

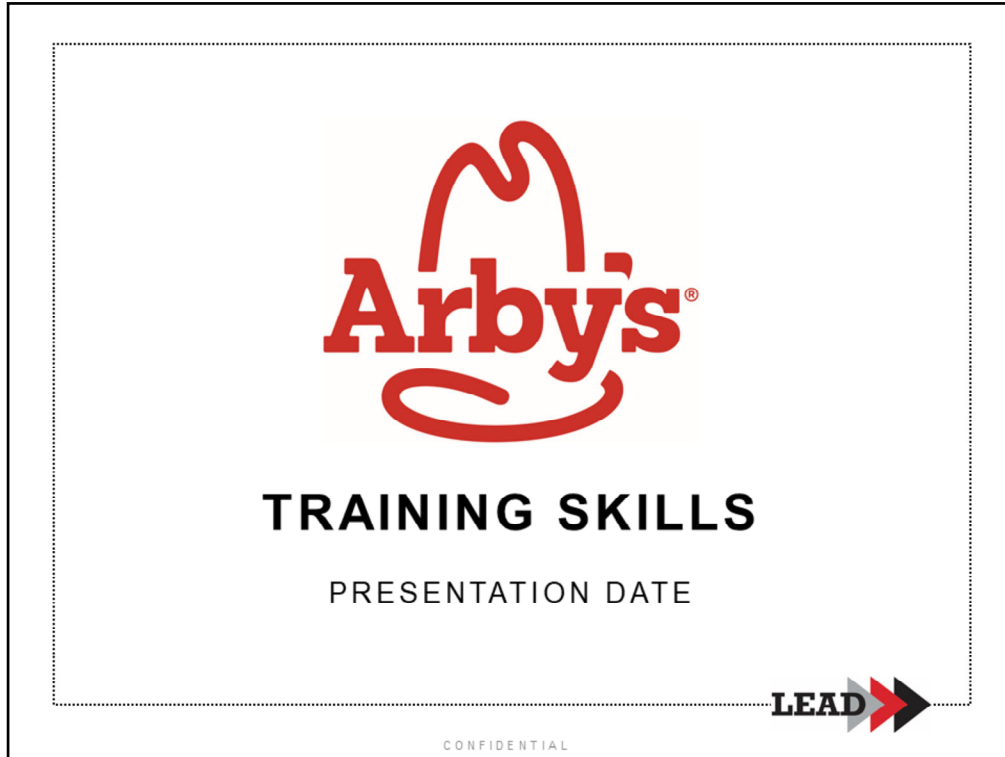


TRAINING SKILLS

DEVELOPMENT WORKSHOP

LEADER'S GUIDE





Materials Needed

Participant workbooks

Flipchart and Markers

3 X 5 cards – 1 per participant

2 4 inch buns

1 loaf of bread

1 small jar of peanut butter

1 plastic knife

2 Roast Beef wrappers

Length of Training

2 Hours

Who Should Participate

Shift Managers, Assistant Managers, Team Trainers

Learning Objectives

- The purpose of this module is to help you improve your training skills and use our Team Member Training Program more effectively.
- Our philosophy of training is to help our people ‘become the best they are capable of becoming.’

Exercises

There will be various group exercises through out the module

Opening Script

- Introductions/Session opener pertaining to Training Skills
- Review evaluation form located on the last page of the Participant workbook
- Discuss the Action Plan on the back cover of the Participant workbook
- Review logistics (i.e. cell phones on vibrate, breaks, etc.)
- Review learning objectives

Please note: This module contains an example of a recently updated employment related tool used by Arby's Restaurant Group, Inc. ("ARG") in the operation of its company-owned restaurants. We are providing this information only for informational purposes to be used as a tool to assist you with your business. You are not required to use this information. These tools are specifically geared for ARG's business needs, and your needs and business and legal requirements may vary. ARG does not guarantee that your use of this information will alter your results, economically or otherwise.

By receiving this information, you confirm that you are an independent contractor, and we are not your partner, joint venture or joint employer, nor are you our employee. Additional tools that may work for your organization are available through a variety of sources including consultants, periodicals and books, and software. In addition, small business owners should have their company's hiring practices and assessment processes, including training of manager and employees, reviewed by a qualified attorney and/or consultant. It is your responsibility to ensure that some or all action items described in this document are permitted under your applicable state law.

4-2016

Principles of Training

Allow mistakes to become learning experiences.

