Learning

RESOURCE GUIDE

NOTICE TO FRANCHISEES

Training & Development Resources

LEAD (Learn – Experience – Assess – Develop)

Arby's People Development Toolbox LEAD encompasses the tools and processes for training, assessment, experience and development at each level of the Arby's career path. We look forward to your continuous and inspired professional development as you grow with Arby's!

Objectives:
- Provide opportunities that maximize the potential of people
- Provide opportunities for growth, development and promotion

LEARN

Training – Arby's Training Programs are designed to provide hands on, on-the-job training on the skills and knowledge required to complete the responsibilities of each position.

EXPERIENCE

Experience Toolkit – Maximizing opportunities such as projects, new/remodel restaurants and new roles to develop skills and behaviors.

ASSESS

Next Level Assessment – Assessments identify specific behaviors to look for when determining whether someone is ready for the responsibilities at the next level. At each level the assessment highlights behaviors that are necessary for success.

Job Postings – Information on job openings and the process to apply for a position.

DEVELOP

Professional Development Plan – PDPs are plans based on developing those skills and behaviors that need to improve in order for the individual to be successful at the next level.

Workshops – Workshops are designed to support leadership development. These workshops are not required for promotion, but attendance is encouraged for additional learning and development.

Training & Development Resources

Technology Training Support

Myarbys.com Intranet

The Arby's intranet contains supporting information to all Arby's restaurant operators and franchise business owners. *Note: *The Training / OSM and Activation tabs contain soft-copies of the most often used / popular training resources.*

The Myarbys.com website is displayed in the following categories:

» Home page	» Equipment
» Marketing	» eSource
» ARCOP	» FAQ / Idea Zone
» Resource Center	» **Training / OSM (Operating Standards Manual)**
» Vendor Marketplace	» **Activation Kits**

Myarbys > Training / OSM Tab Contents			The Arby's OSM Location of the Operating Standards Manuals
Arby's Fullfillment Access to website for ordering Arby's training materials	**Workshops** Soft-copies of most-used Development Workshops	**Forms** Most-used Arby's forms online	**eLearning** Access to eTrain training link
Safety Arby's Safety standard information	**Training Programs** Arby's most-used Training Programs	**Training Support / Tools** Arby's most-used Training Job Aids	**Training Videos** Includes RBtubes, Equipment & other videos

Myarbys > Activation Tab Contents			
Activation Kits Complete electonic Activation Kits YTD		**Canada Only** Complete electronic Canada Activation Kits YTD	
Activation Job Aids	**Activation Trainer's Guide**	**Activation Management Guides**	**Meat of Our Business** Arby's System Execution Training Tools

Arby's eTrain

The eTrain is our online training and development platform designed to offer restaurant learners direct access to a variety of training resources.

The eTrain hosts the following Training Resources:

- Team Member Training Program (TMTP) online eLearning courses (positional training)
- The Arby's Sandwich Build Assembly lesson
- The RBtube video library
- Shift Management Training Program (SMTP) Weekly tests and final exam
- Management Training Program (MTP) Weekly tests and final exam
- Development eLearning lessons (management level learning)

Training & Development Resources

Technology Training Support

RBtube Video Library (Equipment and Skill Based)

The RBtube clips are intended as a quick reference training tool to provide a visualization of a process or procedure. Stay tuned, as new RBtubes are developed regulary!

The following RBtubes are available at Myarbys.com and within eTrain:

Equipment Training RBtubes	Skill Based RBtubes
Beverage Station Cleanliness	Management Path
Beef Probes and Thermometers	Arby's 5-Step Training
Cheese Machine Calibration	Goal Setting
Ice Bin Machine Cleaning	PMA Rally
Shake Machine – Overrun	Cleaning Food & Hand Contact Surfaces
Shake Machine Closing / Cleaning	Cleaning the Slicer
Shake Machine – Remove / Add - Syrup Restric.	Talk to Team
Shake Machine – Tuneup Kits	Service Readiness
Shake Machine Syrup Calibration	Cleaning the Restroom
Direct Draw Shake Machine Syrup Line Cleaning	POP Placement
Shake Machine Priming	Fry Manager
Slicer – Stickers and Stones	Order Accuracy
Slicer – Sharpening	Prep Food Safety
Thermometer Calibration	Slicing Meat
Microwave Maintenance	Make It Right – BLAST
Microwave Programming Power Output	Sandwich Wrapping
Scales – Calibration & Dash Pot Adjustment	Suggestive Selling
Water Filtration	Roast Beef Path
Plumbing – Spray Heads	

