comments:</p>
	<p><b>CU4-US-01</b>     <b>Present:</b> Did Presenter have condiments readily available (in apron, cart, tray, caddy, etc.), and asked if you have everything you need?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Presenter did not check that I have everything I need</li> <li><input type="radio"/> Presenter did not have condiments readily available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>     Comments:</p>
	<p><b>CU5-US</b>     <b>Speed:</b> Was service time (R2P + Fulfillment) 135 seconds or less? <i>Time starts once the bay number is entered and the button "Done" is clicked, stops when the last item is presented.</i></p>	<p><b>8</b>     Comments: Enter Time: _____</p> <ul style="list-style-type: none"> <li>• 135" or less - 8 pts</li> <li>• 136"-162" - 7 pts</li> <li>• 163"-188" - 5 pts</li> <li>• 189"-214" - 3 pts</li> <li>• 215"-240" - 1 pts</li> <li>• 241" or greater - 0 pts</li> </ul>
	<p><b>CU6-US</b>     <b>Accuracy:</b> Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Missing sandwich/entrée</li> <li><input type="radio"/> Missing fries/hash browns</li> <li><input type="radio"/> Missing dessert item</li> <li><input type="radio"/> Missing drink</li> <li><input type="radio"/> Received wrong sandwich/entrée</li> <li><input type="radio"/> Received wrong drink</li> <li><input type="radio"/> Received wrong dessert item</li> <li><input type="radio"/> Received wrong size sandwich/fries/beverage</li> <li><input type="radio"/> Item was underfilled</li> <li><input type="radio"/> Requested item not available</li> <li><input type="radio"/> Other</li> </ul>	<p><b>8</b>     Comments:  Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.  If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>

<b>Service</b> (continued)	<b>CU6-US-01</b>	<b>Accuracy:</b> Was product outage managed correctly? <input type="radio"/> Product outage not managed <input type="radio"/> Item ordered not available <input type="radio"/> Other	<b>3</b>	Comments: If there are no issues, the question will meet standard. Do not scroll through the app to look for product outage.
	<b>CU7-US</b>	<b>Accuracy:</b> Did you receive the condiments (whether required or requested), along with utensils, napkins, and straws? <input type="radio"/> Did not receive any napkins <input type="radio"/> Missing straw(s) <input type="radio"/> Missing utensils <input type="radio"/> Condiments/dressing incorrect or missing <input checked="" type="radio"/> Pick ticket not visible/missing <input type="radio"/> Other	<b>4</b>	Comments:  Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</b>
<b>Quality</b>	<b>CU8-US</b>	<b>Quality:</b> Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good? Please select item ordered: <input type="radio"/> Sandwich/entrée not at proper temperature <input type="radio"/> Sandwich/entrée did not taste good <input type="radio"/> Sandwich/entrée not neat <input type="radio"/> Bun not soft resilient and moist <input type="radio"/> Bun/muffin not properly toasted/steamed <input type="radio"/> Biscuit dry/hard/not flaky <input type="radio"/> Beef/chicken/fish/sausage not tender <input checked="" type="radio"/> Cheese not properly tempered <input checked="" type="radio"/> Lettuce/tomato/onions not fresh <input checked="" type="radio"/> Ingredients are not well distributed <input type="radio"/> Bacon not crisp <input type="radio"/> Eggs not fluffy and moist <input type="radio"/> Other	<b>6</b>	Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.  Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starred, mustard first, etc.
	<b>CU9-US</b>	<b>Quality:</b> Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good? <input type="radio"/> Fries/hash browns not hot <input type="radio"/> Fries/hash browns did not taste good <input type="radio"/> Hash browns not crisp <input type="radio"/> Fries not properly salted <input type="radio"/> Other	<b>4</b>	Comments:
	<b>CU10-US</b>	<b>Quality:</b> Was your drink served neat, at the proper temperature and did it taste good? Please select item ordered: <input type="radio"/> Drink not neat <input type="radio"/> Drink not at proper temperature <input type="radio"/> Drink expired <input type="radio"/> Drink did not taste good <input type="radio"/> Other	<b>2</b>	Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item. Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.
	<b>CU11-US-01</b>	<b>Quality:</b> Was your dessert served neat, at the proper temperature, and did it taste good? Please select item ordered: <input type="radio"/> Dessert item not neat <input type="radio"/> Dessert item not at proper temperature <input type="radio"/> Dessert item expired <input type="radio"/> Dessert item did not taste good <input type="radio"/> Other	<b>2</b>	Comments:
<b>Total Curbside Points</b>			<b>55</b>	