Teach one thing at a time - Don't overwhelm them with too much, too soon.

Relate training to something the trainee already knows.

Teach "why and how" rather than memorization – Commitment to doing it right.



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There are some fundamental principles that apply when training.

Principles of Training

- Allow mistakes to become learning experiences. What are people most afraid of when starting a new job? Making a mistake. If they do, make it positive.
- Teach one thing at a time - Don't overwhelm them with too much, too soon. If you were teaching someone the 50 state capitals, would you teach them all 50 at once or would you break them down and teach them 10 at a time? Let them learn those 10 and then teach them another 10.
- Relate training to something the trainee already knows. Have they ever worked in a restaurant before? Dealt with customers? Been part of a team?
- Teach "why and how" rather than memorization – Commitment to doing it right.

Principles of Training

Practice! It takes six exposures to information to insure retention.

Correct them along the way. It's more difficult to break a habit than it is to create one.

Uniqueness – Each trainee learns differently.

Stress accuracy before speed.

Have patience.

PMA – be a good example - demonstrate high standards and a sense of urgency.



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- Practice! It takes six exposures to information to insure retention
- Correct them along the way. It's more difficult to break a habit than it is to create one.
- Uniqueness-Each trainee learns differently.
- Stress accuracy before speed.
- Have patience.
- PMA-be a good example-demonstrate high standards and a sense of urgency.

Principles of Training

What are some of the ways you can help create a positive training environment?



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What are some ways that you can help create a positive training environment in your restaurant?

TRAINER NOTE

Record answers from the group onto a flip chart.

Possible answers:

Lead by example

Teach them our acronyms and “lingo”

Work side-by side with each trainee

Ask them “How do you like working here?” and “What can we do to improve?” “Do you enjoy coming to work?” “Who do you like working with and why?”

Catch them doing something right

Proper training

Encourage teamwork

Provide a clean, organized work area



Peanut Butter Sandwich Exercise (5 minutes)

Pass out one 3x5 card to each participant. Tell them that they are the trainers and that you are the new trainee. Their assignment is to write instructions on how to make a peanut butter sandwich. Give the group a few minutes and then collect their cards. Now take out the loaf of bread and the jar of peanut butter. Go through the instructions and find one that is the most lacking in detail. Read the card aloud and then follow each step.

Do exactly what the card says and nothing more. It might say something like,

1. Take bread
2. Apply peanut butter

Place the whole loaf of bread in front of you and slam the unopened jar on top of the bread. If the card doesn't say open the bread first then don't open it. If the card says to open the bread but doesn't specify using the twist-tie end of the bag then rip the bag open. If the card doesn't specify to use a knife when applying the peanut butter then use your finger. The more outrageous the better.

Next ask someone to come up and show you how to make a sandwich. You will be able to reproduce their sandwich easily and correctly.

What did you learn from this exercise?

Don't assume people understand - be specific and detailed in your instructions.



People learn best by doing. Hands-on training is the most effective.

Notes:



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7

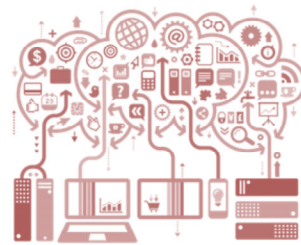


Review results on slide and with the group's answers. Let the group drive the conversation and learning.

Principles of Training

We Remember:

<u>10</u>	% of what we read
<u>20</u>	% of what we hear
<u>30</u>	% of what we see
<u>70</u>	% of what we say
<u>90</u>	% of what we do



5-Step Training Method

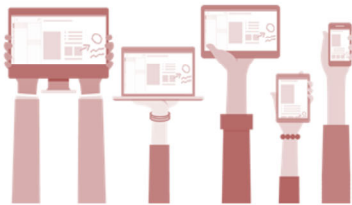
Tell: 20 % of what we hear

Show: 30 % of what we see

Let Do: 90 % of what we do

Observe Performance

Praise Progress



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Let's look at the different ways we learn and remember new information.

TRAINER NOTE

Have each participant complete the blanks on the handout. Then record their answers on the flipchart and discuss.

FACT

We remember:

10% of what we **Read**

20% of what we **Hear**

30% of what we **See**

70% of what we **Say**

90% of what we **Do**

Let's apply these percentages to our 5-step Training Method.

TRAINER NOTE

Record the 5-step on flipchart and then add the percentages and stress the importance of the doing.

