



DEVELOPMENT PROGRAM

100

NEW SPARTAN ORIENTATION

Developer Guide

New Spartan Orientation Developer Guide

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WELCOME TO WHITEWATER-100

Welcome to WhiteWater Express Car Wash

At WhiteWater, we are a people-focused, leadership company. We want everyone on our teams to feel empowered to lead others on their team, regardless of their position. We believe that anyone, in any position, can be a leader. Our daily goal is to grow through learning, teaching and leading others. If you learn just one skill a day every day for 30 days, you will have learned thirty new skills in a month. Small progress each day adds up to great strides in the long run. Every day we have endless opportunities to lead, develop and grow. While those opportunities will come in many forms and look different day-to-day, every day will bring the opportunity to learn new skills and increase your knowledge.

At the end of the day, we want you to be prepared for life, not just for work. We want to prepare you for the future by enhancing the skills you already have and teaching you new skills that will help you be successful with WhiteWater, and beyond.

We're excited to have you join our amazing team and can't wait to see your growth and all that you will accomplish. Now, let's dive into the New Spartan Orientation Program and learn more about WhiteWater and what makes us utterly unique.

History of WhiteWater

Founded in 2016 in Tomball, TX, WhiteWater Express is an express exterior car wash that provides exceptional customer service, high-quality car washes and convenient locations. From building our own locations from the ground-up to acquiring locations in Texas, Oklahoma, Kentucky, Ohio, Michigan and Louisiana, we are a rapidly growing company, and we are excited for you to grow with us. In fact, many of our management and executive team members started as Team Leaders at WhiteWater. We value the growth of every member of our family whether WhiteWater is a lifelong career, or you're working part-time while pursuing another dream. We value you, the person, and want you to be successful no matter what you do in life.

WhiteWater Mission Statement

Our mission is, "To deliver the highest quality car wash experience at an amazing value, while continuously exceeding our customers' expectations." The positive guest experience starts with us. Welcoming our guests to the car wash with a friendly greeting and big smile ensures that their experience starts positively. From there, it's all about the car wash. Keeping our tunnels and equipment clean and in good working condition ensures that guests receive the high-quality wash that they expect. Once they are through the wash, we complete the experience by having a clean lot, fresh, clean towels and properly functioning air hoses and vacuums. We complete the guest experience by being out in the lot interacting with customers in a positive, respectful manner and addressing any issues they may have. By going above and beyond to ensure that all of these areas are up to standard, we can guarantee that our guests will have an exceptional experience.

WhiteWater Vision Statement

Our vision is, "To make a difference in our communities, environment, and the lives of our employees and customers through the most innovative express car wash experience." We strive to achieve this vision every day by always looking for opportunities to make a positive impact on our guests every time they visit a WhiteWater location. From our friendly smile to a simple "Hello!" we are able to impact our customers in a positive manner. We also look for every opportunity to improve the lives of our team members by giving them the guidance and resources to grow and learn the skills needed to be a successful person, not just a successful employee.

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Spartans

At WhiteWater we strive to be Spartans. A Spartan is defined as a person of great courage and self-discipline who shows indifference to comfort and luxury. Spartans do not come up with excuses, they come up with solutions and never give up on the goal. They always find a way to win. At WhiteWater this means going above and beyond in any situation and giving every task your absolute best effort. As Spartans we never back down from a challenge, we dive in headfirst, ready to take on the challenge without fear. This means never being afraid to learn from, teach or lead others.

Development Workshops

One of the many ways that we enable everyone to lead is through development workshops. As we constantly strive to learn more and become better leaders, these development workshops provide an avenue to learn skills for life, not just for work. Workshops are provided every week on a variety of topics from recruiting to vehicle incident reports.

Of all the development workshops we offer, our most popular is the weekly leadership workshop. This workshop is open to all Spartans, and we encourage everyone, in every department, to attend as often as possible. In this workshop, you will achieve a better understanding of how to be a leader and how to apply those leadership skills in everyday situations whether you are at work or at home.

Summary

As your career with WhiteWater progresses, you will have endless opportunities, in many forms, to lead, develop and grow, and every day will bring the opportunity to learn new skills and increase your knowledge. Once again, we're so excited to have you join our amazing team and can't wait to see your growth and all that you accomplish!

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Welcome to WhiteWater Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Review the key points of the module

- Our daily goal is to grow through learning, teaching and leading others
- Founded in 2016 in Tomball, TX
 - Now have locations in Texas, Oklahoma, Kentucky, Ohio, Michigan and Louisiana
- At WhiteWater, we are all Spartans
 - Spartans display great courage and self-discipline
 - They don't come up with excuses, they come up with solutions
 - They never give up on the goal, and always find a way to win
- Development Workshops
 - Provided every week on a variety of topics
 - Specialized workshops
 - EX. Recruiting, Cash Deposit, Divvy, DRB/ICS, etc.
 - Leadership workshop is provided weekly for the entire company

Welcome to WhiteWater Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

**There is no Perform & Coach for
this module please proceed to
Module 101
Leadership & The Pillars**

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LEADERSHIP & THE PILLARS-101

Welcome

Leadership comes in many forms and may look different from case to case. In every situation, we have an opportunity to display leadership. This module will review several types of leadership, examples of how you can show leadership and how leadership can have a positive impact in all aspects of life. We will also learn about and discuss the two pillars of WhiteWater and what it means to be EELITE.

Leadership

Leadership is the art of motivating a group of people to act toward achieving a common goal, and is accomplished through engaging conversation with a team of people about the purpose and benefits of performing an action.

Leadership also requires identifying leadership potential in others. By developing your team's leadership skills, you will create sustainable, long-term success. Furthermore, it is possible for anyone to be a leader regardless of position or tenure with the company. Leaders are found in every position, not just those at the top.

Leadership is important in all aspects of life; you have to be willing to learn from others and accept criticism to help you evolve as a leader yourself. Leadership means people look to you for answers or help in stressful times. The impact of leadership can be felt throughout the organization and by continuing to develop and sharpen leadership skills, we will all be more successful in the future.

What is a Leader?

A leader ensures that their teams have the necessary skills and abilities to do their job and achieve the vision. A vision is a realistic, convincing and attractive depiction of where you want to be in the future that provides direction, sets priorities, and provides a marker for success. Leaders also make sure they manage change effectively to ensure that the changes are implemented smoothly and thoroughly with the support and backing of the people affected.

The best leaders build trust with team members in order to delegate more effectively. They also know how to demonstrate sincere gratitude in the workplace. One of the most important things a leader can do is to treat people with respect on a daily basis. This will ease tensions and conflict, create trust, and improve effectiveness. Great leaders are self-aware, and they understand how their behaviors, words and actions impact and influence others. The more self-aware you are, the more effective you can be as a leader.

Leaders notice when someone is having a bad day and they uplift them and make their workday enjoyable. Leaders come in early to be proactive and accomplish tasks before starting their daily game plan. Leaders share their knowledge and encourage others to spread what they have learned. They are also open to trying new things, even if that means failing at first, because in reality you either win or you learn.

What is Effective Leadership?

Effective leadership is proactive and develops leaders through positive communication and helping others take advantage of all opportunities to grow. The best leaders are skilled communicators who are able to communicate in a variety of ways, whether delivering information or inspiring others. The quality and effectiveness of communication among leaders across your organization directly affects overall success. Effective leaders can look at every individual they lead and figure out how best to develop, coach, and motivate them as individuals, to obtain the greatest outcomes. By creating a more engaging conversation, leaders are able to motivate a group to execute tasks that lead to the achievement of overall team goals.

