



# **TMTTP**



**TMTTP Overview**  
**Orientation**  
**Team Trainer**



## NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

## TABLE OF CONTENTS

TMTTP Overview.....	4
First Five Days Training Path.....	10
Acronyms.....	11
Orientation.....	13
Team Trainer.....	15

# TMTP - OVERVIEW

.....

**PHILOSOPHY OF TRAINING** – Arby’s Restaurant Group, Inc. believes in the value and immediate benefits of “hands-on” learning, using a blended training approach as follows:

## 5-STEP TRAINING METHOD

### 1. Tell

- ✓ Trainee completes Learning Hub lesson, this communicates standards and important information for each position
- ✓ Trainer uses the TMTP Trainer’s Guide to support the hands-on training session

### 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 (optional)

### 3. Let Do

- ✓ Trainee practices the job task
- ✓ Trainer asks the trainee to reiterate key points covered in the Learning Hub lesson and hands-on demonstration

### 4. Observe

- ✓ Trainer observes performance and corrects performance as necessary
- ✓ Never allows trainee to be in an unsafe situation

### 5. Praise

- ✓ Trainer gives specific feedback on trainees performance, praising whenever possible and always maintaining self-esteem. If trainee is not performing at an effective level, trainer should repeat the 5-step training method

## TRAINING BINDER

The Training Binder is used to organize the training materials, it has 4 tabs:

**Tab 1 - TMTP Trainer’s Guide** is used by a trainer to deliver the Team Member training consistently to each position. The Trainer’s Guide provides directions to find additional information using other resources and includes the certification checklist for each position. Document additional notes specific to your restaurant, team and equipment where applicable. As the Operating Standards Manual (OSM) updates, new equipment or menu items become available, add this information to the Trainer’s Guide.

**Tab 2 - Training in Progress** use this tab to place Certification Readiness Pages in-progress, weekly TMTP Training Plans and any other miscellaneous training in-progress.

**Tab 3 - LTO Activation Training** is used to house the three most current Promotional Trainer’s Guides:

1. Current promotion
2. Sell-through promotion
3. Previous to sell-through due to having promotional crave products in restaurants for 3 months

**Tab 4 - Job Aids** use this tab to place job aids such as the Learning Hub Job Aid, Sandwich Build Card Guide or any other job aids that do not need to be posted on the wall.

**TMTP LEARNING HUB LESSONS** – The Learning Hub lessons cover what employees should expect from us and what we expect of them as far as working as a team to provide great guest service from every position. The Learning Hub lessons are not intended to be stand-alone training but are considered to be a component of the overall 5-step training method.

**CERTIFICATION READINESS (OPTIONAL)** – Print the Certification Readiness from the Learning Hub.

- Trainees use the Certification Readiness Page as a note taking tool during hands-on training sessions
- The numbers and headings listed down the side of the page correspond with the numbered headings in the Trainer’s Guide. This quickly identifies where a previous training session ended in the TMTP Trainer’s Guide
- While working toward certification, the readiness page may be placed in the Training Binder under the “Training in Progress” tab. Once certified, these pages do not need to be retained

**TMTP CERTIFICATION CHECKLIST** – When the trainer and the trainee feel confident that the skill has been accomplished, the trainer will observe the trainee performing in that position and evaluate performance using the Certification Checklist located in the TMTP Trainer’s Guide.

The trainee must achieve 100% on the Certification Checklist to be certified in that position. If all aspects are not achieved, the trainer provides feedback to the trainee on what will be necessary to achieve certification. Comments may be documented in the Learning Hub for reference during a future training session. The trainer should set goals with the trainee and agree on a follow-up time. Continue this process until the trainee becomes certified in the position.

When the trainee is certified in a position, the trainer records the certification in the Learning Hub.

**TMTP - 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.

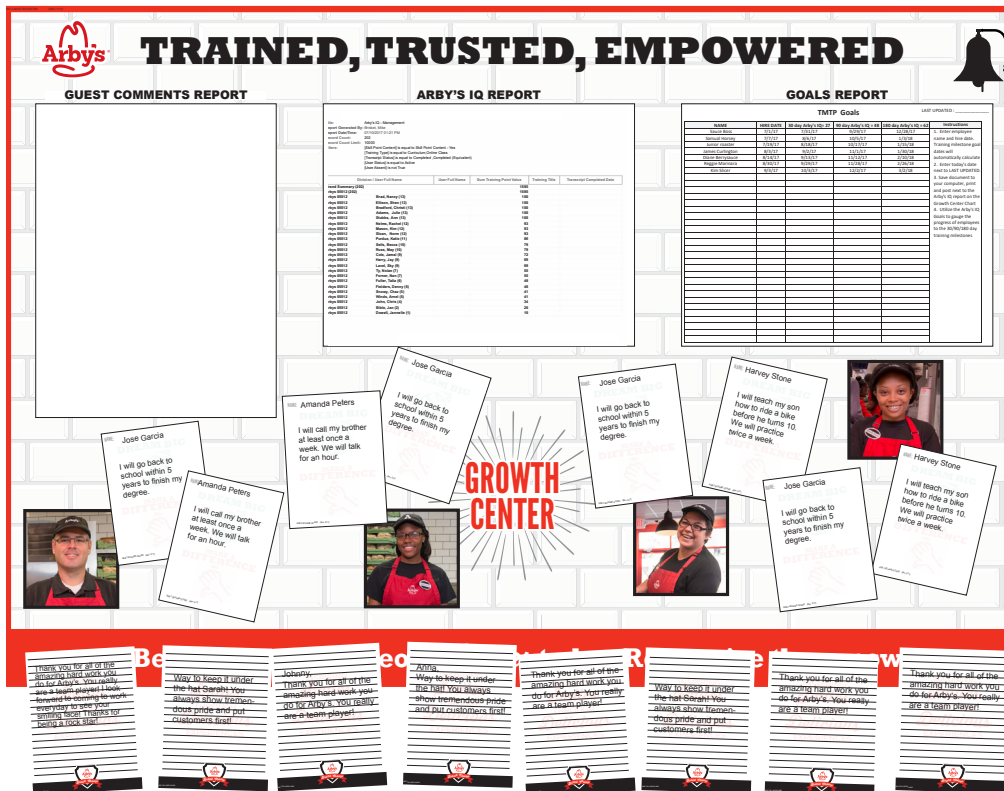
<b>TEAM MEMBER NAME:</b> Paul Smith	<b>GOAL DATE:</b> 11-9-17
<b>① ARBY’S RED HAT SERVICE- INSPIRING SMILES</b> Stop tasks immediately and greet the guest with a sincere smile.	
<b>② SPEED OF SERVICE</b> 90 sec. from the time the order is totaled at the front counter	
10-20 SC	
<b>③ HOT/FRESH QUALITY PRODUCT</b> Ensure timers are set and followed up on. If in doubt toss it out, use waste buckets	
First in First Out - FIFO	
<b>④ CRYSTAL CLEAN GUEST VIEW &amp; WORK AREA</b>	
Clean As You Go - CAYG	
10-25 BF	
<b>⑤ SAFETY (FOOD &amp; PERSONAL)</b> Always prepare a new sandwich on returns, place the return in the waste bucket	
<b>⑥ ARBY’S RED HAT SERVICE PRINCIPLES</b>	
We’re Friendly - 4 basics smile, eye contact, greet and thank	
We’re Proud- accurate, clean and comfortable	
We put our guests first- anticipate the guests needs and be quick to serve	
We Make it Right - Believe, listen, apologize solve it and thank the guest	
<b>⑦ FRIENDLINESS “WHAT IF’S”</b>	
Service animals are not required to wear any special ID	

**LEAD**

**TMTG GROWTH CENTER CHART** – This chart hangs on the wall in the restaurant and is used to track the entire team’s progress in training. Trainers track Team Member progress by recording certifications as they occur in the Learning Hub.

The Growth Center has a variety of uses:

- Post the TMTG Goals Report, this tracks employee training progress through training milestones
- Post the AIQ Report, this identifies each employees current AIQ
- Post Guest Comments Report, use these during PMA rallies to reinforce positive guest experiences
- Post Arby’s Red Hat Hero Recognition Cards along the bottom of the Chart
- Space in the middle is for employees to post personal or professional goals



**CERTIFICATION PINS** – Presented by the trainer to recognize employee positional certifications. These pins may be worn on their uniform shirt, hat or visor. Pins are available through Arby’s fulfillment company.



**ARBY’S IQ (AIQ)** - increases with certification in one of the following 13 core TMTG positions and is tracked in the Learning Hub, this is the key measurement for the TMTG:

How much your AIQ increases when certified!!!			
Safety First	+10	Drive-thru Operations	+7
Arby’s Red Hat Service	+10	Runner	+7
Slicer Safety	+10	Food Preparation	+7
Backline Specialty	+7	Maintenance	+7
Backline Roast Beef	+7	Frontline Closing	+7
Fry Station	+7	Backline Closing	+7
Cashier & Dining Room	+7		

Maximum  
Arby’s IQ =  
100

**TMTP GOALS REPORT** – is a tracking tool that drives team training milestone achievements from the date of hire.

The training milestones are:

- 30 days - AIQ ≥ 27 (3 certifications that include Safety First & Arby's Red Hat Service)
- 90 days - AIQ ≥ 48 (6 certifications)
- 180 days - AIQ ≥ 62 (8 certifications)

Utilize the TMTP Goals Report, located in the Learning Hub, to track each employees progress. The goals report is posted next to the AIQ Report on the Growth Center Chart. Instructions on how to set up the report:

- Open the TMTP Goals Report in the Learning Hub
- Enter all employee names with less than 62 AIQ, include the hire date in the space provided. 30, 90 and 180 day goal dates will automatically populate in the appropriate columns
- Enter the current date next to LAST UPDATED
- Save this document to your computer to use in the future, ongoing, update weekly or as turnover or onboarding occurs
- Print and post the TMTP Goals Report next to the AIQ Report on the Growth Center Chart

TMTP Goals					LAST UPDATED : _____
NAME	HIRE DATE	30 day Arby's IQ= 27	90 day Arby's IQ = 48	180 day Arby's IQ = 62	Instructions
Sauce Boss	7/1/17	7/31/17	9/29/17	12/28/17	1. Enter employee name and hire date. Training milestone goal dates will automatically calculate 2. Enter today's date next to LAST UPDATED. 3. Save document to your computer, print and post next to the Arby's IQ report on the Growth Center Chart 4. Utilize the Arby's IQ Goals to gauge the progress of employees to the 30/90/180 day training milestones
Samual Horsey	7/7/17	8/6/17	10/5/17	1/3/18	
Junior roaster	7/19/17	8/18/17	10/17/17	1/15/18	
James Curlington	8/13/17	9/2/17	11/1/17	1/30/18	
Diane Berrysauce	8/14/17	9/13/17	11/12/17	2/10/18	
Reggie Marinara	8/30/17	9/29/17	11/28/17	2/26/18	
Kim Slicer	9/3/17	10/3/17	12/2/17	3/2/18	

Posting the AIQ Report next to the Goals Report provides a quick gauge of every employees progress toward the 30/90/180 day training milestones.