1. Tell: **20%** of what we hear
2. Show: **30%** of what we see
3. Let Do: **90%** of what we do

4. Observe Performance

5. Praise Progress

5 Step Training Method

Step 1: Tell

- Communicate what they are going to learn and why it is important.
- Online training lessons will communicate standards and important information for each position.
- Be sure to explain the why's for each task, and describe what standards look like and how to meet them.
- Also take the trainee around the restaurant and point out supporting materials like wall charts and any other training tools.

Step 2: Show

- Demonstrate what the trainee must learn, step-by-step.
- Explain what you're doing as you go.
- Provide the trainee with a Certification Readiness Page to take notes on the content that is covered.
- The Trainer's Guide will give you an outline of key areas to cover for each position and the Certification Readiness Page follows the outline of the Trainer's Guide.



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5 Step Training Method

At Arby's Restaurant Group, all of our training programs, including TMTP, are based on the 5-step training method.

1. TELL -Communicate what they are going to learn and why it is important. Online training lessons will communicate standards and important information for each position. Be sure to explain the why's for each task, and describe what standards look like and how to meet them. Also take the trainee around the restaurant and point out supporting materials like wall charts and any other training tools.

2. SHOW - Demonstrate what the trainee must learn, step-by-step. Explain what you're doing as you go. Provide the trainee with a Certification Readiness Page to take notes on the content that is covered. This is your chance to show them what good performance looks like. The Trainer's Guide will give you an outline of key areas to cover for each position and the Certification Readiness Page follows the outline of the Trainer's Guide.

5 Step Training Method

Step 3: Let Do

- Let the trainee perform the task.
- Have the trainee explain what they are doing and why, as if they were training you.

Step 4: Observe Performance

- Work side-by-side with the trainee, answering their questions and providing a lot of feedback.

Step 5: Praise Progress

- Praise what you want repeated.



When the trainer and the trainee feel confident that the position has been mastered, the trainer will observe the trainee performing in the position and certify their performance using the **Certification Checklist**.



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3. LET DO-Let the trainee perform the task. Have the trainee explain what they are doing and why, as if they were training you.

4. OBSERVE PERFORMANCE-Work side-by-side with the trainee, answering their questions and providing a lot of feedback.

5. PRAISE PROGRESS-Praise what you want repeated. “Catch them doing something right” and follow-up continually throughout the training process and beyond.

When the trainer and the trainee feel confident that the position has been mastered, the trainer will observe the trainee performing in the position and rate their performance using the **Certification**. The final step is completing the certification in the Learning Hub.

I like to compare TMTP to learning to drive a car and getting your driver’s license.

That’s a shared experience that we’ve all been through.

Training Tools- Trainer's Guides

Training Binder

- Driver's Manual

The TMTP Trainer's Guide is a master reference document that helps you and your trainers to prepare and deliver the Team Member Training Program for new and existing employees.



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Training Tools

Trainer's Guide


The Trainer's Guide and Training tools are like the Driver's Manual.

TRAINER NOTE

Refer to example of the Trainer's Guide located in the Appendix section of the workbook. *It tells you what to do and when to do it. The Driver's Manual explains what a double yellow line means, what a flashing red light means and who goes first when you and another car come to a four-way stop at the same time. It's information you need to know and understand but could you pass the driving test after just reading the book? Impossible. The same is true of the Trainer's Guide, it tells you what types of buns we use and how many slices of beef are in a 3-ounce portion, but you shouldn't be certified on the slicer after just watching the online module or reading the guide.*


The Trainer's Guide contains key information that should be consistently communicated to each employee while he/she is learning a new position. This guide also directs you to resources where you can find additional information. Please take the time to review this guide and make additional notes specific to your restaurant, team and equipment. As OSM updates, new equipment or menu items become available, add the information to your Trainer's Guide. Driving a car or running the slicer both require training and practice "behind the wheel".

Training in Progress

TMP - CERTIFICATION READINESS 

The Certification Readiness Page is an optional tool that is used in conjunction with the Trainer's Guide to assist with retention and it quickly identifies where the previous training session ended.

TEAM MEMBER NAME:	GOAL DATE:
① ARBY'S RED HAT SERVICE-INSPIRING SMILES	
② SPEED OF SERVICE	
③ HOT/FRESH QUALITY PRODUCT	
④ CRYSTAL CLEAR GUEST VIEW & WORK AREA	
⑤ SAFETY (FOOD & PERSONAL)	
⑥ ARBY'S RED HAT SERVICE PRINCIPLES	
⑦ FRIENDLINESS "WHAT IF?"	