Training & Development Resources

Development eLearning

Development eLearning Lessons

Arby's Development eLearning lessons are designed to be used as supplemental training in conjunction with hands on training by a qualified trainer. (Available via the Arby's eTrain)

MTP Recertification (Delivered annually by ARG)- The purpose is to deliver a continual learning for our restaurant managers by focusing on the Arby's systems, processes and tools that will equip managers to better execute in a highly competitive and ever-changing industry environment.

Introduction to Manager in Charge - Teaches what leadership means, discusses the different management styles and the best management approach to build credibility as a manager, reviews common leadership mistakes and gives tips for managing peak periods using the Arby's seven systems.

Executing Arby's Systems - Teaches what the Arby's seven systems are, how to use the systems to build sales and maximize productivity and shows how to successfully fulfill your role as an Arby's Manager.

Train the Trainer - Focus of this lesson introduces learners to the blended learning approach, and how to effectively execute the five step training method while using a variety of training tools.

Training Excellence - Emphasis of this lesson is placed on a deeper understanding of Arby's training tools, philosophies and blended learning. This lesson prepares managers to work towards becoming a Nationally Certified Training Restaurant (NCTR).

Managing Food Cost - Teaches how to identify food cost opportunities, fix food cost opportunities for better profitability and how to capture sales opportunities.

Accounting 101 - Teaches what accounting is and why it is so important, accounting assumptions, principles, constraints, how to successfully use balance sheets, income statements, cash flow statements, and how to account for capital expenditures.

Finance 101 - Teaches the meaning of finance and why it matters, the key components of financial analysis and trend analysis, helps identify ratios and key metric used to determine profitability, how to analyze internal use of assets and liabilities, how to evaluate and prioritize capex spending and Identify when break-even analysis should be used.

Writing A.O.R. Action Plans - This lesson teaches learners how to effectively create an AOR action plan by following the "plan, assess and execute" approach. Focus is placed on how to leverage information from current AOR results, and the We Make It Right guest feedback.

Sandwich Build Game - Used to test knowledge and reinforce the correct order of ingredients for core menu products as a part of backline training.

Training & Development Resources

Development Workshops

Workshops

The LEAD Development Workshops are intended to complement and support the learning experience and provide opportunities to gain new perspective through an in-person development session. Sessions can be facilitated one-on-one in the restaurant or in a classroom setting based on the specific situation and/or need. (Available through the Arby's Fufillment Center or Myarbys.com)

TMTP & Training Skills - Designed to help improve training skills and use TMTP / eTrain more effectively.

Arby's Red Hat Service - Teaches Arby's Red Hat Service Principles and enhances understanding of the manager's role in ensuring the delivery of Arby's Red Hat Service.

Professional Presence - Teaches how to present yourself professionally through appearance, presence and confidence.

Beef Is Our Business - Teaches how to identify and improve beef availability and efficiency.

Introduction to Manager-in-Charge - Introduces basic leadership skills, helps create an understanding of different management styles and prepares a plan for improvement.

Overcoming Defensive Behavior/Conflict Resolution - Teaches skills to deal with defensive behavior and resolving conflict.

Time Management/Decision Making - Teaches basic time management and the DECIDE model for decision making.

Motivation - Designed to provide tools to create a work environment of highly productive and highly motivated people.

Coaching - Designed to guide employees through the process to discover the best way to accomplish a goal successfully.

Problem Solving - Designed to discuss the process of problem solving, identifying the problem and measuring the solution.

Interviewing - Designed to teach interviewing techniques and practice skills that will lead to better hiring decisions.

Food Cost Dollar & Sense - Teaches how to identify food cost opportunities and improve efficiency to create better profitability.

Manager Meetings & LRM - Designed to teach the importance of sharing information, building consistency, planning, teamwork, building morale, identifying operational issues and solutions.