The Pillars of WhiteWater

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A pillar is something that is regarded as reliably providing essential support for something, and without the support of the pillars the entire structure would collapse. At WhiteWater, our organization is supported by the pillars of respect and communication. These are the foundation of WhiteWater, and without respect and communication we would not be where we are today. The pillars are necessary tools in our daily effort of building better leadership skills. However, in order to ensure the supportiveness of our pillars we must work every day to maintain and reinforce their values. Let's learn more about the two pillars, and how you can apply them to everyday situations.

Respect

The first pillar is respect. Respect means that you accept others for who they are, even when they're different from you or you don't agree with them. Respect in your relationships, both professional and personal, builds feelings of trust, safety, and wellbeing. Respect also means treating everyone the same as you would want to be treated even if you are not receiving the same level of respect in return. Respect consists of two distinct elements, self-respect and respect for others.

Self-Respect

Self-respect means having pride and confidence in yourself, and knowing what you stand for and your values. It also means to be accepting of your own strengths and weaknesses. Acknowledging your own accomplishments, and taking time to reflect on the positives and lessons learned, will reinforce the respect you have for yourself. Additionally, by acknowledging your accomplishments and having self-respect, you enable others to see the value that you bring to the team.

An example of self-respect is how you dress. Having a neat, clean uniform, matching socks and being well-groomed shows others that you take care of, and have respect for, yourself. Having self-respect is a key in overall respectfulness, and without respect for yourself it is very difficult to respect others.

Respect for Others

Respect for others means that we accept others for who they are, and we don't look down upon, or treat people differently, just because we are not the same. At WhiteWater everyone is equal. Whether you are a brand-new Team Leader or a seasoned General Manager, we treat everyone with kindness, courtesy and, of course, respect.

An example of having respect for others is simply the use of "Thank You." Being thankful when others help you, teach you, coach you or acknowledge your accomplishments goes a long way toward showing respect for others. Additionally, taking what you have learned and imparting that knowledge to someone else shows respect for that person and their growth.

Similarly, we show respect to our guests by saying thank you, after they have been loaded onto the conveyor and have started going through the car wash. In return, our customers show us respect by complimenting us directly, leaving reviews highlighting outstanding service and continuing to visit our stores.

Communication

The second pillar is communication. Communication is the act of giving, receiving and sharing information through talking or writing and listening or reading. Good communicators listen carefully, speak or write clearly, and respect opinions that are different from their own. Communication relays information from one person or group to another. Without clear and timely communication, it is impossible for us to all be on the same page, and our ability to work cohesively as a team will be hindered. There are two key types of communication, verbal and nonverbal.

Verbal Communication

Verbal communication is the use of written or spoken words to convey a message, share information or express an idea. Good verbal communication means clearly expressing thoughts and ideas with others in a way that enables them to understand what is being said. Having that clear understanding then further enables others to respond with their own thoughts and opinions.

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Anytime we are communicating verbally it is important that we remember to speak in a friendly, positive manner and with a respectful tone. Avoiding negativity and using positive language allows for better dialogue and discussion about everyone's thoughts, feedback and ideas.

Verbal communication involves not only speaking, but also listening. To be a good verbal communicator we must listen to what others are saying and really absorb the information. Oftentimes we listen to respond, but listening to understand is much more important. Taking the time to absorb all of the information and respond thoughtfully increases the effectiveness of communication.

Nonverbal Communication

Nonverbal communication is how we communicate without saying anything. Nonverbal communication takes place when we are speaking as well as when we are being spoken to. We are almost always communicating nonverbally whether we are aware of it or not. Our facial expressions, posture and body movements can be very telling about our feelings toward a person or situation. So, we must always be aware of what our body language is saying anytime we are communicating with others.

An example of good nonverbal communication when listening is maintaining eye contact with the person speaking. This not only shows that we are paying attention to and care about the information being shared, but it also shows respect for the person speaking. At the car wash, our biggest opportunity to effectively communicate nonverbally is when we are guiding customers onto the conveyor. A big smile, clear hand signals and attentive posture shows customers our excitement to have the opportunity to serve them.

EELITE

At WhiteWater, we focus on building better leadership skills, and our goal is to grow and develop leaders by giving them all the tools and opportunities necessary. One of the guiding principles of WhiteWater is EELITE, which means Enable Everyone to Lead in The Empire. There are opportunities every day to enable others to lead, and we believe that everyone has the ability to be EELITE. Being EELITE means taking every opportunity to achieve things that you didn't know you were capable of and recognizing the potential in yourself. From there, using your acquired knowledge and skills to develop others results in them being able to do the same. This cycle is what creates the ability for us to enable everyone to lead and what truly makes us EELITE.

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Leadership & The Pillars Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Review the key points of the module

- **Leadership**
 - Act of motivating a group of people to act toward achieving a common goal
 - By developing your team's leadership skills, you will create sustainable, long-term success
 - The best leaders build trust with team members
 - Effective leadership is proactive and develops leaders through positive communication
 - The quality and effectiveness of communication directly affects overall success
- **The Pillars of WhiteWater**
 - Respect
 - Respect means that you accept others for who they are, even when they're different from you or you don't agree with them
 - Respect builds feelings of trust, safety, and wellbeing
 - Self-Respect means having pride and confidence in yourself, knowing what you stand for and your values
 - EX. Having a neat, clean uniform, matching socks and being well-groomed shows others that you take care of, and have respect for, yourself
 - Respect for others means that we accept others for who they are, and we don't look down upon, or treat people differently, just because we are not the same
 - EX. Simply the use of "Thank You."
 - Communication
 - Communication is the act of giving, receiving and sharing information through talking or writing and listening or reading
 - Good communicators respect opinions that are different from their own
 - Verbal communication is the use of written or spoken words to convey a message, share information or express an idea
 - Nonverbal communication is how we communicate without saying anything
 - Takes place when we are speaking as well as when we are being spoken to
 - EX. Facial expressions, posture and body movements
- **EELITE**
 - Enable Everyone to Lead in the Empire
 - There are opportunities every day to enable others to lead, and we believe that everyone has the ability to lead

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Leadership & The Pillars Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

**There is no Perform & Coach for
this module please proceed to
Module 102 Career Path**

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CAREER PATH-102

Welcome

At WhiteWater, our goal for every team member is that they learn and grow each and every day. As you progress in your time at WhiteWater, you will arrive at different stops along the WhiteWater Career Path. Each stop along the way adds more responsibilities as well as unlocking your potential to learn new and higher-level tasks. Now, let's review each position on the WhiteWater career path.

Team Leader

The Team Leader is the first position on the WhiteWater career path. Our Team Leaders are the core of our location staff, and we need them in order to be successful. The Team Leader position is responsible for providing exceptional customer service to all customers that visit any WhiteWater Express location. The Team Leader position interacts with customers, performs operational tasks as assigned and maintains site cleanliness throughout every shift.

Shift Leader

The Shift Leader is the second position on the WhiteWater career path. The Shift Leader position is responsible for assisting with oversight of each shift. The Shift Leader position ensures that every team member understands and is enabled to perform their daily duties.

Store Manager

The Store Manager is the third position on the WhiteWater career path. The Store Manager position is responsible for assisting in the oversight and management of all day-to-day operational tasks through planning, organizing, leading and executing on all store goals.

General Manager

The General Manager is the fourth position on the WhiteWater career path. The General Manager position is responsible for the overall performance and operations of their location. These responsibilities include oversight and management of all day-to-day operational tasks through planning, organizing, leading and executing all store goals.

Multi-Site Director

The Multi-Site Director is the fifth position on the WhiteWater career path. The Multi-Site Director (MSD) position is responsible for overseeing two (2) locations in a market segment. This position is responsible for overseeing the day-to-day operations of each location and developing the people that work in those stores. Additionally, the Multi-Site Director will serve as the General Manager and primary contact at the location that has the lower volume between the two.