LEAD 



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In the Training Binder there is a “Training in Progress” section. In that section you will place any Certification Readiness Pages that are in progress, until the employee achieves certification. After that, you can either give the team member the pages or discard them.

There will be no need to retain the information once the employee’s certification has been entered into the Learning Hub.

Training Plans and any other miscellaneous training-in-progress items can be included as well.

The readiness page is printed from the Learning Hub, it may be used as a tool during the hands on training sessions, the numbers on the page correspond with the numbers in the Trainer’s Guide so your training team can quickly identify where a previous training session left off at. Great to use if multiple trainers will be working with a new hire or a cross-training existing hire.

Training Tools-Online Lessons

TMTTP Learning Hub Lessons

Online lessons cover what employees should expect from us and what we expect of them.

There are multiple lessons. This includes Orientation, Safety First and Arby's Red Hat Service which are not considered "positional"



Remember: Online lessons are not intended to be stand-alone training. They were created as tools to aid you in training each position, along with all other components of the program.



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Learning Hub Online Lessons

Online lessons cover what employees should expect from us and what we expect of them as far as working as a team to provide great customer service from every position. As part of the Tell step, employees should watch positional training lessons.

There are 15 lessons. This includes Orientation, Safety First and Arby's Red Hat Service which are not considered "positional".

Backline Specialty

Slicer Operations

Backline Roast Beef

Fry Station

Front Cashier & Dining Room

Runner

Drive-Thru Operations

Food Preparation

Maintenance

Frontline Closing

Backline Closing

Team Trainer

These online lessons are not intended to be stand-alone training. They were created as tools to aid you in training each position, along with all other components of the program.

Training Tools-Learning Hub

- XP= Experience Point
- Similar to extra credit
- XP Leaderboard: Store Rankings



Another part of the Learning Hub will be Experience Points. We will be most often referencing Experience Points as XP.

XP is different than Arby's IQ. Kind of like getting extra credit for your willingness to learn more on your own. Team members earn XP when they become certified in core TMTP positions, and then can earn more by completing 'extra credit' tasks that will be available in the Learning Hub curriculum.

XP is earned as you learn and complete a variety of training 'power ups', listed within your learning curriculum, or under the power up category.

For example, let's say that you just became certified in Backline Specialty. Now that you're certified, you'll have the opportunity to view the Saucing Rbtube, so upon completion, you would earn XP.

Other examples of training experience that can earn experience points are: viewing job aids in the Learning Hub, viewing a poster within the Learning Hub.

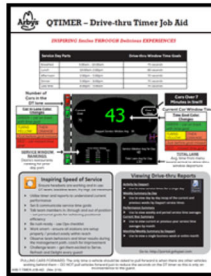
Because XP are 'extra credit', and are kept separate from your Arby's IQ, there's no limit to the amount of XP that you or your team can earn!

Training Tools-Additional Tools & Job Aids

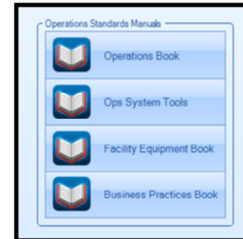
Sandwich/Prep Boards



Job-Aids



OSM Books



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As a trainer you will be referencing all the existing job aids and the OSM to answer your trainee's questions and to boost your knowledge of our policies, procedures, and systems. The better you know our processes, the better trainer you will be.

Be sure that by the end of the hands-on training that the new trainee is familiar with all the supporting training documents that will help them when they are on their own on a station.

Certification Checklist

The Certification Checklist is like the Driving Test.

Only after they have proven they can perform the position correctly are they certified.

The trainer should also ask the review questions to ensure that the trainee has the necessary knowledge. When properly trained and certified—the trainee should be able to teach someone else to work this position.

The trainee must meet all of the Arby's Standards on the checklist in order to be certified. If all behaviors are not present, explain to the trainee what will be necessary to improve performance in those areas. Set goals together and agree on a follow-up date and time. Continue this process until the trainee becomes certified in the position.



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Certification Checklist

The Certification Checklist is like the Driving Test.

TRAINER NOTE

The Driving Instructor uses a checklist to verify that you can actually drive, parallel park, and change lanes. The Instructor sits in the car with you and observes you one-on-one. You have to prove that you can drive before you can get your license.