**TMTP TRAINING PLAN**

- Utilizing the goals report, identify training priorities to plan training positions for the following week
- Schedule employees with a certified team trainer or manager
- Be flexible:
  - » Train “day time” employees during day shifts
  - » Train “night time” employees during night shifts
- 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 (ensure most current versions are available and in place)

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-2pm		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							

**XP (EXPERIENCE POINTS)** - is a snapshot of your power up training (think of extra credit). These points are earned by completing certifications, watching RBtubes, reviewing designated training material etc.

There is no limit to the amount of experience points that may be earned. In addition to increasing AIQ when certified in positions the trainee will also earn XP.

Recommended training tools are listed on the front page of each TMTP Trainer's Guide. Use these training tools / aids via the Learning Hub to help provide additional methods for trainee's to reference important information specific to the position they will be working. Its fun because XP are earned for utilizing additional training tools which encourages continued learning, even after your AIQ reaches the maximum of 100. By using additional training materials you will earn additional XP which enhances and aids in learning retention.

Training Resources	
✓	Equipment On/Off Schedule
✓	Slicer Safety Poster
✓	Slicer Video
✓	OSM
✓	Use-By Chart
✓	Prep Sheets
✓	Prep Training Board
✓	Maintenance Checklist

**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
- Availability meets restaurant needs
- Top performer - above average appraisal
- Sets example in PMA, ARHS and Safety First
- Area Supervisor approval
- Completion and certification of the Team Trainer Lesson

**Responsibilities**

- Train new Team Members
- Recommend and execute cross-training needs
- Assist Team Members in hitting training goals
- Teach Slicer Safety (if 18 or older)
- Communicate trainee progress effectively

**SANDWICH / PREP BOARDS** – These are tools which can be referred to as employees learn a new position. Revisions are currently supplied when Arby's OSM is updated or when new products are introduced.

**TRAINING CHARTS / JOB AIDS** – These are reference tools that identify specific duties for each position and should be utilized when an employee is not serving guests.

**OSM** – Arby's OSM includes information on the guest experience, food preparation, business practices, and cleaning and sanitation. The OSM is a great training resource and can be accessed on The Learning Hub or MyArbys.com

**EMPLOYEE ORIENTATION** – Every new employee should start with an orientation to Arby's and to the restaurant. A thorough orientation should take about one hour and should always be done by the general manager. This is an excellent time to establish a strong rapport with a new member of the team. Be sure to provide the first week's schedule and training plan.

**OSHA** – New employees are to be trained to "understand" how to identify hazardous chemicals, how to read and understand product warning labels and Safety Data Sheets (SDS), where SDS's are located in the restaurant and how to properly handle and use the chemicals in the restaurant.



**TMTP EXECUTION** – Each new employee should be added to the Arby's IQ Goals Sheet. Listed below are steps that explain how to execute the Team Member Training Program effectively.

1. Explain TMTP during Orientation; discuss AIQ goals and XP with trainee
2. Follow the first five days training schedule (Includes Arby's Safety First training)
3. Plan training time on the schedule
4. Employees should complete online lessons prior to hands-on training in each position
5. Print the Certification Readiness Page from the Learning Hub (Optional)
6. Use the Trainer's Guide and job aids while training, such as wall charts and build cards
7. Allow time for trainee to practice in the position (Observe and coach)
8. Trainer conducts certification referencing the checklist in the Learning Hub or in the TMTP Trainer's Guide
9. Upon position certification, record the certification in the Learning Hub and discuss goal(s) for next position
10. Award the TMTP certification pins for each position certified



**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.

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

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

# ARBY'S ACRONYMS

- AS** – Area Supervisor – An employed individual who has multi-unit responsibility. The AS may also be referred to as the district manager.
- AOR** – Arby's Operations Review is a restaurant evaluation program that measures the guest experience, food safety execution and the brand image for Arby's.
- Arby's IQ (AIQ)** - Key metric measuring TMTP performance.
- Back of the House or Backline** – Food storage, production and preparation areas in a restaurant.
- BC - Business Consultant** - An ARG employee, who is designated to provide operations guidance to a specified area of franchised locations.
- BOGO** – Buy One Get One – Marketing strategy of offering one item free with the purchase of an additional item.
- CAYG** – Clean As You Go – A reminder of the importance of keeping all areas of the restaurant clean and sanitary on an ongoing basis.
- DM** – District Manager – Other organizations may refer to the multi-unit manager as the DM. The DM may also be referred to as the area supervisor.
- DO or DFO** – Director or Director of Franchising Ops – An employed individual who has multi-unit responsibility above the AS / DM, Business Consultant level.
- Drop Fries** – Refers to placing fries into a basket and then into the fryers for cooking. Other examples may include: “Drop Chicken”, “Drop Curly Fries”, etc.
- FAT-TOM** – Food, Acidity, Time, Temperature, Oxygen & Moisture – An acronym taught in ServSafe® food safety classes for remembering the required elements for bacterial growth.
- FIFO** – First in, first out – A method for rotating product based upon receiving date or preparation time to ensure that the oldest product in is used first.
- Front of House or Front-line** – The serving or “public” area of the restaurant.
- HACCP** – Hazard Analysis Critical Control Point – A systematic approach to food safety based on identifying potential food safety hazards within a process or system, establishing controls to minimize the potential hazard and monitoring/documenting to ensure that the control limits are observed.
- BLAST** – Believe, Listen, Apologize, Solve It, Thank – Arby's process for handling guest complaints.
- LTO** – Limited Time Offer – Short-term promotional menu offering.
- MIC** – During a peak period the role of the Manager In Charge (MIC) is to lead service, remove bottlenecks, interact with guests and coach employees.
- NCTR** – Nationally Certified Training Restaurant – A training restaurant that trains restaurant managers in a management training program.
- SDS** – Safety Data Sheets – Documents provided by a chemical manufacturer that outline the safe handling procedures and known hazards associated with the use of a given cleaning (or other chemical) product.
- OSM** – Operating Standards Manual – A detailed manual that can be used as a reference guide and / or learning guide on the proper operating procedures for an Arby's restaurant.

**Pick up the lot** – Refers to the removal of debris or trash from the parking lot, landscape and other visible areas.

**PM** - Performance Manager - An ARG employee, who performs AOR inspections on ARG and Franchise restaurant locations.

**PMA** – Pocket Management Answers – Management pocket guide. Provides example of PMA Rallies and other useful information about running a shift.

**PMA Rallies** – Positive Mental Attitude – Guidance to set shift goals and get the team motivated.

**POP** – Point of Purchase – Display materials used at the restaurant to remind and increase guest awareness of promotions and products.

**POS** – Point of Sale – Cash registers are referred to as point-of-sale units.

**QSR** – Quick Service Restaurant – The “Fast Food” segment of the restaurant and hospitality industry.

**USDA** - “United States Department of Agriculture” purpose is to make sure that all American food that is manufactured and consumed is safe, nutritious and sustainable. In the case of our meats, they all have been aUSDA inspected an approved.

**SOS/SAS** – Speed of Service/Speed and Service

**S.T.O.P.** – Slice To Order Please – Refers to slicing roast beef fresh for each sandwich.

**SWS** – Service with Speed - Used to emphasis that we achieve our speed of service while maintaining Arby’s Red Hat Service culture.

**TACT** - Refers to the bun toasting standards, Taste, Appearance, Color, Temperature

**FTM** – Field Training Manager – An Arby’s corporate employee, who is designated to provide training and implementation support to a specified area of both franchised and company locations.

**T.E.A.M.** – Together Everyone Achieves More – Refers to working together as a team to provide each guest with friendly service and quality food in a clean and safe environment.

**Tempering** – The process of converting food products from a frozen to a refrigerated state or from a refrigerated to a room temperature state.

**Thermotainer/Alto-Sham/Sham/ Thermo/Winston CVAP or CVAP/Hatco/Henny Penny** – A heated holding oven where food is held hot until it is served.

**XP** - Experience Points which is a compilation of points awarded for completing training in the Learning Hub

---

---

---

---

---

---

---

---

---

---

# TMT - TRAINER'S GUIDE

\*ARG restaurants should use the team member orientation guide and onboarding process

## ORIENTATION

### LEARNING HUB LESSON SUMMARY [Lesson Seat Time: 20:00 Minutes]

Here's what was covered:

- What we're all about and what's important to us when it comes to culture
- Our core values: Dream Big, Work Hard, Get it Done, Play Fair, Have Fun and Make a Difference
- Your Top 5 responsibilities as an Arby's team member
- Setting SMART Goals
- Our efforts to save energy at Arby's
- The Arby's Foundation and our support of the No Kid Hungry campaign

#### Training Resources

- ✓ OSM
- ✓ Training Boards
- ✓ Job Aids

#### WELCOME

- ✓ Introductions to the team
- ✓ Receive uniform

#### RESTAURANT TOUR

- ✓ Exterior
  - Guest perception
  - Parking lot
  - Dumpster / waste area
  - Drive-thru
- ✓ Dining Room / Lobby
  - Guest perception
  - Safety
  - Condiment area
  - Restrooms
- ✓ Frontline / Drive-Thru
  - Guest perception (employee greetings, smiles, eye contact, thanks and cleanliness)
  - Equipment review
- ✓ Fry Station
  - Safety (fryer age and safety procedures)
  - Hot oil, fire extinguisher, ansul system location
  - Equipment review
- ✓ Backline
  - Safety ( slicer age and safety procedures)
  - Equipment review
- ✓ Kitchen Safety
- ✓ Storage / Break Area
  - Safety (lifting properly, organization)
  - Dry storage
  - Cooler / freezer door release system
  - Back door exit (see OSM for guidelines)