Area Director

The Area Director is the sixth position on the WhiteWater career path. The Area Director (AD) position is responsible for overseeing six (6) to twelve (12) locations within their assigned area. This position is responsible for the day-to-day oversight of all stores, facility, finance, personnel and all other operational aspects of the business.

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Career Path Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Give the team member **Career Path Handout 1** and review the Job Description for a Team Leader. After you have reviewed the handout, ask what questions they have and provide the answers. Then, give the team member **Career Path Handouts 1-5** for their own review.

Career Path Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

**There is no Perform & Coach for
this module please proceed to
Module 103
Company Policies**

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Career Path Handout 1—Team Leader

Purpose

The Team Leader position is responsible for providing exceptional customer service to all customers that visit any WhiteWater Express location. The Team Leader position interacts with customers, performs operational tasks as assigned and maintains site cleanliness throughout every shift.

Scope of Responsibility

This position is responsible for the following items:

- Providing an outstanding and pleasant experience to all of our guests.
- Greeting customers at the pay station and car wash entrance as they enter.
- Completing customer feedback surveys throughout each shift to ensure high-quality service is always delivered.
- Assisting customers and educating them on wash products and packages, wash books and membership plans to customers.
- Educating and assisting customers with purchasing car washes, memberships, and wash books.
- Quickly, safely and efficiently loading customer vehicles into the wash tunnel according to standard procedure.
- Ensuring the cleanliness of the car wash including the tunnel, back room, vacuum lot and the property surrounding the car wash.
- Ensuring safety and company policies are being followed at all times.
- Ensuring management is notified anytime a deposit pickup or cash delivery service arrives at a location.
- Learning about every aspect of the car wash and how to perform their duties utilizing standard operating procedures.
- Learning how to perform preventive maintenance and other minor equipment maintenance and repair.
- Displaying leadership and working as a team to enable everyone to be a leader.

Guidelines for Promotion to Shift Leader

- Employed with the company for a minimum of 90 days.
- Complete all available TalentLMS Development Modules up to Module 606.
- Manager and MSD/AD signoff on Development Guide 1.
- Manager and MSD/AD signoff on Development Guide 2.
- Complete Vehicle Incident Report (VIR) and Vehicle Incident Portal (VIP) training with Loss Prevention department.
- Must not be on a Final Notice.
- Any active write-ups must be reviewed by Area Director, Regional Director and HR before promotion is approved.
- Successful completion of a background check.

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Career Path Handout 2—Shift Leader

Purpose

The Shift Leader position is responsible for assisting with oversight of each shift. The Shift Leader position ensures that every team member understands and is enabled to perform their daily duties.

Scope of Responsibility

This position is responsible for all Team Leader duties as well as the following:

- Working with every team leader to ensure they are developed and set up for success.
- Setting and executing the game plan for assigned shifts.
- Being knowledgeable about the car wash equipment, equipment repairs and maintaining wash quality including performing wash quality checklists.
- Ensuring all safety procedures and company policies are being followed at all times.
- Assisting customers and educating them on wash products and packages, wash books and membership plans to customers.
- Ensuring management is notified anytime a deposit pickup or cash delivery service arrives at a location.
- Assisting with the completion of vehicle incident reports.
- Oversight of store opening and closing and ensuring all tasks are completed properly.
- Identifying and communicating areas of improvement for the location, your team members, and the Company.
- Ensuring a great culture is maintained by contributing to a positive, customer-focused environment to promote the growth of our business.

Guideline for Promotion to Store Manager

- Employed with the company as a Shift Leader for a minimum of six (6) months.*
- Complete all available TalentLMS Development Modules up to Module 910.
- Complete the Recruiting Development program on TalentLMS (Module 1100-1104).
- Complete Interview and Onboarding training with the Recruiting Department
- Complete Cash Deposit class with the Accounting department.
- Complete Divvy training with Accounting department.
- Complete E-verify training on ADP.
- Ability and willingness to travel and/or relocate to a different location.
- Must not be on a Final Notice.
- Any active write-ups must be reviewed by Area Director, Regional Director and HR before promotion is approved.
- Successful completion of a background check.

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Career Path Handout 3—Store Manager

Purpose

The Store Manager position is responsible for assisting in the oversight and management of all day-to-day operational tasks through planning, organizing, leading and executing on all store goals.

Scope of Responsibility

This position is responsible for all Team Leader and Shift Leader duties. In addition, this position is responsible for:

- Ensuring the growth of team leaders, shift leaders and future store managers.
- Ensuring safety and company policies are being followed at all times.
- Ensuring execution on all store goals including membership sales, conversion rates, cars per man hour (CPMH), etc.
- Assisting customers and educating them on wash products and packages, wash books and membership plans to customers.
- Assisting in preparation of the weekly work schedule using Deputy.
- Assisting in labor management through the use of Deputy and labor reports.
- Maintaining management depth by actively recruiting, interviewing, hiring and promoting internal candidates.
- Ensuring completion of cash deposit pickup and/or cash delivery anytime a cash delivery service arrives at a location.
- Learning how to read and interpret weekly and monthly financial reports pertaining to wash volume, average dollar per car, memberships, average dollar per member, labor cost, water usage and revenue.
- Managing and addressing incident reports with customers including the initial incident report, review of footage, customer contact and any other actions necessary to complete and close the claim.
- Ensuring a great culture is maintained by contributing to a positive, customer-focused environment to promote the growth of our business.

Qualifications for Promotion to General Manager

- Employed with the company as a Store Manager for a minimum of six (6) months.**
- Complete all available TalentLMS Development Modules up to Module 1206.
- Complete the Recruiting Development program on TalentLMS.
- Complete Cash Deposit class with Accounting department within previous 3 months.
- Complete Payroll training with HR department.
- Ability and willingness to travel and/or relocate to a different location.
- Must not be on a Final Notice.
- Any active write-ups must be reviewed by Area Director, Regional Director and HR before promotion is approved.
- Successful completion of a background check.

** Store Managers hired from outside of the company are not subject to the Store Manager time requirement.

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Career Path Handout 4 General Manager

Purpose

The General Manager position is responsible for the overall performance and operations of their location. These responsibilities include oversight and management of all day-to-day operational tasks through planning, organizing, leading and executing all store goals.

Objectives

1. Develop a Shift Leader to be eligible for promotion to a Store Manager.
2. Average 4% conversion rate over the previous 3 months
3. Manage labor based upon location volume and static schedule.

Scope of Responsibility

This position is responsible for all Team Leader, Shift Leader and Store Manager duties. In addition, this position is responsible for:

- Ensuring the growth of team leaders, shift leaders, store managers and future general managers.
- Ensuring adequate store staffing by actively recruiting, interviewing, hiring and promoting internal candidates.
- Ensuring that every team member is receiving development on an ongoing basis.
- Assisting customers and educating them on wash products and packages, wash books and membership plans to customers.
- Managing customer and employee issues including the completion and resolution of all employee, customer or vehicle incident reports.
- Ensuring safety and company policies are being followed at all times.
- Reading and interpreting weekly and monthly financial reports pertaining to wash volume, average dollar per car, memberships, average dollar per member, labor cost, water usage and revenue.
- Ensuring all purchasing invoices for the location are approved.
- Ensuring completion of cash deposit pickup and/or cash delivery anytime a cash delivery service arrives at a location.
- Communicating with Lead Facility and IT Technicians assigned to your location to highlight priorities and collaborate on projects or repairs that can be performed by store personnel.
- Working with Multi-Site and Area Directors to set weekly and monthly volume, membership, labor and sales goals.
- Working with Multi-Site and Area Directors to develop methods of growing sales to maximize profits.
- Monitoring the P&L reports for the store and developing effective ways to fill in any gaps between actual performance and company projections.
- Ensuring a great culture is maintained by contributing to a positive, customer-focused environment to promote the growth of our business.