The process is the same when we use the Certification Checklist to certify an employee in a position.

We use the checklist to verify that the employee can operate the slicer safely, make an Arby's Arch and produce sandwiches quickly enough to keep up with the flow of business. Only after they have proven they can perform the position correctly are they certified.

The trainer should also ask the knowledge questions to ensure that the trainee has the necessary knowledge. When properly trained and certified—the trainee should be able to teach someone else to work this position. The trainee must meet **all** of the Arby's Standards on the checklist in order to be certified. If all behaviors are not present, explain to the trainee what will be necessary to improve performance in those areas. Set goals together and agree on a follow-up date and time. Continue this process until the trainee becomes certified in the position.

Certification Checklist

TMTP - CERTIFICATION CHECKLIST



Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Stops task to serve guests immediately.
- Wears a headset or works from the speaker system.
- Bumps orders as soon as they are assembled and ready for pickup.
- Follows safety procedures.
- Portions product accurately – serves only top quality products.
- Follows time and temperature guidelines.
- Happy to help to achieve service ☺ me goals – Hustle
- Uses correct tongs when handling products.
- Keeps station clean and sanitized – CAYG.

Demonstration

- Wash hands.
- How to prepare, hold and portion each product.
- Fryer filtering, test shortening quality using test kit.
- Follows proper fill levels in fry baskets.

Questions

1. How often should you wash your hands?
2. What is the hold time for fries?
3. What resource can you refer to if you do not remember a product hold time?
4. What temperature must the fry freezer maintain?
5. What is the temperature of the fryers?
6. Explain how to use the Par level guides.

6



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Does everyone know where to get these Certification Checklists and how to certify someone in the Learning Hub?

Discuss where these are all located and demonstrate how to complete a certification in the Learning Hub on the leader's laptop.



Exercise

Select two participants for the exercise. One will be the “trainee” and the other the “trainer”.

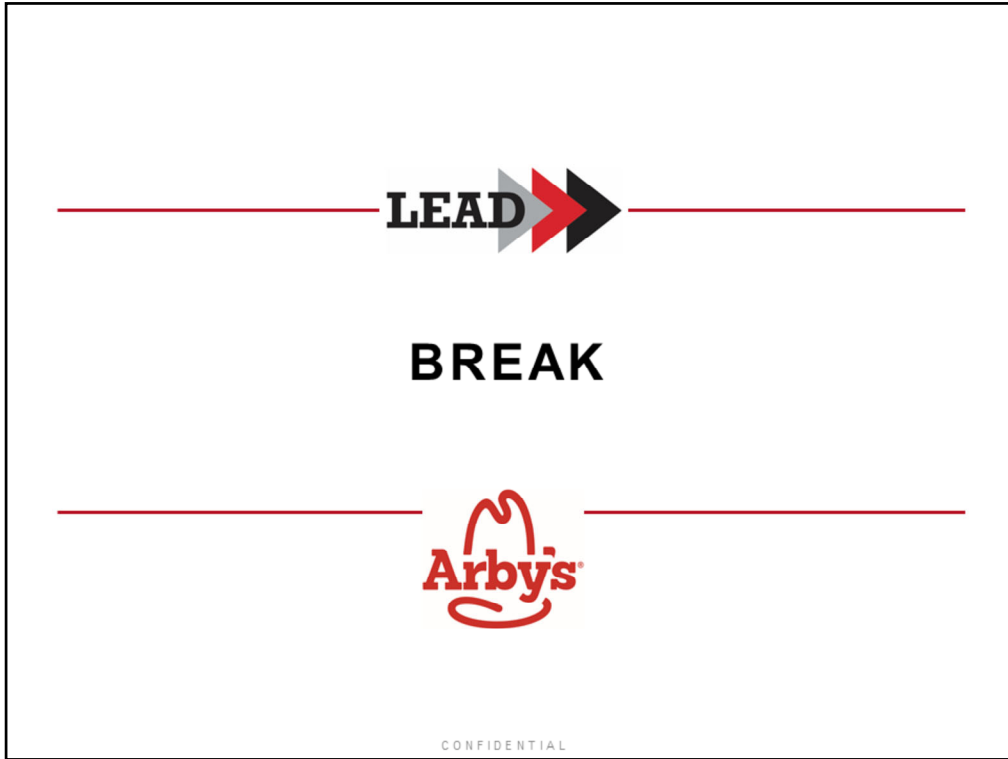
Bring out the regular bun and a wrapper. Instruct the trainer to teach the trainee the proper way to wrap a sandwich producing an “Arby’s Arch”. Use the heel of the second bun in place of roast beef.