Certified Training Manager (Facilitated by ARG Training Consultants) - Emphasis of this lesson is placed on a deeper understanding of Arby's training tools, philosophies and blended learning. This lesson prepares managers to work towards becoming a Nationally Certified Training Restaurant (NCTR).

Training & Development Resources

Team Member Training Resources

5-Step Training Process

eLearning lessons are designed to be used in conjunction with one-on-one training as a part of the 5-step training process.

Step #1 – Tell
- Trainee completes eTrain lesson, this communicates standards and important information for each position.
- Trainer will use the TMTP Trainer's Guide to support the hands-on training session.

Step #2 – Show
- Trainer demonstrates hands-on the expectation of performing the task. This provides an explanation of what good performance looks like. TMTP Trainer's Guide is used as an outline giving key areas to cover for each position.
- Trainee observes and takes notes as necessary utilizing the Certification Readiness Page.

Step # 3 – Let Do
- Trainee practices the job task.
- Trainer asks the trainee to reiterate key points covered in the eLearning lesson and hands-on demonstration.

Step #4 – Observe
- Trainer observers performance an corrects performance as necessary and never allows trainee to be in an unsafe situation.

Step # 5 – Praise
- Trainer gives specific feedback on how they are doing. Praising whenever possible and always maintaining self-esteem.

TMTP eTrain Content

eTrain TMTP lessons provide a basic overview of the restaurant positional responsibilities and standards. The following eLearning lessons are available:

Lessons available in English & Spanish	Lessons available in English
• Orientation • Brand Champ • Safety First • Arby's Red Hat Service • Backline Specialty • Slicer Safety • Backline Roastbeef • Fry Station • Food Preparation • Maintenance • Backline Closing	• Frontline Closing • Cashier & Dining Room • Drive-Thru Operations • Runner • Team Trainer

Training & Development Resources

Training Resources

The following training materials are used in conjunction with the 5-step training method to support the blended learning approach.

Training Object	Purpose
Trainer's Guides	Master refererence document used during core-postional training. Includes Certification Checklist reference used to validate employee performance for position certification.
Certification Readiness Page (Electronic tool)	Optional training tool available within eTrain, used by trainer and trainee during initial positional training to record progress until certification is attained.
Wall Charts	Charts placed strategically throughout the restaurant, used for employee learning and as a quick reference tool for new learners.
Training Boards (Prep, Specialty and Roast Beef)	Large poster boards placed on backline and in kitchen area, used for employee learning and product recall.
Microwave Chart	Used to provide backline employees with product heat times and other important product information required to properly assemble sandwiches.
Training Binder	Contains all positional Trainer's Guides used during 5-step training.
Flash Cards	Laminated cards containing key information for core menu sandwiches. Used for employee training and an easy, fun way to check knowledge.
eTrain Job Aid	Quick reference tool that provides key information for navigating within eTrain.
Cashier Job Aids	These are used to provide cashiers with product descriptions as well as other training guidance that is specific to cashiers.
Bagging Guidelines Job Aid	This job aid provides procedural guidance for proper packaging procedures for drive-thru and to-go orders.
Drive-thru Timer Job Aid	This job aid provides instruction for using the information displayed on the drive-thru timer effectively.
Growth Center Chart	The Growth Center Chart is a large poster placed in the employee break or training area of the restaurant and is designed to share employee goals, training accomplishments, TMTP certification report and the guest comment report.
Shake Flash Cards	Laminated cards containing key information for shake machine procedures. Used for employee training and quick reference information.
BLAST Poster	Provides teaching points for how to properly address guest concerns.
Go-to-guide	Used for employee access to important contact information in emergency situations.
Arby's Look Job Aid	Poster that is used to provide examples for employee appearance standards.
Red Hat Service Poster	Poster used to provide guidance to employees as to how we demonstrate the Arby's Red Hat Service principles.

Training & Development Resources

Training Resources

Training Resource	Purpose
Guest Card Job Aid	Used to promote BLAST process for guest recovery.
Build Card How-to Guide	Provides guidance for how to interpret sandwich build cards and what the colors / symbols signify.
CNH 2.05 Job Aid	Cook 'n Hold Job Aids provide step by step instruction for properly using the Cook 'n Hold pods.
Cook 'n Hold Absolutes Job Aid	
Cook 'n Hold Cooking Job Aid	
Cook n Hold HACCP Entry Job Aid	
On / Off Schedule	This tool supports the energy efficiency program and provides guidance for turning on and off equipment throughout the day.