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Qualifications for Promotion to Multi-Site Director

- Employed with the company as a General Manager for a minimum of six (6) months.**
- Achievement of all Objectives as outlined above.
- Complete all available TalentLMS Development Modules up to Module 1305.
- Ability and willingness to travel and/or relocate.
- Must not be on a Final Notice.
- Any active write-ups must be reviewed by Area Director, Regional Director and HR before promotion is approved.
- Successful completion of a background check.

** General Managers hired from outside of the company are not subject to the General Manager time requirement.

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Career Path Handout 5—Multi-Site Director

Purpose

The Multi-Site Director (MSD) position is responsible for overseeing two (2) locations in a market segment. This position is responsible for overseeing the day-to-day operations of each location and developing the people that work in those stores. Additionally, the Multi-Site Director will serve as the General Manager and primary contact at the location that has the lower volume between the two.

Objectives

4. Develop a Shift Leader to be eligible for promotion to a Store Manager.
5. Develop a Store Manager to be eligible for promotion to a General Manager.
6. Average 4% conversion rate over the past 3 months for each location.
7. Manage labor based upon location volume and static schedule.
8. Increase the total active membership plans at each location by 10%.
9. Increase the Gross Profit Percentage (GPP) by 3% at each location.

Scope of Responsibility

Location 1 (Lower Volume)

- Serving as the General Manager and primary contact for the location.
- Ensuring the growth of the Team Leader, Shift Leader and Store Manager positions through the use of development modules, guides and classes.
- Performing all Team Leader, Shift Leader and Store Manager duties and responsibilities, including filling open shifts when necessary.
- Final approval of weekly work schedules.
- Ensuring all purchasing invoices for the locations are approved.
- Ensuring all locations complete cash deposit pickups and/or cash deliveries anytime a cash delivery service arrives at a location.
- Monitoring the P&L reports for each store and developing effective ways to fill in any gaps between actual performance and company projections.
- Monitoring and working with the Area Director to approve all travel by store personnel and Multi-Site Directors including, but not limited to, trips related to QRT, acquisitions and new store openings.
- Performing payroll tasks including reviewing and approving hours for all hourly staff members and submitting payroll on a bi-weekly basis.
- Communicating with the Store Managers, General Managers and Area Director regarding store operations, equipment issues, damage claims, employees, development, etc.
- Monitoring the quality of Leadership Summaries and ensuring attendance in all available or required Development Classes.
- Ensuring a great culture is maintained by contributing to a positive, customer-focused environment to promote the growth of our business.

Location 2 (Higher Volume)

- Ensuring the growth of the Team Leader, Shift Leader, Store Manager and General Manager positions through the use of development modules, guides and classes.
- Performing all Team Leader, Shift Leader, Store Manager and General Manager duties and responsibilities, including filling open shifts when necessary.
- Communicating with the General Manager and Area Director regarding store operations, equipment issues, damage claims, employees, development, etc.

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- Ensuring management is maintaining a great culture and positive environment across all stores.
- Ensuring adequate staffing and maximizing retention by developing employees and managers who exceed guest expectations, increase revenue, and display leadership.
- Monitoring the quality of Leadership Summaries and ensuring attendance in all available or required Development Classes.
- Reviewing and providing final approval of weekly work schedules for Location Management.
- Ensuring all purchasing invoices for the location are approved.
- Monitoring the P&L reports of their stores, reviewing P&L reports with managers and developing effective ways to fill in any gaps between actual performance and company projections.
- Reviewing weekly and monthly cars per man hour (CPMH), unlimited plan and wash book metrics and goals.
- Reviewing the final payroll submission submitted by each location.
- Reviewing customer damage claims and approving Release of Claims forms from each location in conjunction with Area Director and Director of Loss Prevention.
- Reviewing reports, goals and safety policies with the Director of Loss Prevention and Safety.
- Communicating with the Lead Maintenance Technician for each of their assigned locations to coordinate equipment and facility repairs.
- Providing coaching to the managers and acting as a resource to each store employee to help inspire the success of each store.
- Ensuring a great culture is maintained by contributing to a positive, customer-focused environment to promote the growth of our business.

Qualifications for Promotion

- Employed with the company as a Multi-Site Director for a minimum of six (6) months.
- Achievement of all Objectives as outlined above.
- Complete all available TalentLMS Development Modules up to Module 1305.
- Ability and willingness to travel and/or relocate.
- Must not be on a Final Notice.
- Any active write-ups must be reviewed by Area Director, Regional Director and HR before promotion is approved.
- Successful completion of a background check.

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Career Path Handout 6—Area Director

Purpose

The Area Director (AD) position is responsible for overseeing six (6) to twelve (12) locations within their assigned area. This position is responsible for the day-to-day oversight of all store, facility, finance, personnel and all other operational aspects of the business.

Objectives

10. Develop General Managers to be eligible for promotion to a Multi-Site Director.
11. Develop Multi-Site Directors to be eligible for promotion to an Area Director.
12. Increase the average total active membership plans of the assigned area by 1-3% per month and 5-8% per quarter.
13. Increase the average Gross Profit Percentage (GPP) of the assigned area by 0.25-0.75% per quarter and 1-4% per year.

Scope of Responsibility

- Ensuring the growth of the Team Leader, Shift Leader, Store Manager, General Manager and Multi-Site Director positions through the use of development modules, guides and classes.
- Performing all Team Leader, Shift Leader, Store Manager and General Manager duties and responsibilities, including filling open shifts when necessary.
- Communicating with the Multi-Site Directors and Regional Director regarding store operations, equipment issues, damage claims, employees, development, etc.
- Ensuring adequate staffing and maximizing retention by developing employees and managers who exceed guest expectations, increase revenue, and display leadership.
- Ensuring management is maintaining a great culture and positive environment across all stores.
- Monitoring the quality of Leadership Summaries and ensuring attendance in all available or required Development Classes.
- Reviewing and providing final approval of weekly work schedules for Location Management.
- Ensuring all purchasing invoices for the location are approved.
- Ensuring all locations complete cash deposit pickups and/or cash deliveries anytime a cash delivery service arrives at a location.
- Monitoring the P&L reports of their stores, reviewing P&L reports with managers and developing effective ways to fill in any gaps between actual performance and company projections.
- Monitoring and approving all travel by store personnel and Multi-Site Directors, including, but not limited to, trips related to QRT, acquisition and new store openings.
- Reviewing weekly and monthly cars per man hour (CPMH), unlimited plan and wash book metrics and goals.
- Reviewing the final payroll submission submitted by each location.
- Reviewing customer damage claims and approving Release of Claims forms from each location in conjunction with the Director of Loss Prevention.
- Reviewing reports, goals and safety policies with the Director of Loss Prevention and Safety.
- Communicating with the Regional Facilities Manager for their assigned area to review reports, upcoming facilities projects, and coordinate equipment and facility repairs.
- Providing coaching to the managers and acting as a resource to each store employee to help inspire the success of each store.

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- Ensuring a great culture is maintained by contributing to a positive, customer-focused environment to promote the growth of our business.

Qualifications for Promotion to Regional Director

- Employed with the company as an Area Director for a minimum of twelve (12) months.
- Achievement of all Objectives as outlined above.
- Ability and willingness to travel and/or relocate.
- Must not be on a Final Notice.
- Any active write-ups must be reviewed by Regional Director, Regional Vice President and HR before promotion is approved.
- Successful completion of a background check.

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COMPANY POLICIES-103

Welcome

As a new Spartan we want you to understand all of the policies that you will be responsible for following while you are working at your location. In this section we will review some of our key policies including cell phones, tobacco use, drugs and alcohol and our uniform policy. Please follow along and take note of any questions that you think of as we go through the information. Once you have completed this section, you can review the information and your questions with a manager.