Have the participants follow along in their workbooks and verify that the trainer utilized each of the 5 steps in the Training Process. Were all 5 steps used?

1. **Tell** — Did the trainer explain in detail the task and expectation? Did the trainer explain “why” the Arby’s Arch is important?
2. **Show** — Did the trainer show the trainee exactly what he or she wanted? Did the trainer make a perfect example of an Arby’s Arch for the trainee to see?
3. **Let do** — Did the trainee explain what they were doing while they were doing it?
4. **Observe** — Was the trainer closely watching the trainee? Did the trainee make a great-looking Arby’s Arch?
5. **Praise** — Did the trainer provide feedback continually? Did the trainer redirect the trainee if necessary?

KEYPOINT

It is the Trainee’s ability to *perform* the position correctly that determines whether they are certified.



Great job, we'll take a 10 minute break.

First Five Days of Training

Backline Focus

RECOMMENDED TMTP TRAINING PATH 1 – BACKLINE FOCUS	
Important Note: If employee is under age 18 - Skip Slicer Safety/Backline Roast Beef lessons	
Day 1	ORIENTATION (*May be done on same day as Day one or before hand) <ul style="list-style-type: none"> • Manager completes employee orientation – TMTP goals communicated • Manager introduces trainee to team & team trainer SAFETY FIRST / BACKLINE SPECIALTY <ul style="list-style-type: none"> • Trainee completes Learning Hub Safety First and Backline Specialty • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 2	SAFETY FIRST / **SLICER SAFETY – **MUST BE 18+ <ul style="list-style-type: none"> • Trainee completes Learning Hub Slicer Safety • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 3	SAFETY FIRST / **SLICER SAFETY / **BACKLINE ROAST BEEF <ul style="list-style-type: none"> • Trainee completes Learning Hub Roast Beef • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 4	SAFETY FIRST / **BACKLINE ROAST BEEF – **MUST BE 18+ <ul style="list-style-type: none"> • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 5	SAFETY FIRST / FRY STATION / ARBY'S RED HAT SERVICE <ul style="list-style-type: none"> • Trainee completes Learning Hub Fry Station / Arby's Red Hat Service • Trainer / trainee conduct hands-on training using the Trainer's Guide

Frontline Focus

RECOMMENDED TMTP TRAINING PATH 2 – FRONTLINE FOCUS	
Day 1	ORIENTATION (May be done on same day as Day one or before hand) <ul style="list-style-type: none"> • Manager completes employee orientation – set TMTP goals • Manager introduces trainee to team & team trainer SAFETY FIRST / BACKLINE SPECIALTY <ul style="list-style-type: none"> • Trainee completes Learning Hub Safety First and Backline Specialty • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 2	SAFETY FIRST / FRY STATION <ul style="list-style-type: none"> • Trainee completes Learning Hub Fry Station • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 3	SAFETY FIRST / CASHIER / ARBY'S RED HAT SERVICE <ul style="list-style-type: none"> • Trainee completes Learning Hub Cashier / Arby's Red Hat Service • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 4	SAFETY FIRST / CASHIER <ul style="list-style-type: none"> • Trainer / trainee conduct hands-on training using the Trainer's Guide
Day 5	SAFETY FIRST / CASHIER <ul style="list-style-type: none"> • Trainer / trainee conduct hands-on training using the Trainer's Guide



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First Five Days of Training

Each new Employee should follow a Training Schedule, they are outlined in the TMTP Trainer's Guide. (See Examples) The Training Schedules give the new Employee exposure to Safety First, the Backline, the Fry Station, and then the Front Cashier or Slicer position. The schedule allows new people to learn and practice while working one-on-one with their Trainer.

TRAINER NOTE

At this time, have the participants turn to the Training Schedule page located in the Appendix section of their workbook. Use the example of the Training Schedule to cover the suggested training for each of the first five days. Go through each day individually. Why is it important for every new employee to start on backline and learn the sandwich builds?

TRAINER NOTE

Write answers on flipchart.