#### COMPLETE REQUIRED PAPERWORK

#### BENEFITS - EXPECTATIONS

##### WHAT WE'RE ALL ABOUT

- ✓ Arby's Red Hat Service – Team Principles
  - We're friendly
  - We're proud
  - We put our guest first
  - We make it right
- ✓ BLAST – Arby's approach to handling complaints
  - Believe, Listen, Apologize, Solve it, Thank
- ✓ Restaurant priorities - Arby's Ops Review
- ✓ Arby's Values
  - Dream Big
  - Work Hard
  - Get It Done
  - Play Fair
  - Have Fun
  - Make a Difference

##### TEAM MEMBER RESPONSIBILITIES

- ✓ Team Member Top 5 Priorities
  1. Arby's Red Hat Service
  2. Speed of Service
  3. Hot/Fresh Quality Product
  4. Crystal Clean Guest View & Work Area
  5. Safety (Food & Personal)
- ✓ Work station chart and Post Rush / secondary responsibilities
- ✓ C.A.Y.G. – Clean As You Go
- ✓ Teamwork
- ✓ Review standards for appearance
  - Uniform / name tag / grooming / hygiene

#### REVIEW POLICIES



# TMTP - TRAINER'S GUIDE



## TEAM TRAINER

### LEARNING HUB LESSON SUMMARY

[Lesson Seat Time: 11:05 Minutes]

Here's what was covered:

- Arby's training philosophies
- How the 5-step training method works
- New responsibilities as a team trainer
- What training resources are available

#### Training Resources

- ✓ OSM
- ✓ Job Aids
- ✓ Training Boards
- ✓ TMTP & Training Skills Workshop
- ✓ Building Teams Manual (ARG)

*Tell • Show • Let Do • Observe • Praise*



### Slicer Safety

IMPORTANT - ALL Employees **MUST BE TRAINED AND CERTIFIED IN SLICER SAFETY** PRIOR TO WORKING WITH THE SLICER AS A TEAM TRAINER

#### ① POSITION REQUIREMENTS

- ✓ Approved by Supervisor
- ✓ Certified in at least 8 positions to include:
  - Safety First (required)
  - Arby's Red Hat Service (required)
  - Slicer Operations (required if 18 or older)
- ✓ Availability meets restaurants needs
- ✓ Top performer - above average appraisal
- ✓ Sets the example in PMA, Arby's Red Hat Service and Safety First

#### ② POSITION OBJECTIVES

- ✓ Employees are well trained, meeting TMTP standards
- ✓ Never leave the trainee alone – always be with them or readily accessible
- ✓ Ask questions and encourage questions from the trainee
- ✓ Avoid scheduling training that may put a person in an unsafe or uncomfortable situation
- ✓ Talk the person into position, set goals and have a PMA rally around what he/she is about to learn
- ✓ Train new employees
- ✓ Recommend and execute cross-training for employees
- ✓ Meet training milestones:
  - 30 days - Arby's IQ  $\geq 27$  (3 certifications to include Safety First & Arby's Red Hat Service)
  - 90 days - Arby's IQ  $\geq 48$  (6 certifications)
  - 180 days - Arby's IQ  $\geq 62$  (8 certifications)
- ✓ Support Growth Center chart activity
- ✓ Teach Slicer Safety (if over 18 years old with Supervisor approval)
- ✓ Communicate effectively with management as to the progress of each trainee

#### ④ PHILOSOPHY OF TRAINING

- ✓ We are here to help people “become the best they are capable of becoming”
- ✓ People learn by doing – hands on, with a blended learning approach
- ✓ Reading manuals and take home study materials are not part of our training programs
- ✓ All trainees are unique learners. They should be respected and allowed to learn at their own pace
- ✓ The 5-step training method is used in all training programs and activities
- ✓ Constant feedback on progress is essential to effective training
- ✓ Repetition is the mother of learning
- ✓ It takes up to six times of being exposed to information to ensure retention
- ✓ We teach by concept – always explain “why”
- ✓ Effective training requires an environment that is organized, positive and enthusiastic
- ✓ Teaching and living up to Arby’s values and behaviors is an integral part of the training process

#### ⑤ TRAINING RESOURCES

- ✓ Training Binder / Trainer’s Guides
- ✓ Growth Center chart
- ✓ Job aids
- ✓ Training Boards / Build cards / Flash cards
- ✓ Learning Hub Lessons / RBtubes
- ✓ OSM
- ✓ Certification pins

#### ⑥ 5-STEP TRAINING METHOD

- ✓ Step 1: **TELL**
  - » Trainee completes Arby’s Learning Hub lesson
  - » Trainer review positional responsibilities using the TMTP Trainer’s Guide and trainee follows along with the Certification Readiness Page (optional) taking notes as necessary
- ✓ Step 2: **SHOW**
  - » Trainer demonstrates job task
  - » Trainer explains key points and why the job is important using the Trainer’s Guide
- ✓ Step 3: **LET DO**
  - » Trainer watches, while Trainee demonstrates job task
  - » Trainee explains key points and why the job is important
- ✓ Step 4: **OBSERVE PERFORMANCE**
  - » Trainee practices job task
  - » Trainer observes job performance – answers questions and provides ongoing feedback
- ✓ Step 5: **PRAISE PROGRESS**
  - » Trainer coaches; recognize positive performance and redirect for improvement
  - » Complete Arby’s Certification Checklist

#### ⑦ LEARNING HUB TMTP EXECUTION

- ✓ Navigating in the Learning Hub (reference Learning Hub Job Aid)
- ✓ Utilize the first 5 day recommended training path
  - » **BACKLINE FOCUS**
  - » **FRONTLINE FOCUS**
- ✓ Use TMTP Trainer’s Guide, wall charts, job aids and other training resources to train
- ✓ Allow time for trainee to practice





# TMTP - CERTIFICATION CHECKLIST

---



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Consistently follow the 5-step training method.
- Effectively uses the TMTP blended training system.
- Uses appropriate resources during training.
- Exhibits a positive mental attitude in all situations.
- Role models Arby's Red Hat Service principles.
- Follows all safety procedures.

## Demonstration

- Teach the following TMTP positions:
  - » Safety First
  - » Fry Station
  - » Arby's Red Hat Service
  - » Cashier & Dining Room
  - » Backline Specialty
  - » Drive-Thru Operations
  - » Backline Roast Beef
  - » Runner(if 18 or older)
- Ability to train Slicer Safety (if 18 or older)
- How to teach your trainee to:
  - » Search for and launch a training video.
  - » Navigate the Learning Hub and open curriculum.
  - » Check XP status in the Learning Hub.

## Questions

1. Describe the TMTP certification process?
2. What is the most effective way to learn?
3. What type of environment is best for training?
4. Name three training resources that are used during training?

# TMTP - TRAINER'S GUIDE

## SAFETY FIRST

### Learning Hub LESSON SUMMARY

#### Safety First [15 minutes]

- Health and Hygiene [3 minutes]
- Handwashing and glove usage [3 minutes]
- Product [3 minutes]
- Cleaning [3 minutes]
- Employee and Guest Safety [3 minutes]

Here's what was covered:

- How important appearance is when it comes to health & hygiene at Arby's
- Proper handwashing and glove usage procedures
- The temperature danger zone and how it relates to food safety
- How product labeling ensures proper rotation throughout the day
- How our Safety First program applies to both food and personal safety at Arby's

*Tell • Show • Let Do • Observe • Praise*



#### Training Resources

- ✓ Job Aids
- ✓ Use-By Chart
- ✓ HACCP Sheet
- ✓ 4 Hour Cleaning Chart
- ✓ SDS
- ✓ OSM
- ✓ Safety Equipment

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① EMPLOYEE APPEARANCE

- ✓ Trainer review The Arby's Look Poster – explain appearance standards (also posted on MyArbys.com)
- ✓ Remove and hang apron in kitchen area before using the restroom
- ✓ It is possible for food and equipment to become contaminated as a result of a sick employee
- ✓ Employees with the following symptoms should not be at work:
  - Sore throat with fever
  - Vomiting or diarrhea
  - Jaundice
- ✓ Employees with a contagious disease are obligated to inform management – information will remain confidential

### ② EATING & DRINKING IN DESIGNATED AREAS

- ✓ Food and drinks must be consumed in designated areas only – never in an area where food is prepared or served
- ✓ All managers and employees must wash hands after eating or drinking

### ③ HANDWASHING & GLOVE USAGE

- ✓ Wash hands at the start of your shift
- ✓ Wash hands prior to all food preparation
- ✓ Hands must be washed frequently and at a minimum of every hour
- ✓ Wash hands after completing the following tasks:
  - Eating, drinking or smoking
  - Using the restroom (double wash; before leaving the restroom and again before resuming work)
  - Taking out the trash
  - Washing dishes, sweeping, mopping or cleaning
  - Touching hair, face or body (adjusting uniform)
  - Sneezing, coughing or using a tissue
  - Handling money
  - Shaking hands with someone – before preparing food
  - After handling uncooked foods or potentially hazardous foods such as eggs, raw beef, dairy products
  - Or anytime that contamination may occur

### ④ VINYL GLOVE USAGE

- ✓ Hands must be washed prior to putting on vinyl gloves or the gloves will become contaminated
- ✓ Vinyl gloves must be worn on both hands
- ✓ Vinyl gloves must be changed frequently:
  - Anytime that hands are washed – new gloves must be used (see handwashing list above)
  - When changing between different work tasks
  - After 1 hour of continuous use – regardless of activity
- ✓ In the event gloves are used when cleaning due to allergens, gloves must be discarded, hands washed and new gloves worn prior to preparing foods
- ✓ Vinyl gloves must be worn when using Comet/bleach
- ✓ Glove storage – location where gloves are kept
- ✓ Three size gloves are required – small, medium and large

### ⑤ STAINLESS STEEL SAFETY GLOVE USAGE

- ✓ Always wear two stainless steel safety gloves when:
  - Cleaning, assembling or disassembling the slicer and slicer parts
  - Using and/or cleaning the tomato tamer
  - While slicing produce
  - Any \*other sharp objects that can cause injury (\*exception - cutting sandwiches or loading roasts on slicer)