Cell Phone Policy

We want you to be fully engaged and aware when you are at work. In order to be accessible to our customers we need to be open, available and ready to communicate with them should they need anything. Being on your phone can create a distraction that could put you, your teammates or a customer in danger. Cell phones are not permitted while you are on the clock. If you have an emergency, or need to make a personal call, inform a member of the management team at your location.

Tobacco Use

The use of tobacco products including cigarettes, vapes and smokeless tobacco are prohibited while on WhiteWater property. We do not allow employees to take smoke breaks during their shifts.

Drug and Alcohol-Free Workplace

At WhiteWater, we are committed to the safety, health and well-being of our employees. The car wash has many moving parts and quick reactions are key. We must all remain drug and alcohol free anytime we are at the car wash. Failure to do so could create dangerous situations for you, your teammates, and our customers. The use, possession, solicitation for, or sale of narcotics, alcohol or other illegal drugs on company property is prohibited. Employees may be required to submit to alcohol and or drug testing due to reasonable suspicion, or if they are involved in an on-the-job accident or injury.

Uniform Policy

At WhiteWater, we believe that the way you dress is a key factor in self-respect. We also believe in the power of a uniform. Wearing a uniform shows that we are all a part of the same team. Think about any sports team or the military, they all wear the same uniform, so they are recognizable by their teammates and others. Likewise, being in uniform helps our guests recognize an employee right away so they know who to ask for help. Uniforms also display a level of professionalism and portray a positive image of your store. Additionally, anytime you are in your WhiteWater uniform, you are representing the Company. Whether you are at a store, or not, if you are wearing your uniform, you should be wearing your uniform to standard. Let's review each element of our uniform and what is and isn't allowed while you are at work.

Smile

A big, friendly smile to welcome our customers to WhiteWater. Our smile shows our customers we are happy to see them and are eager to serve.

Pants and Belts

Pants or shorts must be khaki-colored and must be worn at your natural waste line. Pants or shorts cannot have any rips or tears. We do not allow elastic or spandex pants or shorts. Cargo-style shorts or pants are also not allowed. If you choose to wear shorts, they must not be longer than the middle of the knee and no shorter than three inches above the knee. A brown or black leather belt with a simple buckle design is approved to be worn.

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Shirts & Jackets

You will receive company issued blue polo shirts that must be worn every shift. Your shirt must be tucked in at all times during your shift. You will also be issued a jacket that may be worn during cold temperatures.

Name Badge

Your name badge is an important part of your uniform and must be worn at all times. A name tag helps customers feel more comfortable speaking with us because they know our name. Additionally, your name badge serves as your SiteWatch card which you will need throughout your shift.

Hats

You will be issued a company hat. Hats must be worn correctly and may not be worn backwards or sideways at any time. You will also be issued a company beanie. Beanies may be worn when the temperature is 50 degrees Fahrenheit or lower.

Socks and Shoes

Socks and shoes must be worn during every shift. All socks should be solid black or white in color, and may not extend above the mid-calf when wearing shorts. Shoes must be close-toed, brown, gray or black slip resistant shoes. Open-toed shoes, such as flip flop sandals, are not allowed.

Tattoos

All visible tattoos are prohibited while you are working. Tattoos must be covered by a long sleeve shirt, pants, gloves, compression sleeve or sweat band that is black or dark blue in color. Tattoos above the neck are not allowed.

Jewelry

Jewelry may be worn in moderation. Excessive or dangling jewelry including necklaces, bracelets, chains, keys, lanyards and cell phones on the outside of your clothing are not permitted. Stud earrings are permitted for female employees only. Gauged ears and dangling or hoop earrings are not permitted for anyone, at any time. Any body piercing that is visible such as lip, nose, tongue or other facial piercings must be removed while at work. Wedding bands, watches and fitness devices are allowed to be worn, but only one watch or fitness device and one wedding band ring set is permitted.

Hair & Nails

Hair must be kept clean, neat and naturally colored. This means no colors such as purple, green, blue, pink, etc. are allowed. Extreme hair styles, such as shaving or sculpting a design in the hair, and beads or ornamentations are not permitted. Sideburns must be kept neatly trimmed and no longer than the middle of the ear. Long hair that reaches the shirt collar must be pulled back and secured. Beards and mustaches are allowed but must be kept neatly trimmed, fully-grown and without patches. Beards and mustaches may not be more than one inch long at their longest point. Beards should be kept trimmed above the neckline and mustaches may not extend below the corner of the mouth. Any facial hair design that can be deemed as a distraction to customers and or co-workers may need to be removed.

It is important that we keep our fingernails and hands clean at all times to help maintain a clean appearance. Unnatural shapes or ornamentation of the fingernails are not permitted, and fingernails may not exceed one quarter inch beyond the fingertip.

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Sunglasses

At WhiteWater, we want to ensure all lines of communication are open with our customers and teammates. Sunglasses can often cause a block in that a line of communication and limit our ability to connect with people. It limits our ability to make solid eye contact to ensure we have clear, respectful communication with others. For that reason, sunglasses are not permitted to be worn while at work. In special circumstances, sunglasses may be allowed with a doctor's note or prescription stating that sunglasses are required to be worn at work. In all of these cases, we may request written documentation of the need for sunglasses to be worn while at work.

In cases where sunglasses are permitted, they must be light enough that your eyes can still be seen when talking to customers and other team members. Your Area Director will need to approve the sunglasses you intend to wear while at work. When not being worn, sunglasses should not be placed on the top of your head or hat, or hanging from your shirt, pants, pockets, etc., but you may wear an eyewear retainer that is black or dark blue in color.

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Company Policies Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Review the major company policies outlined in the module.

- Cell Phone Policy
- Tobacco Use
- Drug and Alcohol-Free Workplace
- Uniform Policy
 - Smile
 - Pants and Belts
 - Shirts & Jackets
 - Name Badge
 - Hats
 - Socks and Shoes
 - Tattoos
 - Jewelry
 - Hair & Nails
 - Sunglasses

Company Policies Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

**There is no Perform & Coach for
this module please proceed to
Module 104
Pay, Benefits & Schedule**

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PAY, BENEFITS & SCHEDULE-104

Welcome

In this module we will review how each member of the team can directly impact their income, the benefits that WhiteWater offers its employees and how to utilize the Deputy scheduling app.

Payday & Pay Options

WhiteWater Employees are paid on a bi-weekly basis, or every two weeks. Our work week starts on Thursday and ends on Wednesday, with pay dates falling on Thursdays. There are two options for receiving your payments, direct deposit and pay cards. With direct deposit, your funds will be deposited directly into your bank account, and you will have access to the funds as soon as your banking institution releases them. If you do not have access to a bank account, we will issue a pay card. The pay card will be loaded with your paycheck funds, and you will have access to those funds once they are loaded.

Three Sources of Income

At WhiteWater, we give every team member, at every level, the opportunity to earn money through three methods. Through the efforts of the team and the Spartans that make up that team, everyone can directly affect the amount of money they make each paycheck.

Each member of the team can directly impact their pay by greeting customers at the pay stations, interacting with customers in the lot and educating customers about all the great things WhiteWater has to offer. Now, let's review the three streams of income for the Team Leader and Shift Leader positions.

Membership Bonus

The membership bonus program rewards stores for both the growth and retention of Unlimited Speed Club members. Each month, the store will receive two membership bonuses. The first is a monetary "base" bonus based on the number of active members at the store when the year began. The base bonus remains the same throughout the year, but by retaining members throughout the current year, we are able to increase our membership base bonus amount for the following year.

The base bonus begins at \$500 once the store reaches 500 members. From there, the bonus increases to \$750 at 1,000 members, \$1,000 at 1,500 members and continues for every 500 members.