Possible Answers:

Product knowledge, Builds confidence, Exposes employee to menu, Allows them to answer questions from guests

Planning for Success

- Utilize the goals report, identify training priorities
- Schedule employees with a certified team trainer or manager
 - Utilize any allocated training hours
 - Follow the 5-Step training method
- Use all training resources during training sessions

Team Member Training Plan							
Period:							
Week:							
Trainer	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Team Member							
Position							
Shift							
Team Member							
Position							
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- Utilize the goals report, identify training priorities to plan training positions for the following week
- Schedule employees with a certified team trainer or manager
- Utilize any allocated training hours effectively; refer to recommended TMTP Training Paths
 - Follow the 5-Step training method
- Use all training resources during training sessions

Goal Dates

Arby's Safety First & Red Hat Service

Arby's Safety First and Arby's Red Hat Service will be the first two modules we certify each employee.

You will see parts of these programs throughout each module in TMTP.

Team Members should be trained in Safety First and Arby's Red Hat Service in the first 30 days.



- **30-day goal will require an Arby's IQ at or greater than 27**
- **90-day goal will be to achieve an Arby's IQ of 48 or greater**
- **180-day goal is to achieve an Arby's IQ of 62 or greater**



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After you have planned your training approach it is time to start training, observing, and certifying. We start with training every new employee in Safety First and Arby's Red Hat Service, along with their first position.

Your goal is to get each team member through their certifications in the 30-day, 90-day, and 180-day targets.

Goal Dates



Raise your Arby's IQ

- Safety First +10
- Arby's Red Hat Service +10
- Slicer Safety (must be at least 18) +10
- Backline Specialty +7
- Backline Roast Beef +7
- Fry Station +7
- Cashier & Dining Room +7
- Drive-thru Operations +7
- Runner +7
- Food Preparation +7
- Maintenance +7
- Frontline Closing +7
- Backline Closing +7

Maximum Arby's IQ: 100



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To hit the target numbers each new employee will need to earn enough AIQ points by certifying in positions. For example, once a new employee becomes certified in Arby's Red Hat Service, they will have achieved an Arby's AIQ of 10, and then when they become certified in Arby's Safety First, they'll increase their AIQ 10 more. As you can see each position has an identified AIQ score.

Arby's IQ may only increase by certifying in one of the core TMTP positions and is tracked in the Learning Hub. Once someone becomes certified in all 13 positions they will have reached the maximum Arby's IQ of 100.

Each team member will have an AIQ (Assistant Managers and General Managers will not have an AIQ as they should be proficient in all team member positions).

Growth Center Chart

The Growth Center Chart is a comprehensive tool for tracking employee training and performance. It includes sections for guest feedback, IQ report updates, goal setting, and employee recognition. The chart is designed to be displayed in a restaurant, with a 'GROWTH CENTER' section for posting photos and recognition cards. The chart is branded with the Arby's logo and the slogan 'LEAD'.

TRAINER NOTE - Review the example of the Growth Center Chart and discuss how to access the Learning Hub.

TMP Growth Chart

This chart hangs on the wall in the restaurant and is used to track the entire team's progress in training. The trainer should update and print the electronic Arby's IQ Report weekly from the Learning Hub reports section. Employee progress is tracked by recording the certification in the Learning Hub as employees are certified in each position.

Make certification a BIG DEAL! The Training Chart should be used to reference Employees progress through 30, 90 and 180 days. The Chart should also be used as a form of recognition as there is a section to hang Arby's Red Hat Hero Recognition cards as well as to post Employee's Goals.

Team Trainer Certification

Utilizing the team trainer position can improve the execution and effectiveness of the TMTP system. Team trainers are required to meet the prerequisites and responsibilities that are listed below:

Pre-requisites

- Proficiency in at least 8 positions
- Available for all shifts necessary for position
- Top performer – above average appraisal score
- Sets the example in PMA and appearance
- Supervisor approval
- Completion and certification of the team trainer module in Learning Hub

Responsibilities

- Train new employees
- Recommend and execute cross-training needs
- Communicates trainee progress to management effectively



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Discussion

**What 3 things can
YOU DO TO IMPACT TMTP
in your store tomorrow?**



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Have each participant commit to implementing or impacting three things that will improve TMTP execution in their restaurant. Have them write them on the back page of their participant's guide.