### ⑤ Stainless Steel Safety Glove Usage continued...

- ✓ When wearing stainless steel safety gloves, place vinyl gloves over the steel gloves – it makes it easier to work using the glove
- ✓ Trainer show location where gloves are kept
- ✓ Wash, rinse and sanitize gloves after each use
- ✓ Failure to wear stainless steel safety gloves when completing any of the above functions may result in disciplinary action up to and including termination

### ⑥ TIME & TEMPERATURE RULES

- ✓ Basic conditions all organisms require to grow: (FATTOM) Food, Acidity, Temperature, Time, Oxygen and Moisture
- ✓ Temperature danger zone is: 41°F – 135° F
- ✓ Equipment temperatures are checked and posted on the Beef Sheet 3 times a day
- ✓ Cold foods maintained between 34°F – 41°F
- ✓ Hot foods maintained at 135°F or higher
- ✓ Frozen foods maintained at 0°F- +/- 10°F
- ✓ All equipment must be operating properly and maintain correct temperatures at all times
  - All refrigeration between 34°F – 40°F
  - Freezer between 0°F- +/- 10°F
  - Convection Beef oven at 200°F
  - Turnover oven at 325°F
  - Beef holding oven at 150°F
  - Cook 'n Hold Pods
    - Overnight 200°F or Day Part 250°F
  - Cheese machine at 145°F
  - Heated holding drawer at 150°F
  - Henny Penny holding system at 175°F
  - Fryers at 350°F

### ⑦ HOT FOODS HOT & COLD FOODS COLD

- ✓ Keep walk-in cooler and reach-in cooler doors closed
- ✓ Do not leave products at room temperature for an extended period of time
- ✓ Do not overstock reach-in coolers – this prevents airflow
- ✓ Do not overfill pans on the coldwell – otherwise products cannot maintain adequate temperature
- ✓ Only fill FIFO sauce bottles 2/3 full
- ✓ Ensure hold times are used – discard product as needed – never serve expired product

### ⑧ FIRST IN FIRST OUT (FIFO)

- ✓ Always rotate all products using the first in, first out rule

### ⑨ PREVENT CROSS-CONTAMINATION

- ✓ Use separate tongs when handling cooked and uncooked products
  - Red tongs are used for cooked / ready-to-eat foods
  - Blue tongs are used for uncooked foods
  - Yellow tongs are used when handling eggs (Breakfast restaurants)
- ✓ Properly clean and sanitize knives, cutting board and other utensils after each use
- ✓ Ensure work / prep area is cleaned and sanitized prior to preparing food and when task is complete
- ✓ Food storage – do not keep ready-to-eat foods below raw products

### ⑩ THERMOMETERS & PROBES

- ✓ Calibrate stem thermometers daily to +/- 2°F
- ✓ Ensure thermometers/probes are clean and sanitized prior to each use
- ✓ Ensure holding pan/holding rack is clean and sanitized
- ✓ Discard broken thermometers

**11 CLEANING THROUGHOUT THE DAY**

- ✓ Ensure all spray bottles are labeled properly – with the correct cleaning solutions in each bottle
- ✓ Never mix cleaning solutions
- ✓ Ensure proper dilution of cleaning solutions – use dilution center
- ✓ Keep spray bottles in bottle rack or designated storage locations and away from ready-to-eat foods and preparation areas

**12 CLEANING & SANITIZING (CAYG)**

- ✓ Towel procedures
  - Only use clean or new towels to wipe stations throughout the day
  - Wipe surfaces using clean towel
  - Keep towel in 1/2 size pan of sanitizer when not in use
  - Change sanitize water every hour or more often as needed and rinse towel out in compartment sink
  - Place dirty towels in designated dirty towel bucket or discard

**13 4-HOUR CLEANING PROCEDURES**

- ✓ The slicer, cutting boards, compartment sinks and all food and hand contact surfaces are to be cleaned at designated time-slots throughout the day
  - Refer to the 4-hour cleaning job aid for times, proper setup, and procedures
  - Cutting boards must be removed and taken to the compartment sink to be cleaned properly
  - The compartment sink must be washed, rinsed and sanitized between refills

**14 EMERGENCIES**

- ✓ In the event of an emergency it is important to remain calm and work with your manager
- ✓ Trainer show where the Go-To Guide is located for important emergency contact information and instructions
- ✓ Examples of unanticipated emergencies might be:
  - Severe weather
  - Power outage
  - Robbery

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## ⑮ Nutrition/Allergen Handling

- ✓ Trainer explain location of nutrition and allergen information
- ✓ Provide information to guests upon request
- ✓ Additional information is available on the Arby's website at [www.Arby's.com](http://www.Arby's.com) or call 1-800-599-2729
- ✓ Always replace product mistakes with new product to minimize the possibility of an allergic reaction
- ✓ Individuals who are allergic to specific foods may experience a range of symptoms including but not limited to:
  - Sneezing, coughing
  - Itching around the face or neck, hives
  - Difficulty breathing
- ✓ In the event someone shows any of the above symptoms contact the manager / 911
- ✓ Eight primary foods related to allergic reactions:
  - Milk & dairy products, Egg products, Soy products, Wheat products, Peanut products, Fish, Shellfish, Tree nuts (pecans)

## ⑯ EMPLOYEE SAFETY

- ✓ Keep floors clean and dry
- ✓ Everyone must do their part to clean up spills or sweep
- ✓ Ensure equipment is working properly at all times
- ✓ Wear slip resistant shoes
- ✓ Use Safety Equipment appropriately
  - Stainless Steel Safety Gloves – sharp objects
  - Oven Gloves – convection ovens
  - Rubber apron – fryers
  - Rubber gloves – fryers
  - Face shield/goggles – fryers
  - Wet floor signs – wet floors
- ✓ Never stand on or prop something above the fryers to clean or access the hoods – this is extremely dangerous
- ✓ Bend knees when lifting heavy items – ask for help
- ✓ Never leave sharp objects in the sink – clean immediately

## ⑰ OSHA CHEMICAL SAFETY

- ✓ Use only company-approved chemicals
- ✓ Only use chemicals in labeled secondary containers
- ✓ Never mix chemicals
- ✓ Ask questions if there is something that is not clear, whether it is a warning label, or SDS - direct questions to the manager or supervisor
- ✓ Use personal protective equipment deemed required for chemical use
- ✓ Do not use chemicals that you have not been trained on or where you have not read it's SDS

# TMTP - CERTIFICATION CHECKLIST

.....



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Ensures hot foods are maintained at 135°F or above at all time (140°F if required by health department).
- Ensures cold foods are maintained at 41°F or below at all times.
- Properly cleans and sanitizes food and hand contact surfaces.
- Maintains proper hygiene and appearance.
- Uses approved chemicals properly.
- Follows proper handwashing procedures.
- Follows proper glove usage procedures.

## Demonstration

- Complete 4-hour cleaning process (excluding slicer).
- Show location and explain how to use SDS.
- Demonstrate proper method for changing gloves.
- Change waters in compartment sink - test sanitizer strength.

## Questions

1. How often should you wash your hands?
2. What is cross-contamination?
3. How often are sanitized waters changed?
4. What is the temperature danger zone?
5. Why is it important to complete the 4-hour cleaning?
6. What are the two things that you can do to ensure personal safety when you are working?
7. Identify all foods below that are primary causes for allergic reaction: Milk/Dairy Shellfish Lettuce Pecans Fish French Fries Egg Products Peanut Products Soy Products Chicken products Wheat Products



# TMTP - TRAINER'S GUIDE



## ARBY'S RED HAT SERVICE

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 13:15 Minutes]

Here's what was covered:

- The definition of Arby's Red Hat Service
- Employee Top 5 responsibilities
- The Arby's Red Hat Service principles
- Real world examples of what delivering great service is all about

#### Training Resources

- ✓ OSM
- ✓ Arby's Red Hat Service Principles Poster

*Tell • Show • Let Do • Observe • Praise*

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① ARBY'S RED HAT SERVICE - INSPIRING SMILES

- ✓ Guests are our first priority – stop what you are doing to take care of the guest
- ✓ Make sure that your appearance is sharp every day

### ② SPEED OF SERVICE

- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window 60 sec. lunch / 75 sec. dinner and off peak
- ✓ Always show a sense of urgency – Hustle!

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Always follow time and temperature controls
- ✓ Serve products that you would serve your best friend
- ✓ Use FIFO rule of rotation (first in, first out)

### ④ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ CAYG – Clean As You Go

### ⑤ SAFETY (FOOD & PERSONAL)

- ✓ Follow proper hand washing & glove usage guidelines
- ✓ Properly handle product returns – always prepare new product and place the returned item in the waste bucket
- ✓ Be aware of safety procedures and follow them – remind others to do the same for their safety

### ⑥ ARBY'S RED HAT SERVICE PRINCIPLES

#### **#1 We're Friendly** - DELIVERS: FRIENDLINESS

- ✓ Four Basics to Friendly Service
  - Smile
  - Eye Contact
  - Greet
  - Thank
- ✓ We are happy to help
- ✓ It can be as simple as eye contact, a warm smile, or a caring conversation
- ✓ We ask for guest's names so we can get to know our guests by name
- ✓ When we interact with our guests, its more than friendliness, it's a connection

#### **#2 We're Proud** -DELIVERS: FOOD QUALITY AND CLEANLINESS

- ✓ We ensure guest receives a perfect sandwich
- ✓ We serve food that is always fresh and craveable
- ✓ We make hand crafted sandwiches, made right and made just for the individual guest
- ✓ Our restaurants are clean and comfortable

#### **#3 We Put Our Guests First** - DELIVERS: SPEED OF SERVICE

- ✓ If it matters to our guests, it matters to us
- ✓ We anticipate our guest's needs and are quick to serve
- ✓ We strive to surprise and delight our guests
- ✓ We want our guests to feel relaxed and refreshed

## ⑥ ARBY'S RED HAT SERVICE PRINCIPLES CONTINUED...

### #4 We Make it Right - DELIVERS GUEST RECOVERY AND ACCURACY

✓ BLAST – Arby's approach to handling guest complaints

**Believe**     ■     **Listen**     ■     **Apologize**     ■     **Solve**     **It**     ■     **Thank**

✓ We believe our guest and listen carefully to their needs

✓ Say Yes!