In addition to the base bonus, stores also receive \$1.50 for every incremental member added throughout the year. To calculate incremental membership growth, subtract the total number of members at the beginning of the year from the total number of members at the end of the current month. So, the more memberships the store team sells each month, the higher the bonus amount will be.

Tips

We provide our customers with the ability to tip our teams for outstanding service. As tips are received from customers, they are put into a pool. At the end of each pay period, the total amount of tips collected and the total number of hours worked by the Team Leader and Shift Leader positions will be calculated.

For each individual that worked at that store during the pay period, the hours they worked at the store are divided by the total hours worked in that period by all eligible employees at the location. This results in the percentage of total hours worked by the individual. From there, the individual's percentage of hours is multiplied by the total amount of tips collected for the period, and this results in the amount earned by the individual.

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Hourly Pay

Hourly pay is the base rate you earn for each minute and hour you work. While this is the most obvious and stable stream of income, it is still impacted by the number of available hours the location has for each position on the schedule. The available hours are based on the number of cars the store washes, so more cars washed equals more available hours, which creates more opportunities for everyone.

Employee Benefits

WhiteWater Express is a company that cares about its employees, and we want to provide more than just a paycheck. WhiteWater offers many free benefits to our employees, including free leadership and development workshops to learn new skills for life and work. Free uniforms, including shirts, jackets, hats and beanies. Best of all, employees receive free car washes every week!

Insurance

We also offer many insurance benefits, including health, dental, vision, no-cost life, and pet insurance, and all full-time employees are eligible for these insurance benefits. New Spartans must enroll in benefits within their first 45 days of employment, and benefits will go into effect on the first day of the month following 60 days of employment.

Flexible Spending Account (FSA)

Additionally, we offer flexible spending accounts which allow you to pay for qualified Health Care and Dependent Care expenses using tax-free dollars, including health care FSA, dependent care FSA, and flex debit card.

Health Care FSA

A Health Care FSA allows you to pay for unreimbursed health care expenses for yourself, your spouse and dependent children.

Dependent Care FSA

Dependent Care FSA allows you to pay for child or elder care expenses using tax-free dollars.

Flex Debit Card

The Flex Debit Card allows you to pay for your healthcare needs on the spot at qualified locations without having to wait for a reimbursement check. The card can be used at hospitals, physician offices, dental offices, vision service providers and pharmacies.

Paid Time Off (PTO)

We also recognize the importance of PTO for rest, recreation, sick time and other personal activities. Paid time off accrual begins on the first day of employment and is earned based on the number of hours you work; more hours equals more PTO. Team members must work a minimum of 60 hours per period for the PTO hours to be accrued.

401K

Lastly, we want our team to be prepared for their future, not only professionally but financially. After six months of employment, we offer a company-matching 401k retirement plan to all WhiteWater employees aged 21 years and older. WhiteWater contributes 50 cents for every dollar that you contribute to the fund, up to 10% of your salary or bi-weekly wages. For example, if you contribute \$100, WhiteWater will contribute \$50. The 401K benefit will go into effect on the first day of the quarter following six months of employment.

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Employee Schedule

At WhiteWater, we utilize a number of resources to make communication and processes less stressful and more effective and efficient. One of the tools we use is the Deputy scheduling app. This app allows users to view their schedule anytime, anywhere. The app also provides notifications when new schedules are posted, as well as when any changes are made to a schedule. The Deputy app will also allow you to request time off and highlight any days or times that you are unavailable to work. It is your responsibility to check your schedule daily, as schedules may vary based on weather and business needs. We expect you to be flexible and dependable when it comes to your work schedule. We also expect you to show up to work on time and ready to conquer the day. Being on time for your shift enables everyone on your team to perform their jobs to the fullest. When we are missing someone from a shift, it diminishes our ability to complete all of our tasks throughout the day. In some cases, tasks can't be performed if everyone isn't present to do their part. It is important to always be on time, but we understand that things happen. If you are going to be late, or have to miss a shift, please notify your manager at least 90 minutes before your shift so that they can begin making other arrangements.

The Deputy App

Deputy is extremely user-friendly and makes it easy to view and communicate regarding schedules. When you completed your onboarding paperwork, an account was automatically created for you. Before you can use Deputy, you must first complete the registration and download the app.

To complete the registration process, perform the following steps:

1. Open the email from Deputy
2. Click Accept Invitation
3. Confirm the account information is correct and input any additional account information necessary
4. When prompted, download the Deputy app
5. Open the Deputy app and log in
6. Notify your manager that you have completed the process so they can complete your profile and add your shifts to Deputy

Deputy Functions

From viewing schedules to submitting time off requests, there are a number of functions in Deputy. These functions will allow you to communicate regarding all scheduling matters. Let's review each aspect of the app.

View Upcoming Shifts and Advise If You Can't Work

The next function allows you to review what shifts you have coming up and swap or offer up your shift. Let's review the steps.

Viewing Schedule

1. Open the app
2. Go to the Home screen
3. Select Upcoming Shifts
4. Tap on a shift to see the details

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Can't Work

If you can't work an upcoming shift, you have the option to try to swap your shift or offer your shift for someone else to receive those hours. Let's review the steps for this task:

1. Go to the shift details
2. Select Can't Work at the bottom of the screen
3. A prompt will ask if you would like to swap or offer your shift, select the appropriate option

View & Claim Available Shifts

Another function is the ability to view and claim any available shifts. If there are open shifts at your work location, and you are eligible to work them, you can claim them from the app.

1. Open the app
2. Go to the Home screen
3. Select Available Shifts and the available shifts will appear
4. Select the shift you would like to work
5. On the next screen, select Claim Shift at the bottom of the screen

Submit Leave

You can submit time off, or leave, requests through the app. If you want to use any available PTO, you will also need to submit a PTO request through the intranet. The following are the steps for requesting time off:

1. Open the app
2. Go to the Home screen
3. Select Leave
4. To submit a new leave request, select the plus (+) sign in the upper, right corner of the screen
5. Complete the details of your request
6. Select Done in the upper, right corner of the screen

Submit Unavailability

From having classes, school pickup/drop off, etc. there are various reasons that people are unavailable to work at particular days and times. The following are the steps for submitting any unavailability:

1. Open the app
2. Go to the Home screen
3. Select Unavailability
4. Select the plus (+) sign in the upper, right corner
5. Input your unavailability details
6. Select Add Unavailability

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Pay, Benefits & Schedule Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Once the employee has passed the quiz, ask the employee if they have any questions and provide the answers. Once all questions have been answered, it is time to take the employee through the Deputy app. Using your account, show the employee how to access and complete each Deputy task covered in the module. Then, answer any additional questions the employee may have. Give the team member **Pay, Benefits & Schedule Handout—Deputy** for review and further study.

Pay, Benefits & Schedule Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

Have the employee download the Deputy app and set up their account. Once downloaded and registered, have the employee go through and complete each Deputy task covered in the module. As they complete each Deputy task, answer any questions they may have before proceeding to the next task. Once the team member has completed all tasks answer any final questions. Then, Give the team member the **Pay, Benefits & Schedule Handout—Deputy** for review and further study.

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Pay, Benefits & Schedule Handout—Deputy

The following are the steps for completing each Deputy task:

To complete the registration process, perform the following steps:

1. Open the email from Deputy
2. Click Accept Invitation
3. Confirm the account information is correct and input any additional account information necessary
4. When prompted, download the Deputy app
5. Open the Deputy app and log in
6. Notify your manager that you have completed the process so they can complete your profile and add your shifts to Deputy

Deputy Functions

From clocking in to submitting time off requests, there are a number of functions in Deputy. These functions will allow you to communicate regarding all scheduling matters. Let's review each aspect of the app.

View Upcoming Shifts and Advise If You Can't Work

The next function allows you to review what shifts you have coming up and swap or offer up your shift. Let's review the steps.