Put your skills to work

Training Skills

PERFORMANCE OBJECTIVE:

- To understand our team member training programs and execute them
- Ability to identify what's important in the Arby's culture to help create a positive TM experience

Assignment	Date Completed
Manager shadows the Trainer (GM) on the initial training of a new employee. Trainer (GM) observes the Manager training an employee on a new position 1. Training planned and executed per plan? 2. Certification checklist completed correctly? 3. Feedback and training followed the 5 step training method? Complete a TMFP Training Plan for the week of training	

POSITION PERFORMANCE CHECKLIST

Standards	Trainer Initials	Trainee Initials	Comments/Improvements Needed
Understands the critical systems used for team member training			
Trainer observes the Manager training an existing employee to a new position			

Trainee Signature: _____ Date: _____

Trainer Signature: _____ Date: _____



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Homework for Training Skills:

Observe your GM training a team member

Take the lead on training another team member and have your GM validate that you followed the 5 steps and that you know how to use and certify in the Learning Hub.

LEAD 

Thank you!



CONFIDENTIAL

RECOMMENDED TMTP TRAINING PATHS 1 & 2 – The best way to provide effective training is to follow a set training schedule. The first 5 days of employment should be dedicated to training a new employee by having a certified team trainer or a manager work one-on-one with the trainee. Because of the importance of food safety and guest service you will need to train new employees in the Safety First and the Arby’s Red Hat Service lessons during their initial training. Depending on the primary role an employee will play on your team, there are two training path options to choose from, Backline or Frontline focus. The schedules below are recommendations and can be adjusted as needed to meet the demands of your business.

RECOMMENDED TMTP TRAINING PATH 1 – BACKLINE FOCUS	
Important Note: If employee is under age 18 - Skip Slicer Safety/Backline Roast Beef lessons	
Day 1	ORIENTATION (*May be done on same day as Day one or before hand)
	<ul style="list-style-type: none"> • Manager completes employee orientation – TMTP goals communicated • Manager introduces trainee to team & team trainer
	SAFETY FIRST / BACKLINE SPECIALTY
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Safety First and Backline Specialty • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 2	SAFETY FIRST / **SLICER SAFETY – **MUST BE 18+
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Slicer Safety • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 3	SAFETY FIRST / **SLICER SAFETY / **BACKLINE ROAST BEEF
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Roast Beef • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 4	SAFETY FIRST / **BACKLINE ROAST BEEF – **MUST BE 18+
	<ul style="list-style-type: none"> • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 5	SAFETY FIRST / FRY STATION / ARBY’S RED HAT SERVICE
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Fry Station / Arby’s Red Hat Service • Trainer / trainee conduct hands-on training using the Trainer’s Guide

RECOMMENDED TMTP TRAINING PATH 2 – FRONTLINE FOCUS	
Day 1	ORIENTATION (May be done on same day as Day one or before hand)
	<ul style="list-style-type: none"> • Manager completes employee orientation – set TMTP goals • Manager introduces trainee to team & team trainer
	SAFETY FIRST / BACKLINE SPECIALTY
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Safety First and Backline Specialty • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 2	SAFETY FIRST / FRY STATION
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Fry Station • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 3	SAFETY FIRST / CASHIER / ARBY’S RED HAT SERVICE
	<ul style="list-style-type: none"> • Trainee completes Learning Hub Cashier / Arby’s Red Hat Service • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 4	SAFETY FIRST / CASHIER
	<ul style="list-style-type: none"> • Trainer / trainee conduct hands-on training using the Trainer’s Guide
Day 5	SAFETY FIRST / CASHIER
	<ul style="list-style-type: none"> • Trainer / trainee conduct hands-on training using the Trainer’s Guide

Team Training Plan

Period: January

Week: 1

Trainer		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Damian	Employee	David O	John	Stacy	David W			Melissa
	Position	Fry Station	BL Specialty	Cashier	DT Order Taker			Opening Prep
	Shift	10am-2pm	2pm-5pm	2pm-5pm	4pm-8pm			9am-11am
Jon	Employee	Carmen	Carmen	Carmen		Joe	Joe	
	Position	BL Slicer	BL Slicer	BL Slicer		Opening Maint	Opening Maint	
	Shift	3pm-5pm	3pm-5pm	11am-3pm		9am-11am	9am-11am	
Vicky	Employee				Sara	Jonah		Sara
	Position				Fry Station	Runner		Fry Station
	Shift				2pm-5pm	10am-3pm		12pm-2pm
	Employee							
	Position							
	Shift							
	Employee							
	Position							
	Shift							
	Employee							
	Position							
	Shift							
	Employee							
	Position							
	Shift							