- If we make a mistake, we fix it. If they make a mistake, we fix it
- No hassles, no problems, no excuses
- We are trusted and empowered to use our best judgment

## ⑦ FRIENDLINESS "WHAT IF'S"

### 1. A guest is carrying a small child.

*Offer to get a high chair or carry their tray for them.*

### 2. You are in the dining room and notice guests who have finished eating and are talking and relaxing.

*Offer to remove their trays and trash.*

### 3. A guest asks for extra Arby's sauce.

*Ask how many packets they would like - "extra" means different amounts to different people.*

### 4. A guest spills their drink.

*Quickly clean up the spill, replace the drink and any spoiled food at no charge while trying to minimize any embarrassment to the guest.*

### 5. A guest presents you with a Guest Recovery Card.

*Immediately assume it is a guest recovery or the guest was invited to try Arby's. Make their experience a positive memory.*

### 6. A guest returns an order, they say was incorrect.

*Immediately replace the sandwich with the correct item following BLAST guidelines.*

### 7. A guest has just entered the restaurant with a service animal.

*Treat the guest with respect. Service animals are not required to wear any special identification but some do. Service animals are allowed by law to go anywhere their owner goes.*

### 8. A guest returns to the counter with a half eaten sandwich in their hand.

*Sincerely apologize for the problem and replace or exchange the product without questions.*

### 9. There is a short wait on the guests mozzarella sticks.

*Offer the guest to have a seat and that you'll bring them out as soon as the food is ready.*

### 10. You see a guest coming in and you're in the lobby; what can you do to show Arby's Red Hat Service.

*Go open the door, greet them with a smile.*

# TMTP - CERTIFICATION CHECKLIST

---



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Displays basics of guest service:
  - » Smile
  - » Greet
  - » Eye Contact
  - » Thank
- Positive and happy to help.
- Proper uniform - shows pride.
- Courteous to team and guests.
- Serves quality food, fast, friendly and accurately.
- Refreshes guests by stopping tasks to serve.
- Delights guests with small-talk.
- Anticipates guests' needs.
- Shows a sense of urgency with guests.

## Demonstration

- Role play how to handle a guest complaint.

## Questions

1. How do you show our guests “We’re Friendly”?
2. How do you exhibit pride in yourself and in Arby’s?
3. Describe different ways that we can show our guests that they come first.
4. Tell me about something you’ve done recently to demonstrate Arby’s Red Hat Service. (Personal Example)

# TMTTP - TRAINER'S GUIDE



## SLICER SAFETY

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 9:40 Minutes]

Here's what was covered:

- Important safety procedures when it comes to operating, assembling, disassembling and cleaning the slicer
- The different slicer parts and their purpose
- How to disassemble and clean the slicer step by step
- Your role when completing the 4-Hour Cleaning procedures

Training Resources	
✓	Slicer Safety Poster
✓	Slicer Video
✓	OSM
✓	EcoLab® Job Aids

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTTP or ARG Trainer's Guide. However, some parts of the TMTTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

## SLICER INTRODUCTION

- ✓ Watch the RBtube Slicer Operations Video
- ✓ Trainer shows trainee the location of the stainless steel safety gloves and how to use them

## SLICER SAFETY OVERVIEW

- ✓ Slicer safety is critical - failure to follow all SAFETY REQUIREMENTS may result in termination - Refer to slicer safety poster
- ✓ No one under the age of 18 years old is allowed to operate, clean or in any way handle the slicer or slicer parts
- ✓ All employees must be properly trained in slicer operations by a manager before being allowed to operate the slicer
- ✓ To avoid serious injury, extreme care and attention must be taken while operating, cleaning or in any way handling the slicer

## ADDITIONAL TRAINING REQUIREMENTS

- ✓ Employees must be fully trained and certified in this Slicer Safety training module before learning and becoming certified in the following positions:
  - Backline Roast beef
  - Food Preparation
  - Closing Backline

## ① OPERATING SLICER SAFETY

- ✓ Always adjust the gauge plate to zero before loading or unloading a roast - carriage must be in the home position
- ✓ Always engage and use the meat grip to facilitate the progression of the roast, never progress roast with fingers or hand
- ✓ Always wait for the sliced beef to fall onto the receiving tray before removing the beef to portion, weigh and serve
- ✓ Use paper towels to handle roast if too hot
- ✓ Never leave the slicer running and unattended
- ✓ Inform manager right away if the slicer requires any form of maintenance
  - Carriage does not come back to home position when pausing
  - Any noise sounding like metal on metal
  - Blade needs to be sharpened
  - Slicer needs to be lubricated (oiled)
  - Any gauge plate adjustments needed
  - Any parts that need to be replaced (broken, missing, etc.)

## ② OPERATING INSTRUCTIONS - SLICER ORIENTATION

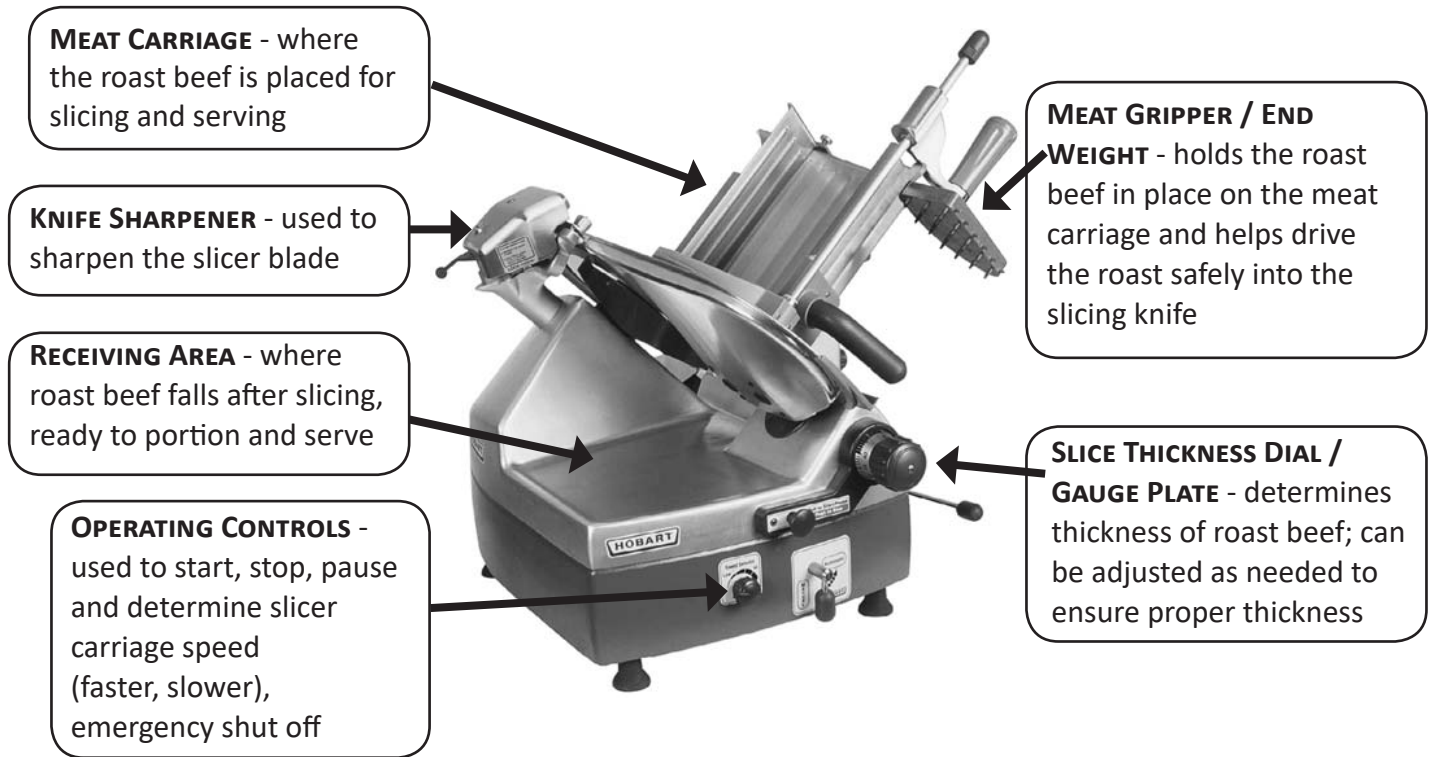
- ✓ Trainer review the slicer and slicer parts - refer to the Slicer Orientation diagrams on the next page
  - Meat Carriage
  - Meat Gripper / End Weight
  - Slice Thickness Dial / Gauge Plate
  - Knife Sharpener
  - Receiving Area
  - Operating Controls
- ✓ Trainer review proper speed settings - to ensure a wafer-thin slice of roast beef, the ideal slicer speed settings are as follows:
  - (Ideal) Globe setting #7
  - (Ideal) Hobart setting Medium High
- ✓ Inform manager if slicer is not operating properly and / or delivering top quality beef slices

**Note:** Depending on your specific slicer model, condition, and performance, the slice thickness dial may need to be adjusted to obtain the proper wafer-thin slice - the goal is a minimum of 12 slices for each 3-oz portion of roast beef