Viewing Schedule

1. Open the app
2. Go to the Home screen
3. Select Upcoming Shifts
4. Tap on a shift to see the details

Can't Work

If you can't work an upcoming shift, you have the option to try to swap your shift or offer your shift for someone else to receive those hours. Let's review the steps for this task:

1. Go to the shift details
2. Select Can't Work at the bottom of the screen
3. A prompt will ask if you would like to swap or offer your shift, select the appropriate option

View and Claim Available Shifts

Another function is the ability to view and claim any available shifts. If there are open shifts at your work location, and you are eligible to work them, you can claim them from the app.

1. Open the app
2. Go to the Home screen
3. Select Available Shifts and the available shifts will appear
4. Select the shift you would like to work
5. On the next screen, select Claim Shift at the bottom of the screen

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Submit Leave

You can submit time off, or leave, requests through the app. If you want to use any available PTO, you will also need to submit a PTO request through the intranet. The following are the steps for requesting time off:

1. Open the app
2. Go to the Home screen
3. Select Leave
4. To submit a new leave request, select the plus (+) sign in the upper, right corner of the screen
5. Complete the details of your request
6. Select Done in the upper, right corner of the screen

Submit Unavailability

From having classes, school pickup/drop off, etc. there are various reasons that people are unavailable to work at particular days and times. The following are the steps for submitting any unavailability:

1. Open the app
2. Go to the Home screen
3. Select Unavailability
4. Select the plus (+) sign in the upper, right corner
5. Input your unavailability details
6. Select Add Unavailability

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LEADERSHIP SUMMARY-105

Welcome

Welcome to the Leadership Summary Development Module. In this module you will learn all about the Leadership Summaries that every employee, at every store, completes on a daily basis. Please follow along and take note of any questions that you think of as we go through the information. Once you have completed this section, you can review the information and your questions with a manager.

Why

The Leadership Summary provides an opportunity for us to reflect on our day and see all that we have accomplished. By understanding our daily accomplishments and reflecting on our successes, we are better able to have confidence to take on new and more challenging tasks the next day. Thus, the purpose of the summaries is to report on how the day went and what you, and your team, accomplished. Since every member of the team completes their own summary, it allows for multiple perspectives, and a full picture, of how the day went from opening to closing.

What

The following are the items needed to complete a leadership summary:

1. Your Recollection of the Day's Events

You will use your memory of the day's events and what you achieved that day to complete your Leadership Summary.

2. Leadership Summary Form

This is the form that is used to record every team member's Leadership Summary.

3. Company Intranet

The company intranet is used to access the Leadership Summary Form.

4. Computer

The computer is used to access the company intranet and complete the Leadership Summary.

Educate

The leadership summary provides a place for us to reflect on our day and everything we have learned, what we were able to teach, and any positive experiences or interactions we had that day. The leadership summary is intended to help us see all of our daily accomplishments and recognize the grains of sand we added to our sandcastle. These accomplishments, these grains of sand, are things you will carry with you forever. At WhiteWater, in everyday life, anywhere you may go.

Leadership summaries can be viewed by everyone in the organization. Because of this, they provide a great opportunity for us to learn from each other even if we've never met or don't work in the same store, market or region. Hearing positive, uplifting stories of teaching, learning, success and accomplishments can encourage others to pursue more of those opportunities. Additionally, seeing the challenges of others, and how they overcame and persevered throughout, can help us in the future when we face a similar issue.

We encourage everyone to be thoughtful in their Leadership Summaries and really think about all that has been accomplished in just one day. When you look back and focus on your daily accomplishments, it's difficult to be anything but positive.

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Quote of the Day

The quote of the day is an impactful part of the leadership summary that keeps leadership and teamwork at the front of mind. The quote of the day is a leadership-inspired quote, or even a rallying cry that the store has adopted. Each day, a new quote is found, considered and added to the leadership summary. Quotes can come from any member of the team, so don't be afraid to suggest one.

The Two Questions

As we reflect, we want to think about the things we do each day to teach, learn and serve others. We also want to share any challenges we might have overcome and recognize outstanding Spartan achievements. While you may not have a specific answer for every question every day, it is important to consider each one during your reflection. It may be an opportunity you had to assist a customer, teach another team member, or a chance to learn something new for yourself. The opportunities are endless and everywhere and we want to capture each of those moments.

When you are completing your daily leadership summary, you shouldn't have to spend much time writing it. The truly impactful experiences, and all that you've accomplished, should already be at the forefront of your thoughts when writing. These impactful moments and experiences are what really makes the leadership summary so beneficial. It shouldn't take a very long time to write your summary if you focus on your achievements, and answer the two questions.

What did I teach?

Our goal at WhiteWater is to teach people the skills they need to be successful not just at work, but in life. Teaching comes in many forms and takes place on a daily basis at every WhiteWater location. Every member of the WhiteWater team has the ability to teach their teammates every single day. Whether we are teaching about equipment names, how to unclog a vacuum nozzle, how to prep or any other task that we perform. Teaching others provides not only an opportunity for the person learning, but also for the person teaching. Anytime you teach, it is an opportunity to improve your skills on a particular task as well as honing your individual teaching skills.

What did I learn?

Since we are always teaching, we must also always be learning. We challenge everyone to learn a new skill, or improve an existing one, on a daily basis. The opportunities to gain experience are endless and you will always find a willing teacher. All you have to do is ask! By taking every opportunity to gain experience, we are able to increase our knowledge and skills quickly. The quicker we learn and master new skills, the faster we will progress as individuals, and as a company.

Leadership Moment of the Day

Every day we have countless opportunities to lead. Whether it's helping a customer with an injured shoulder vacuum their car, explaining to a customer how the unlimited plans work or even answering questions from a fellow team member about a particular procedure, we have an opportunity to be a leader.

As you reflect on how you responded to those opportunities, think about what part of those moments really stood out and made an impact on a teammate or customer. You will also experience moments throughout the day where others are leading you or you observe an awesome leadership interaction.

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Summary

Leadership summaries are essential to the understanding and continuous development of WhiteWater Express and the pillars it was founded on. These summaries look to communicate what each team member learned, taught, and did throughout the day to other stores, other departments and the corporate team. Doing so builds adequate communication skills and helps bring positive work environments and learning opportunities to the forefront of the company.

Remember, the leadership summary is a space for respectful communication and positive reflection on your day that is shared with our entire organization. This is not a platform for disrespect, negativity, criticism or airing of grievances. If you are experiencing any issues of any kind, please speak with a member of the management team at your location.

Through each summary, each team member, and members of management, have the ability to recognize individuals, teams, or stores on their most recent successes. This allows for increased workplace social equity and development among each team member, thus allowing for increased levels of group and individual growth at each store.

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Leadership Summary Demonstration

During the Demonstration, it is important that you do not stop to answer an employee's questions or provide additional information. The goal is for the employee to see the process performed in as close to a real-life scenario as possible. This uninterrupted performance will help to connect the steps or information that was learned. We will answer all questions and address any issues after the Demonstration.

Once the employee has passed the quiz, ask the employee if they have any questions and provide the answers. Once all questions have been answered, print a copy of yesterday's Daily EEL Summary email and review the summaries with the team member. Point out any great responses and some key Leadership Moments of the Day.

After the completing the review of the summaries, answer any final questions from the team member. Then give the team member the **Leadership Summary Handout**.

Leadership Summary Perform & Coach

During Perform & Coach, it is important that you do not stop to answer an employee's questions, and you shouldn't stop the employee to provide additional information. The goal is for the employee to complete the process. Coaching will be provided upon completion.

The Perform & Coach will be completed at the end of the team member's shift

At the end of that day's shift, have the employee complete their first Leadership Summary for submission. After the employee completes the summary, review the summary and point out any great points they had and check that they have answered the questions. Then, provide coaching and answer any questions they have.