# Customer First Visit 2024

## Delivery

Select 3PO partner:

Present	D1	For security reasons, was courier and vehicle correct per by 3PO app?	<b>Y/N</b>	Comments:
	D2	Was courier polite, did they confirm their name and yours?	<b>Y/N</b>	Comments:
	D3	Was courier neatly presented and adhered to appropriate hygiene standards? <input type="radio"/> Clothing dirty or stained <input type="radio"/> Clothing torn/ripped <input type="radio"/> Other	<b>Y/N</b>	Comments:
Speed	D5-US	Was 'End to End' time from payment to courier present under 30 minutes? <i>Time begins on payment and ends when order is presented</i>	<b>Y/N</b>	Comments: Record Time: _____
	D6-US	Was the actual arrival time less than the predicted app arrival time?	<b>Y/N</b>	Comments:
Service	D6-US-01	<b>Accuracy:</b> Was product outage managed correctly? <input type="radio"/> Product outage not managed <input type="radio"/> Item ordered not available <input type="radio"/> Other	<b>3</b>	Comments: If there are no issues, the question will meet standard. Do not scroll through the app to look for product outage.
	D7-US	<b>Accuracy:</b> Was order in correct packaging and sealing procedures followed? <input type="radio"/> Yellow rope-handled bag not used <input type="radio"/> Proper bags used to package food items inside yellow rope-handled bag <input type="radio"/> McDelivery cup holder not used for drinks/desserts inside yellow rope-handled bag <input type="radio"/> Other	<b>3</b>	Comments:
	D8-US	<b>Accuracy:</b> Was pick ticket visible? <input type="radio"/> Pick ticket not visible/missing <input type="radio"/> Other	<b>3</b>	Comments:
	D9-US	<b>Accuracy:</b> Did you receive all the food items as ordered and were they served as a full portion? <input type="radio"/> Missing sandwich/entrée <input type="radio"/> Missing fries/hash browns <input type="radio"/> Received wrong sandwich <input type="radio"/> Received wrong size sandwich/fries <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other	<b>4</b>	Comments:  Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered. If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc. Follow process to contact 3PO if items are missing to determine the reason.
	D9-US-01	<b>Accuracy:</b> Did you receive all the drink and dessert items as ordered and were they served as a full portion? <input type="radio"/> Missing drink <input type="radio"/> Missing dessert item <input type="radio"/> Received wrong drink <input type="radio"/> Received wrong dessert item <input type="radio"/> Received wrong size beverage <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other	<b>4</b>	Comments:  Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered. If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc. Follow process to contact 3PO if items are missing to determine the reason.