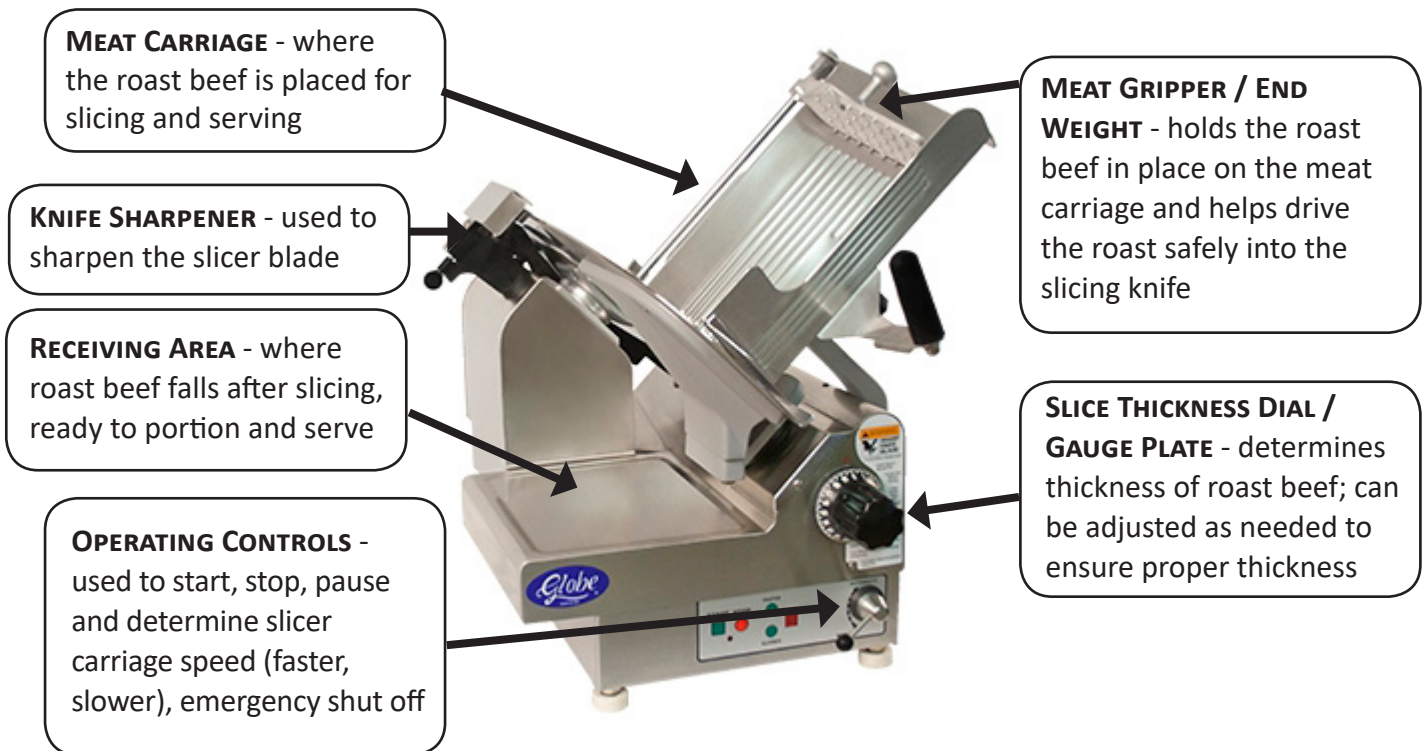
### ③ HOBART SLICER ORIENTATION

**Important Note:** This diagram only provides general guidance for the Hobart slicer and it's operating components. For more specific guidance on various slicer models, please refer to the operating instructions for that model number.



### ③ GLOBE SLICER ORIENTATION

**Important Note:** This diagram only provides general guidance for the Globe slicer and it's operating components. For more specific guidance on various slicer models, please refer to the operating instructions for that model number.



#### ④ SLICER CLEANING & MAINTENANCE



##### CLEANING, ASSEMBLY, AND DISASSEMBLING SAFETY

- ✓ Adjust the gauge plate to zero before assembly and disassembly
- ✓ Always turn the slicer off and unplug - to avoid electrical shock when disconnecting the power cord, use a dry towel and do this before putting on the stainless steel safety gloves
- ✓ It is mandatory that stainless steel safety gloves are worn on each hand
  - Note: A vinyl glove should be worn on top of the stainless steel safety gloves to secure the glove on your hand properly - making it easier to use

#### ⑤ SLICER CLEANING

- ✓ Trainer review and demonstrate proper slicer cleaning procedures
- ✓ Refer to the 4-hour Cleaning chart for details regarding daily cleaning requirements
- ✓ Slicer Cleaning Instructions:
  - Step 1 - Ensure the gauge plate is closed, turn off and unplug the slicer with a dry towel. Put a stainless steel safety glove with a vinyl glove over it onto each hand
  - Step 2 - Disassemble slicer. Wash, Rinse and Sanitize removable slicer parts in the compartment sink and let air dry while returning to clean the slicer and base
  - Step 3 - Using a paper towel, remove heavy debris and crumbs from the slicer and base
  - Step 4 - Thoroughly spray slicer and base with SaniSave Solution
  - Step 5 - Starting at the top of the slicer and work down, scrub all hard to reach areas using the slicer brush. Use a nonabrasive pad and paper towel to finish cleaning
  - Step 6 - After slicer has been cleaned, spray with fresh SaniSave Solution for a second time. Allow one minute contact (allow to air dry or wipe with a new paper towel if immediate use is required)
  - Step 7 - Reassemble and plug in to complete

---

---

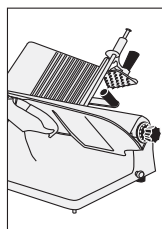
---

---

---



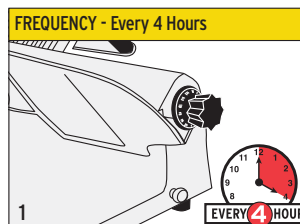
# SLICERS



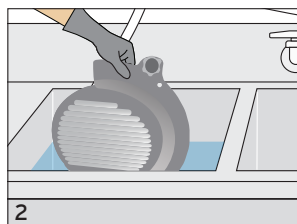
## Supplies needed:



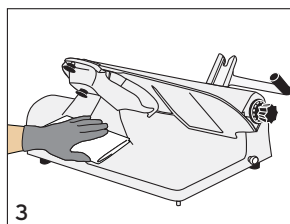
**IMPORTANT:** Always wear stainless steel mesh gloves when cleaning slicer.



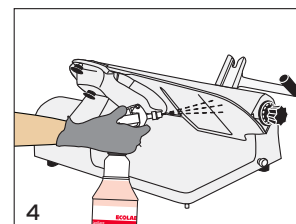
- Set blade to zero.
- Turn slicer OFF and unplug.
- Put on a pair of sanitized stainless steel mesh gloves and a pair of vinyl gloves over the stainless steel mesh gloves.



- Disassemble slicer.
  - Wash, rinse and sanitize removable parts in compartment sink with Sink Detergent and Sanitizer Solution.
  - Allow to air dry.
- NOTE:** If applicable, remove sharpening stone and wash in compartment sink.

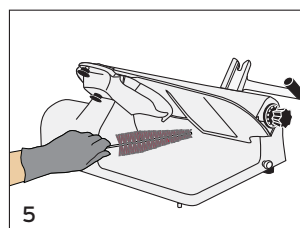


- Use paper towel to remove heavy debris and crumbs.



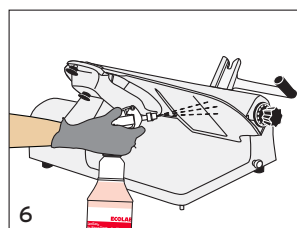
- Spray slicer base with fresh SaniSave Solution.

**WARNING:**  
• Do not let solution enter clutch housing or carriage.



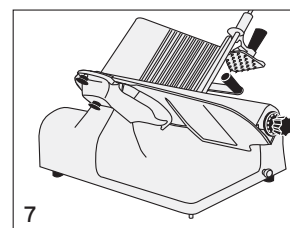
- Starting at the top of the slicer and working your way down, scrub all stationary slicer parts (including the feet and foot horseshoes) using paper towels, slicer brush, and nonabrasive pad.

**WARNING:**  
• Use caution when cleaning blade.  
• Clean from center of blade to outer edge only.



- After slicer has been cleaned, spray with fresh SaniSave Solution for a second time.
- Allow one minute contact time.
- Air dry or wipe with a new paper towel.

**WARNING:**  
• Do not let solution enter clutch housing or carriage.



- Reassemble.
- Only reconnect electricity when complete.

# TMTTP - CERTIFICATION CHECKLIST

---



## SECTION I - TRAINING / Video Acknowledgement

- Employee has viewed the RBtube Slicer Operations Video.
- Employee has completed the Learning Hub lesson and hands-on training with a Trainer.

## SECTION II - KNOWLEDGE Verification - Slicer Safety

- Explain the various slicer parts and describe what functions they each have.
- Why are stainless steel safety gloves used?
- Why must the slicer thickness dial be closed prior to completing certain tasks?
- Why must the meat gripper be used when progressing the beef / meat block?
- Describe each step required when preparing to disassemble the slicer?
- Why must you use a dry towel when unplugging the slicer?
- Why must the sliced meat fall onto the receiving tray before reaching for it?
- How often must the slicer be cleaned and sanitized? What solution is used to clean it?
- When must you notify a manager regarding the slicer?

## SECTION III - SKILL Demonstration

- Disassemble the slicer.
- Clean the slicer.
- Assemble the slicer.
- Adjust the thickness dial.
- Adjust the speed.
- Load a roast/meat block.

**Section I-III above must be completed satisfactorily prior to operating the slicer for skill observation & certification**

## SECTION IV - Skill Observation and Certification

- Shows full attention while operating the slicer - never leaves the slicer unattended.
- Wears stainless steel safety glove, covered by a vinyl glove as required.
- Adjust the slice thickness dial to zero as appropriate (based on specific tasks).
- Turns slicer off, and unplugs prior to completing a task that requires this action.
- Handles the slicer / slicer parts properly and in accordance to the OSM guidelines.
- Waits for sliced beef / food products to fall onto the receiving tray before removing.

# TMTP - TRAINER'S GUIDE



## FRY STATION

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 17:20 Minutes]

Here is what was covered:

- The Top 5 responsibilities when working the fry station
- The different equipment that is used when working the fry station
- The products we serve and how to manage product quality at the fry station
- Ways to improve speed of service
- The safety procedures that must be followed when maintaining the fryer system
- The Secondary and Zone duties for the fry station position

#### Training Resources

- ✓ Job Aids
- ✓ OSM
- ✓ Use-By Chart
- ✓ Fryer filtering video

*Tell • Show • Let Do • Observe • Praise*

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① ARBY'S RED HAT SERVICE - INSPIRING SMILES

- ✓ Be friendly regardless of what position you are working in – smile, eye contact, greet and thank!
- ✓ Because guest service comes first, when you're not busy at the fry station, you should slide over and help deliver orders at the drive-thru or frontline
- ✓ Even though you're not working directly with the guests, at any point you interact with them, show that you're friendly by smiling, and making eye contact
- ✓ No matter what task you're working on, stop and take care of the guest order first
- ✓ Fix product mistakes immediately, don't worry about "who" made the mistake. Just make it right for the guest!