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Leadership Summary Handout

Two Questions

What did I teach?

Our goal at WhiteWater is to teach people the skills they need to be successful not just at work, but in life. Teaching comes in many forms and takes place on a daily basis at every WhiteWater location. Every member of the WhiteWater team has the ability to teach their teammates every single day. Whether we are teaching about equipment names, how to unclog a vacuum nozzle, how to prep or any other task that we perform. Teaching others provides not only an opportunity for the person learning, but also for the person teaching. Anytime you teach, it is an opportunity to improve your skills on a particular task as well as honing your individual teaching skills.

What did I learn?

Since we are always teaching, we must also always be learning. We challenge everyone to learn a new skill, or improve an existing one, on a daily basis. The opportunities to gain experience are endless and you will always find a willing teacher. All you have to do is ask! By taking every opportunity to gain experience, we are able to increase our knowledge and skills quickly. The quicker we learn and master new skills, the faster we will progress as individuals, and as a company.

Leadership Moment of the Day

Every day we have countless opportunities to lead. Whether it's helping a customer with an injured shoulder vacuum their car, explaining to a customer how the unlimited plans work or even answering questions from a fellow team member about a particular procedure, we have an opportunity to be a leader.

As you reflect on how you responded to those opportunities, think about what part of those moments really stood out and made an impact on a teammate or customer. You will also experience moments throughout the day where others are leading you or you observe an awesome leadership interaction.

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NEW SPARTAN ORIENTATION QUIZ

1. What year was WhiteWater founded?
 - a. 2012
 - b. 2014
 - c. 2016**
 - d. 2018
2. At WhiteWater we strive to be _____.
 - a. Gladiators
 - b. Spartans**
 - c. Bravehearts
 - d. Patriots
3. WhiteWater is a people-focused, leadership company.
 - a. True**
 - b. False
4. Opportunity comes in many forms, but it will look different from day to day.
 - a. True**
 - b. False
5. At our core, White Water is a _____ company.
 - a. Profit-driven
 - b. Non-profit
 - c. Development**
 - d. Awesome
6. Only managers can attend Leadership Classes.
 - a. True
 - b. False**
7. We view every failure as an opportunity and use challenges to help us _____.
 - a. Be promoted
 - b. Get a raise
 - c. Grow**
 - d. All of the above
8. Respect could come in the form of self-respect or respect for others.
 - a. True**
 - b. False
9. Good communicators listen carefully, speak or write clearly, and respect opinions that are different from their own.
 - a. True**
 - b. False
10. Non-verbal communication is the use of written or spoken words to convey a message, share information or express an idea.
 - a. True
 - b. False**

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11. What are the two pillars of WhiteWater?

- a. **Respect & Communication**
- b. Respect & Kindness
- c. Kindness & Communication
- d. Respect & Consideration

12. The only form of respect is self-respect.

- a. True
- b. False**

13. Verbal communication is the use of written or spoken words to convey a message, share information or express an idea.

- a. True**
- b. False

14. The two pillars should be at the forefront of everything we do day-in and day-out.

- a. True**
- b. False

15. What does EELITE stand for?

- a. Everyone Earns Life In the Empire
- b. Enable Everyone to Love It 'Til the End
- c. Enable Everyone to Lead In The Empire**
- d. Enable Environments to Lose In The End

16. Which of the following are positions on the WhiteWater Career Path? (Check all that apply)

- a. Team Leader**
- b. Shift Leader**
- c. Store Captain
- d. Store Manager**
- e. Market Director

17. Team Leaders are the core of our location staff, and we need them in order to be successful.

- a. True**
- b. False

18. Each stop along the way adds more responsibilities as well as unlocking your potential to learn new and higher-level tasks

- a. True**
- b. False

19. It is okay to smoke in the parking lot while you are working at the car wash.

- a. True
- b. False**

20. A smile is part of the WhiteWater uniform.

- a. True**
- b. False

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21. We are committed to the _____ of our employees. (Check all that apply)

- a. Health**
- b. Safety**
- c. Ability
- d. Ideas
- e. Well-being**

22. You should ensure that tattoos are visible as often as possible.

- a. True
- b. False**

23. Extreme hairstyles and unnatural hair colors such as purple, green, blue, pink, etc. are allowed

- a. True
- b. False**

24. Any colored pants or shorts may be worn as long as they are clean.

- a. True
- b. False**

25. Sunglasses may only be worn under which condition(s)? (Check all that apply)

- a. With a doctor's prescription**
- b. If there are no clouds in the sky
- c. If it is windy
- d. Sunglasses can always be worn

26. Company-issued beanies may be worn when the temperature is below ____ degrees.

- a. 70
- b. 60
- c. 50**
- d. 32

27. A name tag helps customers feel more comfortable speaking with us because they know our name.

- a. True**
- b. False

28. You will need to submit time off requests through the Deputy app and the company Intranet.

- a. True**
- b. False

29. Before you can use Deputy, you must first complete the registration and download the app.

- a. True**
- b. False

30. At White Water, we believe that the way you dress is a key factor in _____.

- a. Respect for others
- b. Self-respect**
- c. Being promoted
- d. Attractiveness to customers

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31. Vacation accrual starts on your first day of work.

- True
- False**

32. If you are unable to work a shift, you can either _____ or _____ your shift.

- Swap; offer**
- Swap; Deny
- Deny; Offer
- None of the above

33. What is the name of the scheduling app we use at WhiteWater?

- TimeClock Mobile
- Deputy**
- Sherriff
- ClockIn.com

34. Which of the following benefits are offered by WhiteWater? (Select all that apply)

- Health insurance**
- 401k retirement plan**
- Company pension
- Paid time off**
- All of these

35. Where is the weekly work schedule posted?

- In a weekly email
- On the Intranet
- In the manager's office**
- The location's Facebook group

36. WhiteWater employees are paid every week.

- True
- False**

37. You must be 21 years or older to be eligible for the 401k retirement plan.

- True**
- False

38. How often do employees receive a paycheck?

- Weekly
- Bi-weekly**
- Tri-weekly
- Monthly

39. Leadership Summaries are completed at the end of every shift you work.

- True**
- False

40. Leadership Summaries can only be viewed by the location that submitted the summary.

- True
- False**

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41. You should notify a manager that you will not be able to make your shift at least _____ minutes before your shift begins.

- 5
- 15
- 30
- 60
- 90**

42. Which of the following are questions we want to answer in a Leadership Summary? (Check all that apply)

- What did I learn?**
- What did I teach?**
- What issues are you having at the store?
- Did you work today?

43. How often do we complete a Leadership Summary?

- Daily**
- Bi-weekly
- At the beginning and end of each shift
- It depends on store volume, but usually once a week

44. Leadership Summaries are a platform for disrespect, negativity, criticism or airing of grievances

- True
- False**

45. Which of the following are NOT questions we want to answer in a Leadership Summary? (Check all that apply)

- What did I teach?
- How many cars did you prep?**
- How many customers did you talk to today?**
- What did I learn?

46. Our goal at WhiteWater is to _____ people the skills they need to be successful not just at _____, but in _____. (Fill in the blanks)

- Tell; work; Leadership Summaries
- Teach; XPT's; the tunnel
- Teach; work; life**
- None of the above

47. The purpose of the summaries is to report on how the day went and what you, and your team, accomplished.

- True**
- False

48. Team members must work a minimum of 60 hours per period for the PTO hours to be accrued.

- True**
- False

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49. Who can view Leadership Summaries?

- a. Management team members
- b. The corporate office
- c. All Area Directors in the company
- d. Everyone in the organization**

50. WhiteWater contributes _____ cents for every _____ that you contribute to the 401k fund

- a. 50; \$1**
- b. 25; \$1
- c. 75; \$10
- d. 50; \$100