<b>Service</b> <small>(continued)</small>	<p><b>D10-US</b>      <b>Accuracy:</b> Did you receive the condiments (whether required or requested), along with utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any napkins</li> <li><input type="radio"/> Missing straw(s)</li> <li><input type="radio"/> Missing utensils</li> <li><input type="radio"/> Condiments/dressing incorrect or missing</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>      Comments: Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side. <b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met. Ketchup included with french fries is assessed in question D10-US-01.</p>
	<p><b>D10-US-01</b>      <b>Accuracy:</b> Was ketchup included with your french fry order?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Did not receive any ketchup with fries</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>      Comments: Ketchup should be included with every order of fries. <b>Note:</b> Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met. N/A this question if conducting a breakfast assessment. When appropriate, during the recap, coach on the proper number of ketchup required (1=small, 2=medium, 3=large).</p>
<b>Quality</b>	<p><b>D11-US</b>      <b>Quality:</b> Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Sandwich/entrée not at proper temperature</li> <li><input type="radio"/> Sandwich/entrée did not taste good</li> <li><input type="radio"/> Sandwich/entrée not neat</li> <li><input type="radio"/> Bun not soft resilient and moist</li> <li><input type="radio"/> Bun/muffin not properly toasted/steamed</li> <li><input type="radio"/> Biscuit dry/hard/not flaky</li> <li><input type="radio"/> Beef/chicken/fish/sausage not tender</li> <li><input type="radio"/> Cheese not properly tempered</li> <li><input type="radio"/> Lettuce/tomato/onions not fresh</li> <li><input type="radio"/> Ingredients are not well distributed</li> <li><input type="radio"/> Bacon not crisp</li> <li><input type="radio"/> Eggs not fluffy and moist</li> <li><input type="radio"/> Other</li> </ul>	<p><b>6</b>      Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.  Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starved, mustard first, etc.</p>
	<p><b>D12-US</b>      <b>Quality:</b> Were french fries at proper temperature and salted -OR- hash browns at proper temperature and did they taste good?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Fries/hash browns cold</li> <li><input type="radio"/> Fries/hash browns did not taste good</li> <li><input type="radio"/> Fries not properly salted</li> <li><input type="radio"/> Other</li> </ul>	<p><b>4</b>      Comments:</p>
	<p><b>D13-US</b>      <b>Quality:</b> Was your drink served neat, at the proper temperature and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Drink not neat</li> <li><input type="radio"/> Drink not at proper temperature</li> <li><input type="radio"/> Drink expired</li> <li><input type="radio"/> Drink did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b>      Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item. Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.</p>
	<p><b>D14-US-01</b>      <b>Quality:</b> Was your dessert served neat, at the proper temperature, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Dessert item not neat</li> <li><input type="radio"/> Dessert item not at proper temperature</li> <li><input type="radio"/> Dessert item expired</li> <li><input type="radio"/> Dessert item did not taste good</li> <li><input type="radio"/> Other</li> </ul>	<p><b>2</b>      Comments:</p>
<b>Total Delivery Points</b>		<b>39</b>