### ② SPEED OF SERVICE

- ✓ Wear a headset so that you'll be able to respond more quickly to orders as they are placed – if a headset is not available, work from your fry monitor to ensure product readiness or listen as orders are placed and always bump orders as you complete them
- ✓ Ensure your area is fully stocked with all paper supplies and product ingredients needed for the service period
- ✓ Set up your area for efficiency by having all necessary product ingredients close by
- ✓ Pre-portion frozen curly fries into fry baskets: 1 bag can be divided into 3 fry baskets (half-full) and held for up to 10 minutes at room temperature
- ✓ Keep tempered potato cakes in a double-pan with ice at room temperature for up to one hour
- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window- 60 sec. lunch / 75 sec. dinner & off peak
- ✓ Use par level guides to ensure product availability
- ✓ Always bump the order as soon as it has been packaged, this helps others know what order you're working on so they can jump in and help if needed

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Always cook less product more often to ensure the freshest food possible
- ✓ Follow par level guides to ensure product readiness and that only the best quality products are served
- ✓ Use hold time tracking system to monitor hold times and ensure product quality
- ✓ Never remove products cooking in baskets from the fryer before the timer sounds and the product has been completely cooked
- ✓ Always rotate products using the FIFO rule – discard product that has expired (use waste buckets)
- ✓ Drain for 10 sec. prior to dumping into bin

### ④ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ CAYG – Clean As You Go
- ✓ Only use a dry or paper towel at the fry station
- ✓ Keep floors swept

### ⑤ SAFETY (FOOD & PERSONAL)

- ✓ Wash your hands prior to preparing any ready-to-eat foods or any time you may have contaminated your hands
- ✓ Be extremely cautious working the fry station – the cooking oil is very hot
  - Always use safety equipment when filtering the oil
  - Only use the fry skimmer to skim the oil and remove excess product from fryer vat
  - Don't allow baskets to be knocked down or dropped too fast, as this may cause oil to splash
- ✓ Avoid cross-contamination

## ⑤ SAFETY (FOOD & PERSONAL) CONTINUED...

- Use red tongs for handling ready-to-eat foods and the blue tongs for handling uncooked foods from the fry freezer
  - Ensure the handles of the tongs do not come in contact with the product
- ✓ Do your part to complete the Safety First 4-hour cleaning tasks as directed by your manager

## ⑥ SAVING ENERGY TIPS

- ✓ Always follow the Equipment Turn On/Off schedule
- ✓ Treat equipment with respect and care to avoid damage
- ✓ Keep fry freezer door closed in between use

## ⑦ EQUIPMENT USED

- ✓ Fryer temperature at 350°F
- ✓ Fry Freezer temperature at 0°F +/- 10°F
- ✓ Henny Penny holding cabinet at 175°F
- ✓ Required utensils and smallwares
  - Red tongs used for cooked / ready to eat products
  - Blue tongs used for uncooked products
- ✓ Proper use of waste buckets for food and paper waste
- ✓ Trainer demonstrate how to use fryer timers and hold time system
- ✓ Safety equipment demonstrated

## ⑧ FRYERS & FRY FREEZER

- ✓ Trainer review fry station lay out, bin rotation and freezer set up

## ⑨ WORKING THE FRY STATION

- ✓ Trainer show Fry Station Job Aid – review product portions, cook times, hold times and packaging
- ✓ Explain par level amounts for the rush periods
- ✓ Review use-by label system and how to read product labels
- ✓ Importance of FIFO during product preparation
- ✓ Always communicate product needs to manager before running out

## ⑩ PRODUCT QUALITY TIPS

- ✓ Follow hold times, place expired fries into waste buckets – never serve old products
- ✓ Cook less products more often
- ✓ Do not over-fill baskets
- ✓ Shake fry baskets after 30 seconds, keeps product from sticking together
- ✓ Drain for 10 seconds before dumping into bin
- ✓ Never pull product up before timer sounds
- ✓ Follow FIFO rule - First In, First Out
- ✓ Never leave product above shortening
- ✓ Never leave empty fry baskets in shortening
- ✓ CAYG / Skim shortening often throughout the day

## ⑪ CURLY FRIES

- ✓ Never drop frozen cases of fries - causes them to break and reduces profits
- ✓ Cook frozen - don't allow fries to thaw because:
  - Quality of product declines
  - More shortening absorption
  - Color is darker
- ✓ Load basket - never more than 1/2 full

**11) CURLY FRIES CONTINUED...**

- ✓ Pre-load fry baskets speed tip: 1 bag divided into three baskets can be held at room temp for 10 minutes
- ✓ Cook Curly Fries: 2:30 minutes
- ✓ Hold time: 7 minutes
- ✓ Trainer demonstrate how to properly scoop and fill containers

**12) POTATO CAKES**

- ✓ Tempering time: 24 hours
- ✓ Tempered hold time: Today + 3 days (includes tempering time)
- ✓ Preparation / handle with tongs
- ✓ FIFO rotation / storage / dating
- ✓ Cook time: 2:30 minutes thawed / 4 minutes frozen
- ✓ Hold time cooked: 7 minutes
- ✓ Maximum 8 potato cakes to a basket
- ✓ Portion size:
  - 2 cakes – small / kids
  - 3 cakes – medium
  - 4 cakes – large
- ✓ Use tongs: blue for uncooked / red for cooked
- ✓ Must maintain proper temperature – hold in Lexan pan on ice bath for up to 1 hour

**13) CHICKEN PRODUCTS**

- ✓ Cook from a frozen state
- ✓ 60 second dwell time required for all chicken
- ✓ Chicken Tenders:
  - 1 piece - Slider, 2 - kids, 3 or 5 - piece meal
  - Cook time is 5 minutes / hold time is 30 minutes
- ✓ Crispy Chicken Fillet:
  - Cook time is 5 minutes / hold time is 30 minutes
- ✓ Use tongs: blue for uncooked / red for cooked
- ✓ Use slotted basket for cooking chicken fillets

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

#### **14 SIDE ITEMS**

- ✓ Side item packaging and sauces
- ✓ Hold side items in dry heat at 140°F
- ✓ Cook Mozzarella Sticks 2:45 minutes; hold 30 minutes or 40 minutes in Henny Penny holding cabinet
  - Large Mozzarella = 6 each
  - Regular Mozzarella = 4 each
- ✓ Serve marinara sauce at room temperature
- ✓ Cook Jalapeno Bites 2:45 minutes; hold 15 minutes or 30 minutes in Henny Penny holding cabinet
  - Large Jalapeno Bite = 8 each
  - Regular Jalapeno Bite = 5 each
- ✓ Cook Onion Rings 2:15 minutes; hold 15 minutes or 20 minutes in Henny Penny holding cabinet
  - Onion Rings = 5 rings (mix small & large rings)

#### **15 FRYER MAINTENANCE**

- ✓ Always use Personal Protective Equipment (PPE) when cleaning fryers
  - Fryer safety rubber gloves
  - Protective eye ware (glasses, goggles or face shield)
  - Safety apron (used for open filtering systems)
- ✓ To avoid hot oil splashing, never fill the baskets directly over the shortening
- ✓ Skim fryers frequently - this will quality of the oil and taste of fried products
- ✓ Trainer demonstrate the following tasks - refer to the Fry Station Job Aids in Training Binder
  - How to test shortening quality
  - How to filter and boil out the fryers

#### **16 4 HOUR CLEANING ON BACKLINE**

- ✓ Trainer review the 4-Hour Cleaning Job Aid

#### **17 POST RUSH & ZONE DUTIES**

- ✓ Review Post Rush Duties
  - How assigned (may vary)
  - Non-service tasks
  - How to complete
  - Time goal expectations
- ✓ Review Zone Duties
  - Assigned by position
  - Secondary tasks - guests comes first
  - How to complete
  - Time goal expectations

# 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 time 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.



# TMTP - TRAINER'S GUIDE



## BACKLINE ROAST BEEF

### Lesson: Backline Basics [9 minutes]

- Top 5 responsibilities [3 minutes]
- Fast Crafted® [3 minutes]
- Equipment [3 minutes]

### Lesson: Backline Roast Beef [6 minutes]

**Note: View for Completing**

#### Maintenance Tasks

- Receiving and Storage [3 minutes]
- Tempering Roast Beef [3 minutes]

### Lesson: Backline Roast Beef [18 minutes]

**Note: View for Working Backline**

- Preparing and Cooking Roast Beef [3 minutes]
- Holding Roast Beef [3 minutes]
- Slicing Roast Beef [3 minutes]
- Assembling a Sandwich [3 minutes]
- Serving [3 minutes]
- Secondary / Zone Duties [3 minutes]

#### Training Resources

- ✓ Slicer Safety Poster
- ✓ Training Boards
- ✓ Job Aids
- ✓ OSM
- ✓ Use-By Chart

*Tell • Show • Let Do • Observe • Praise*

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

## ① SAFETY (FOOD & PERSONAL)

### ✓ Trainer review the Slicer Safety Poster guidelines

- ✓ Wash your hands prior to preparing any ready-to-eat foods or any time in which you may have contaminated your hands
- ✓ Wash your hands, and change gloves a minimum of every hour and more often as needed throughout your shift
- ✓ Because it's important to consider that a guest may have an allergic reaction to certain ingredients, always make a new sandwich to replace a sandwich that was made incorrect
- ✓ Do your part to complete the Safety First 4-hour cleaning tasks as directed by your manager

## ② WORKING THE BACKLINE - ROAST BEEF

- ✓ Show how to test scale weight / scale calibration
- ✓ Show how to read the beef scale sticker
- ✓ Trainer demonstrate sandwich crafting roast beef sandwiches
  - Use Training Board for reference, discuss sandwich hold times and refer to Build Card Guide to teach how to easily understand build cards
  - Arby's Arch, two hand construction
  - Other wrapping and packaging procedures
  - Beef is sliced 'Wafer-Thin' for best flavor
  - Correct degree of doneness is medium
  - Minimum of 12 slices per 3 oz portion
  - Requests for well-done beef should be sliced from the end
  - Heat source-keep lamp over beef and scale
  - Turn on slicer before buns are placed in toaster
  - Keep meat fluffy/piled high

## ③ COOKING - ROAST BEEF

- ✓ Review procedures for selecting and using thermometers - refer to Oven Cooking Board
- ✓ Stem Thermometers
  - Ensure stem thermometers are calibrated daily +/- 2 degrees
  - Use thermometers from the "clean & calibrated" rack only
  - Place used thermometers in dirty pan
- ✓ Convection Oven Probe Thermometers
  - Remove probe when roast is taken out of the oven
  - Ensure probes are cleaned and sanitized after each use