Development Resources

The following resources are designed to support "next level" development for management personnel. (Available on Myarbys.com)

Resource	Purpose
Next Level Assessment	Assessments identify specific behaviors to look for when determining whether someone is ready for the responsibilities at the next level. At each level the assessment highlights behaviors that are necessary for success.
Experience Toolkit	Maximizing opportunities such as projects, new/remodel restaurants, to develop skills and behaviors.
Development Review	The Development Review includes assessment Interviews, feedback and development plans with candidates who are being considered for promotion to the positions of Assistant Manager, General Manager and Supervisor.
Professional Development Plan (PDP)	PDPs are plans based on developing those skills and behaviors that need to improve in order for the individual to be successful at the next level.
*Workshops	Workshops are designed to support leadership development. These workshops are not required for promotion, but attendance is encouraged for additional learning and development.

* See Development Workshop section for listing of workshops available.

INSPIRING *Smiles* THROUGH *Delicious* EXPERIENCES

Training & Development Resources

Training Programs

Shift Manager Training Program (SMTP)

The SMTP is designed for entry level management personnel with little to, or no management experience. (Available through the Arby's Fufillment Center and Myarbys.com)

Facilitated in the restaurant by a General Manager (GM) or Certified Training Manger (CTM) before promotion.
- » Seven week training program for internally promoted Shift Managers
- » Nine week training program for externally hired Shift Managers
- » TMTP eLearning lessons incorporated in SMTP to support positional training

Program includes:
- » Weekly performance feedback (appraisal)
- » Weekly knowledge check – available in eTrain
- » ServSafe achievement (or equivalent)

Manager Training Program (MTP)

The MTP is designed for management personnel with previous management experience. (Available through the Arby's Fufillment Center and Myarbys.com)

Facilitated in the restaurant by a Certified Training Manger (CTM) in a Nationally Certified Restaurant (NCTR) before promotion.
- » Four week training program for internal management promotions (Complete Weeks 4,5,6,7)
- » Seven week training program for externally hired Managers
- » TMTP eLearning lessons incorporated in MTP to support positional training

Program includes:
- » Weekly performance feedback (appraisal)
- » Weekly knowledge check – available in eTrain
- » ServSafe achievement (or equivalent)

Advanced Management Training Program (AMTP)

The AMTP is designed to provide continual learning opportunities for management personnel. (Available through the Arby's Fufillment Center and Myarbys.com)

Facilitated in the restaurant by the General Manager, Certified Training Manger or Supervisor while in position as an Assistant Manager.
- » This development program is meant to be completed within the first 18 months in position
- » AMTP is a modular program that teaches the additional skills necessary to be an Arby's manager
- » AMTP is broken into three phases that systematically develops an Assistant Manager from entry level Assistant Manager to General Manager readiness
- » An optional AMTP Tracking Sheet is available on Myarbys.com that can be used to record module completion

Shift Managers may also use this program as a development tool for gaining additional management skills.

Training & Development Resources

General Manager Training Outline (GMTO)
The GMTO is designed for General Managers.
(Available through the Arby's Fulfillment Center and Myarbys.com)

Facilitated in the restaurant by the Supervisor while in position as a General Manager.
- » Five week training program for internally promoted General Managers
- » Beyond the first five weeks, the GM and AS will complete and follow the Training Calendar to ensure all development modules are completed
- » Externally hired (Fast Track) GMs should follow a 16 week fast track training curriculum available through ARG Training Consultants

Supervisor Training Outline (STO)
The STO is designed for multi-unit supervisors.
(Available through the Arby's Fulfillment Center and Myarbys.com)

Facilitated in the field by the Director and / or Training Consultant while in position as a Supervisor.
- » Five week training program for internally promoted Supervisors
- » Beyond the first five weeks, the Supervisor and DO will complete and follow the Training Calendar to ensure all development modules are completed
- » Externally hired (Fast Track) Supervisors should follow a 14 week fast track training curriculum available through ARG Training Consultants