# Customer First Visit 2024

## Behind the Counter Operations

	Quality			
Quality	BC1-US	<p><b>Tempering &amp; Prep:</b> Were product levels sufficient per posted product level charts/eProduction monitor for the volume of business?</p> <p><input type="radio"/> Product level charts / eProduction monitor not in use / incorrect / not followed</p> <p><input type="radio"/> Other</p>	3	Comments:
	BC1-US-01	<p><b>Tempering &amp; Prep:</b> Were products correctly labeled and within secondary shelf lives?</p> <p><input type="radio"/> Products not dated correctly</p> <p><input type="radio"/> Products overheld / poor quality</p> <p><input type="radio"/> Other</p>	3	<p>Comments:</p> <p>Check dressing table, kitchen prepping and tempering area (sauce, cheese, and thawed items).</p>
	BC2-US	<p><b>MFY:</b> Were UHC product holding times and holding levels being adhered to?</p> <p><input type="radio"/> Not following appropriate process (e.g., setting timers, FIFO)</p> <p><input type="radio"/> Not checking and/or adhering to batch cooking levels using production chart/eProduction monitor</p> <p><input type="radio"/> Product level chart/eProduction monitor incorrect / not in use</p> <p><input type="radio"/> Not discarding expired products</p> <p><input type="radio"/> Fresh beef held in UHC</p> <p><input type="radio"/> Other</p>	3	<p>Comments:</p> <p>Check UHCs against posted product levels. Observe the replenishment of the UHC to confirm it's being done correctly per the chart/monitor. The level might not match the chart/monitor if it's actively in use, products being cooked in vats, grills, etc.</p> <p>Fresh beef patties cannot be held in the UHC.</p>
	BC3-US	<p><b>Fries/hash browns:</b> Were french fries/hash browns available to meet demand, following cooking and holding procedures and french fries station set up/maintained correctly?</p> <p><input type="radio"/> Fry station not staffed when conditions dictate</p> <p><input type="radio"/> Secondary responsibility for cooking fries/hash browns not assigned</p> <p><input type="radio"/> Cooking procedures not followed</p> <p><input type="radio"/> Overholding fries/hash browns</p> <p><input type="radio"/> Accu-salt shaker not used correctly</p> <p><input type="radio"/> Oil not filled to normal level line</p> <p><input type="radio"/> Oil quality poor</p> <p><input type="radio"/> Oil not skimmed</p> <p><input type="radio"/> Fryer filtering cycle not followed</p> <p><input type="radio"/> Heat lamps not working or missing</p> <p><input type="radio"/> `</p> <p><input type="radio"/> Station not properly stocked for 24/2</p> <p><input type="radio"/> Other</p>	3	Comments:
Service	BC4-US	<p><b>Beverages:</b> Were drinks placed on appropriate cart/table identified? Were drinks placed separately, grouped by order and served correctly?</p> <p><input type="radio"/> Flavor choice indicator buttons not correctly pressed down on lids</p> <p><input type="radio"/> Items not placed on correct section on appropriate cart/table</p> <p><input type="radio"/> Uncollected drinks not discarded</p> <p><input type="radio"/> Drinks not separated / grouped</p> <p><input type="radio"/> Orders with 2 or more drinks not served in a carrier</p> <p><input type="radio"/> Other</p>	3	Comments:
	BC5-US	<p><b>Order Assembly:</b> Were orders assembled correctly, once all items were available? Were assembly Stations/Landing Tables utilized appropriately and orders checked for accuracy?</p> <p><input type="radio"/> <b>All Channels:</b> Orders assembled before all items ready or not assembled in correct sequence</p> <p><input type="radio"/> <b>All Channels:</b> Stickers not checked to ensure order accuracy</p> <p><input type="radio"/> <b>All Channels:</b> Correct packaging not used</p> <p><input type="radio"/> <b>Drive Thru:</b> Orders not positioned or grouped correctly on drive-thru cart</p> <p><input type="radio"/> <b>Drive Thru:</b> Orders not checked for accuracy</p> <p><input type="radio"/> <b>Drive Thru:</b> Bags and Happy Meals not kept open for checking</p> <p><input type="radio"/> <b>Curbside:</b> Pick ticket not used to assemble Curbside orders</p> <p><input type="radio"/> <b>Delivery:</b> 'Just cooked' fries not always used for Delivery orders</p> <p><input type="radio"/> <b>Delivery:</b> Pick ticket not used to assemble Delivery orders</p> <p><input type="radio"/> <b>Delivery:</b> Orders not sealed correctly</p> <p><input type="radio"/> <b>Delivery:</b> Station not used consistently for all orders</p> <p><input type="radio"/> <b>Delivery:</b> Station not set up correctly</p> <p><input type="radio"/> <b>Delivery:</b> Station not stocked correctly</p> <p><input type="radio"/> <b>Delivery:</b> Order accuracy checking procedures not followed</p> <p><input type="radio"/> Other</p>	4	<p>Comments:</p> <p>Check that orders are assembled properly, in the correct sequence (e.g. sandwiches/entrees, fries, drinks, condiments, etc.).</p> <p>The right bag keeps food hot and prevents items from getting mashed together.</p> <p>Check that pick tickets are used to assemble Curbside and Delivery orders to ensure order accuracy.</p> <p>Assembly stations and tables should be set up, stocked, and used for all orders.</p>

