



WIN AT WORK. WIN AT LIFE.

Young Employee Work Ethic Certification Multi-Unit Restaurants White Paper

**Independently Published on Behalf of
Bring Your A Game to Work & Papa Murphy's Pizza
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Bring Your A Game to Work is not your average youth workplace training program where an adult tells young people what to do with a finger in their face the whole time. This is also not your average white paper where we spend 30 pages sharing dry, scientific research. It's not your average white paper, just what you need to know about how Bring Your A Game to Work, changed the way young employees think about work and perform their work daily at Papa Murphy's Pizza.

Just as the fundamental workplace values instilled and reinforced through The A Game can't be mistaken for soft skills, don't mistake this research as qualitative or squishy. To the contrary, it is a culmination of a carefully planned and professionally developed assessment tool in a real, restaurant environment.

This white paper focuses on an A Game pilot that was completed in May and June of 2010 with five Papa Murphy's Pizza restaurants in Colorado. Three of the restaurants involved are corporate locations and two are locally owned and operated franchises.

Program Overview:

The *Bring Your A Game to Work* pilot program was implemented at Papa Murphy's with the intent of redefining how young, front line employees think about and perform their job tasks daily. The pilot program was designed to quickly and efficiently instill the seven fundamental values that comprise work ethic through the A Game's patented, online certification program and reinforce these values through a simple recognition program.

The pilot program kicked off with a 1.5 hour training with the five managers involved in the pilot program that covered best practices in reinforcing work ethic on the job as well as the logistics for rolling out the online certification program. Each manager was given a custom built certification starter kit that included 10 copies of "Bring Your A Game to Work" by Eric Chester, 10 unique access codes for the A Game online certification program, 2 A Game posters and 10 gold certification recognition pins. Also included was a customized quick reference guide for managers that provided all the necessary resources to brief employees on the program, help them complete the online certification and recognize their achievement.

Program Goals:

The following are the goals outlined at the onset of the Papa Murphy's pilot program:

- 1. Train Papa Murphy's managers and franchisees on how to reinforce work ethic in the restaurant daily.*
- 2. Certify young, front-line employees in work ethic with the A Game's patented, online certification program.*
- 3. Assess young employees that are certified prior to certification and after certification to measure any difference in attitude related to work and use of a common language around work (Seven Fundamental Workplace Values).*
- 4. Survey participating managers to measure their reaction to on the job performance of certified, young employees over a three week span.*



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Program Highlights:

Overall, the Bring Your A Game to Work pilot test program was considered highly successful at Papa Murphy’s Pizza. A detailed overview of the results of the program can be found in the employee and manager survey section of this white paper. Here are the best, juiciest facts.

Employee Feedback Highlights

Employee Job Readiness:

1. A Game certified employees felt more ready and excited to work after completing A Game certification:
 - a. The average rating for employees being ready to work went up .5 to 9.2 out of 10.
 - b. The average rating for employees being excited to go to work went up 1.2 to 8.6 out of 10.
 - c. Employee preparation for work went up by almost one hour per week on average.

Employee Feelings About Work:

1. Employees felt significantly more confident, prepared and excited for work after A Game certification:

<i>Attribute</i>	<i>% Change Post Certification</i>
Confident	30%
Scared	(0 rating pre and post)
Ready	4%
Uncertain	4%
Indifferent	26%
Angry	93%
Prepared	22%
Excited	21%
Nervous	19%

2. Employees had a more defined sense of purpose in their reason for working after A Game certification:
 - a. Sense of accomplishment as a reason for working went up over 40%
 - b. Being bored as a reason for working went down 50%

Employee Understanding and Definition of Work Ethic:

1. Employees had much more specific definitions of what work ethic is and these definitions were more closely related to business and individual performance on the job.
2. Employees had a clearer understanding of what manager expectations are and aligned these expectations with providing value to their employer every day.
3. Employees utilized A Game vocabulary in it’s proper context post certification, aligning their workplace dialogue with managers.

Employee Understanding of Workplace Rules and Norms:

1. In asking employees how important the 7 Fundamental Workplace Values are in practice to them, the responses post certification were 100% very important showing a more mature understanding of the rules of the workplace and interpretation of these values.



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Manager Feedback Highlights

Manager's Opinion of Employee Job Readiness

1. The manager's opinion of employee job readiness after A Game certification was high with 8.7 out of 10.

Manager's Definition of What an Employee Needs to Be Successful at Work

1. The majority of manager's surveyed views on what makes an employee successful in their restaurant were consistent with the Seven Fundamental Workplace Values instilled in The A Game.
 - a. Positive Attitude
 - b. Ambition
 - c. Accept the Rules
 - d. Be Ready to Work

Manager's Satisfaction with A Game Certified Employees

1. Overall, manager satisfaction with A Game certified employees was higher post certification. 100% of the manager's surveyed said that A Game certified employees performed better than before the certification program in the following categories:

A Game Certified Employees Performance Indicators
Employees show up for work more consistently
Employees have a better attitude on the job
Employees wear the assigned uniform all the time
Employees are more eager to learn on the job
Employees show more respect for you as a manager
Employees are honest on the job
Employees treat customers with more respect

Manager's Overall Opinion of the A Game Certification Program

1. 100% of managers felt that the A Game certification increased on the job performance in their young employees. All managers surveyed gave the A Game program top marks in the following categories:

A Game Program Manager Assessment Criteria
This program and certification changed the way my employees think about their jobs
This program made my employees more efficient at doing their daily work
The time I invested in this program was valuable to my employees future development
I would hire more employees with this certification
I am satisfied with the behaviors and attitudes of my employees that participated in this program
I see a regular display of quality work ethic in my employees
Overall I am satisfied with the A Game program



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Program Implementation:

Implementation Schedule:

The managers of the five restaurants involved implemented a simple, step-by-step process that informed young employees about the program, had them read “Bring Your A Game to Work” and complete the online certification, then recognize their achievement appropriately in the restaurant. The following format was followed in implementing the program:

Timeframe	Initiative
1 week later	A Game conducted 2 hour training session with participating managers and corporate training staff
1 week after orientation	Managers presented the A Game program to hourly associates and distributed “Bring Your A Game to Work” to employees to read and employees completed a pre-survey
Upon completion of certification	Employees will completed the online Mastery Certification
	Employees completed a post-survey and managers presented all certified employees with an A Game gold lapel pin in front of other staff

Papa Murphy’s Employee Incentive Program:

As the leadership from Papa Murphy’s and The A Game met to determine the pilot program rollout, it was evident that an incentive program would be appropriate to encourage young employees to complete the certification and insure they were fairly compensated for their time in doing so. The following incentives were provided by Papa Murphy’s to encourage participation in the pilot program:

1. All employees that participated were paid for 3 hours of work to complete the online certification upon successful completion of the certification.
2. The first employees at each restaurant to complete the certification were entered into a drawing for an I-Pod.
3. All employees that completed the certification were awarded an A Game gold lapel pin in front on other employees.
4. All employees that completed the certification were awarded their choice of three rewards valued at \$10 each.

Bring Your A Game to Work is a national workplace initiative aiming to rebuild work ethic in young people. Youth can earn mastery level certification to prove that they are work ready, and the adults, who teach them, manage them, and care about them can help get them there. Whether you are a manager who needs better employees, a workforce development professional or teacher in need of curriculum, or a parent who wants to prepare your children for their future, The Bring Your A Game to Work Initiative has tools to help you develop work ethic in youth.

Find out more at: www.theagame.com

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