<b>Cleanliness</b>	BC6-US	<p><b>General Cleanliness Production and Service Areas:</b> Did restaurant display general shift cleanliness in production and service areas?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Kitchen not clean</li> <li><input type="radio"/> Front Counter area not clean</li> <li><input type="radio"/> Drive-thru area not clean</li> <li><input type="radio"/> Beverage Cell not clean</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b> Comments:</p> <p><b>Check:</b> Evidence of Clean As You Go (CAYG) and systems that support a clean and safe environment. Describe what you observed.</p>	
	<b>Shift Leadership*</b>	BC7-US	<p><b>People Positioning:</b> Are employees positioned and adjustments made, as conditions dictate, throughout the shift?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Not adjusting as conditions dictate</li> </ul>	<p><b>4</b> Comments:</p> <p>Observe Manager behaviors to adjust the positioning of employees based on changing shift conditions. Reviewing the crew schedule and/or the DSPG is not needed to assess this question.</p>
		BC9	<p><b>Leading Operations:</b> Shift and Area Leaders conduct travel paths, identify danger zones and take appropriate actions to prioritize &amp; reduce operational barriers to deliver Gold Standard products and a great customer experience</p> <ul style="list-style-type: none"> <li><input type="radio"/> Not managing from an observation post or was dedicated to a station</li> <li><input type="radio"/> Not effectively reacting to danger zones</li> <li><input type="radio"/> Not complete or an effective travel path per guidelines</li> <li><input type="radio"/> Not focused on taste &amp; quality behaviors</li> <li><input type="radio"/> Shift plan incomplete or not executed properly</li> <li><input type="radio"/> Shift Leader does not react to reduce bottlenecks</li> <li><input type="radio"/> Shift Leader does not react to danger zone(s)</li> <li><input type="radio"/> Shift Leader does not provide coaching or redirection as appropriate</li> <li><input type="radio"/> Shift Leader not setting priorities</li> <li><input type="radio"/> Shift Leader not taking appropriate action</li> <li><input type="radio"/> Other</li> </ul>	<p><b>Y/N</b> Comments:</p> <p>This question is not scored; it is diagnostic only.</p> <p>Based on observations during your time assessing the Behind the Counter portion of the assessment observe the following:</p> <p>Travel Paths: Does the Shift Leader conduct the travel path correctly, prioritizing and delegating actions based on observations throughout the shift?</p> <p>Danger Zones: e.g., rule of 3. Does the Shift Leader anticipate and react to and reduce bottlenecks? Does the Shift Leader rectify the danger zone without becoming tied to a station, rather than redirect employees to break up the bottleneck? Does the Shift Leader react to quality opportunities (e.g., reacts to overheld product or no times on prep table or UHC, visible lack of seasoning on products, etc. Shift Leaders provide coaching or redirection as appropriate.</p> <p>It is not needed to wait to observe if a travel path is conducted every 30 minutes.</p> <p>These operational behaviors are expected of Shift Leaders at McOpCo restaurants. These operational behaviors will be observed at owner/operator restaurants and can be used to consult with owner/operators regarding their restaurant operations.</p>
<b>General*</b>	BC10	<p><b>Operational Focus:</b> Was the Shift Leader aware of the restaurant's priorities, goals and actions, and progress?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Manager not able to communicate what are the restaurant's priorities</li> <li><input type="radio"/> Manager not able to communicate progress with the actions</li> <li><input type="radio"/> Other</li> </ul>	<p><b>3</b> Comments:</p> <p>Ask the manager to share what they are working on, related to the restaurant's priorities. Manager must be able to share in their own words what is the progress (i.e., if they are improving) against the restaurant's goals.</p>	

\*Owner/Operators are independent employers and each Owner/Operator and each owner/operated restaurant is unique. Owner/Operators are alone responsible for all employment matters in their restaurant(s), including alone making all decisions regarding the requirements for jobs and setting all terms and conditions of employment, including hiring, firing, discipline, supervision, staffing and scheduling.