- Do not submerge probes in water
- ✓ Beef temperature between 34°F - 40°F when being placed into the oven
- ✓ Pull beef from oven between 138°F and 143°F
- ✓ Beef typically cooks in 3 - 4 hours
- ✓ Demonstrate how to select, prepare and place a roast in the oven
  - Select roast that has been tempering the longest
  - Insert thermometer or probe directly in middle of roast
  - Label roast following the numbers from Beef Cooking sheet
  - Record temperature onto Beef Cooking sheet
  - Place roast into oven set at 200°F / fan blower on low setting
- ✓ How to read and complete the Beef Cooking Sheet
- ✓ Under normal cooking conditions roasts lose up to 8 oz
- ✓ Fast cooking causes an extreme drop in beef efficiency and product quality

## ④ HOLDING & ROTATING - ROAST BEEF

- ✓ Demonstrate how to remove, label and place a roast in the holding oven
  - Pull roast from oven when temperature reaches 138°F - 143°F
  - Mark with 30 minute dwell time
- ✓ If using stem thermometer – leave the thermometer in the roast
- ✓ Dwell time completes cooking process
- ✓ Beef Cooking Sheet must be completed
- ✓ Beef must maintain an internal temperature of 140°F in holding cabinet
- ✓ Holding cabinet must maintain an internal temperature of 150°F or inform manager
- ✓ Beef should be used within Today + 1 day of cooking
- ✓ Maximum time held at room temperature is 5 minutes
- ✓ Roasts will lose approximately 1 oz each hour in the holding cabinet
- ✓ Review Training Board – Beef Slicing Tips and roast loading procedure
- ✓ Demonstrate how to select a roast from the holding oven and place onto slicer
  - Select roast using the FIFO method
  - Place roast on pan with grate – cut the clip from the bag (cut away from yourself)

- Tip bag, allow juices to drain, remove
- ✓ Place only enough beef on the slicer that will be used within 30 minutes
- ✓ High volume / full roast on slicer
- ✓ Lower volume / third or half roast on slicer
  - Cut roast in thirds or two halves – label each piece as A, B and C / mark Beef Cooking sheet accordingly
  - Place piece A on slicer (place the rounded end towards blade)
  - Re-wrap remaining roast pieces (B,C) with plastic, label according to Beef Cooking sheet, place thermometer/probe in center of each piece and store in holding cabinet or Cook ‘n Hold
- ✓ Always turn slicer dial to zero / close position
- ✓ Beef Cooking Sheet must be completed
- ✓ Beef must maintain temperature of 138°F or above on the slicer – check temp every 30 minutes
  - If roast is 130°F - 137°F – remove roast from slicer, wrap in plastic wrap and place in 200°F oven until it reaches 138°F - 143°F (a roast can only be reheated once)
  - If roast is below 130°F it must be discarded

### ⑤ COOK ‘N HOLD OVEN

- ✓ Review Cook ‘n Hold procedures, reference Oven Cooking Board
- ✓ Tempered roast beef are 34°F - 40°F
- ✓ Cook ‘n Hold Probe thermometers
  - Remove probe when roast is taken out of the pod
  - Clean, sanitized and stored properly after each use
  - Do not submerge in water
- ✓ Overnight cooking - Begins 1 hour prior to closing
  - Door vents remain closed at all times
  - Pod Pre-heats 25°F warmer than cooking temperature in approximately 30 minutes
  - Overnight Cooks at 200°F for 5-6 hours
  - Follow loading instruction (refer to oven board)
  - 1” space around roast when loading
  - Automatically switches to holding mode when roast reaches an internal temperature of 135°F
  - Holding mode is 150°F
  - Dwell for 45 minutes after switching to

holding mode

- ✓ Daypart cooking
  - Door vents remain closed at all times
  - Pod Pre-heats 25°F warmer than cooking temperature in approximately 30 minutes
  - Daypart Cooks at 250°F for 3-4 hours
  - Follow loading instruction (refer to oven board)
  - 1” space around roast when loading
  - Automatically switches to holding mode when roast reaches an internal temp of 138°F
  - Holding mode is 150°F
  - Dwell for 30 minutes after switching to holding mode
- ✓ HACCP procedure
  - SiteSage HACCP Tracking
  - 11 digit HACCP number
  - Label the roast numbers on the Pod Oven doors with a dry erase marker. (Quickly identifies FIFO)
- ✓ Error Code - Inform Manager if an error appears on screen
- ✓ Maximum time roast may be held at room temperature is 5 minutes
- ✓ Cooked roast beef shelf-life is today + 1 day
- ✓ Cook ‘n Hold Pod Oven Cleaning Procedure
  - ⌚ 4 hour cleaning
  - ⌚ Daily cleaning
    - » Complete when all roasts are used from pod oven
    - » Press and hold red button for 3 seconds to end holding cycle
    - » Turn off, let cool for 30 minutes
    - » Clean outside of pod cabinet
    - » Use cut-resistant gloves to clean interior cabinet

### ⑥ HIGH QUALITY PRODUCT & RUSH READINESS

- ✓ Check stock and quality of all backline product
- ✓ Alert manager if any product is low or not to standard and prepare before rush
- ✓ Always rotate products using the FIFO rule – discard product that has expired (use waste buckets)
- ✓ Check and restock all packaging supplies- wrapper pre-folded, sleeves opened
- ✓ Communicate with fry manager for fried items needed, watch timers, be proactive
- ✓ During rush, stay in position and slide to help backline team. Communicate and work together

# 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.
- Follows safety procedures.
- Weighs portions accurately - serves only top quality products.
- Follow time, temperature and FIFO guidelines.
- Bumps orders when sandwich is completed.
- Performs sandwich prep and wrapping correctly.
- Shows teamwork - “slides,” happy to help others.
- Keeps station clean and sanitized - CAYG.

## Demonstration

- Wash hands and select proper fitting gloves.
- Beef tempering, thermometer/probe handling, cooking and holding.
- Complete Beef Cooking Sheet (HACCP sheet).
- Select, open and place a roast onto slicer.
- Complete 4-hour slicer cleaning.

## Questions

1. How often should you wash your hands?
2. How many slices should a 3-oz portion of beef have?
3. What is the dwell time for a roast in the holding oven?
4. What temperature must the beef maintain on the slicer?
5. At what temperature can you pull a roast from the oven?

# TMT - TRAINER'S GUIDE



## CASHIER & DINING ROOM

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 23:15 Minutes]

Here's what was covered:

- Top 5 responsibilities when working the cashier & dining room stations
- Ways to save energy
- Basic cash and credit card handling procedures
- How to deliver Arby's Red Hat Service to your guests
- Positional duties for the Cashier and Dining Room positions

Training Resources	
✓	Shake Flash Cards
✓	Cashier Job Aids
✓	OSM
✓	Cash Policies
✓	POS/Training Mode

Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMT") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMT or ARG Trainer's Guide. However, some parts of the TMT or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMT or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.



### ① ARBY'S RED HAT SERVICE

- ✓ Guest service comes first, when you're not busy serving a guest, you should slide over and be happy to help serve guests in the drive-thru or check the dining room for cleanliness, or service opportunities
- ✓ Show guests you care by greeting them as soon as they arrive, make eye contact, smile and thank them for coming
- ✓ Connect with your guests by asking them for their name when taking their order – at Arby's customers are not just a number, but a valued guest!
- ✓ No matter what task you're working on, stop and take care of the guest order first
- ✓ Use Arby's BLAST model to fix product mistakes. Don't worry about "who" made the mistake. Just Make It Right for the guest!

### ② SPEED OF SERVICE

- ✓ Be in position, ready to serve the guest. Even if you're cleaning the dining room, do your best to beat the guest to the register when they arrive to greet them with a smile!
- ✓ Ensure your area is fully stocked with all paper supplies and product ingredients needed for the service period
- ✓ Set up your area for efficiency by having all necessary supplies and product ingredients within an-arms reach
- ✓ Always bump the order as soon as it has been delivered to the guest – this helps others know what order still needs to be filled
- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Always rotate products using the FIFO rule – discard product that has expired (use waste buckets)
- ✓ Even though you're not the one preparing the food, be sure to only serve product that you would personally pay for, eat yourself or serve to your best friend
- ✓ When placing food on the serving tray; place the drinks first, sandwiches second, and then fries or side items last

### ③ HOT/FRESH QUALITY PRODUCT CONTINUED...

- ✓ If there's a wait for a product to complete a guest order, either (A) offer to bring the item to the guest's table, or (B) keep all food items at proper temperature until the completed order can be presented. For to-go orders, you will need to follow option (B)

### ④ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ CAYG – Clean As You Go
- ✓ Follow proper towel procedures for cleaning guest view and dining room areas
  - Only use clean or new towels
  - Keep towel in the ½ size pan of sanitizer when not in use
  - Change the sanitizer a minimum of every hour and rinse the towel out in the compartment sink before placing it into the fresh sanitizer
- ✓ Maintain cleanliness in the restrooms using only approved supplies
- ✓ Keep floors clean

### ⑤ SAFETY (FOOD & PERSONAL)

- ✓ Wash your hands at the start of your shift, and any time in which you may have contaminated your hands
- ✓ Because it's important to consider that a guest may have an allergic reaction to certain ingredients, you should always request a new sandwich to replace a sandwich that was made wrong
- ✓ Do your part to complete the Safety First 4-hour cleaning tasks as directed by your manager
- ✓ Be cautious when handing out hot drinks and au jus, make sure the lids are secure so that the guest does not get burned
- ✓ Make sure that you're aware of where the allergen and nutritional information is kept so that if a guest asks, you can provide that information to them

### ⑥ SAVING ENERGY TIPS

- ✓ Always follow the Equipment Turn On/Off schedule
- ✓ Treat equipment with respect and care to avoid damage
- ✓ Keep cooler doors / drawers closed between use
- ✓ Inform a manager of any temperature concerns in the dining room area

## ⑦ EQUIPMENT

- ✓ Cash Register (POS) – proper maintenance
- ✓ Printer – how to change tape
- ✓ Monitors – how to read screens, bump and recall
- ✓ Turnover display / tong usage

## ⑧ CASH HANDLING (Review Cash Policy)

- ✓ Only one cashier per register – do not allow other employees to work your register
- ✓ Verify drawer at start of shift, cash skims throughout shift and observe when the drawer is getting balanced at the end of your shift
- ✓ Inform manager if smaller bills or more change is needed (in advance)
- ✓ Cash shortages / overages may result in disciplinary actions and / or termination
- ✓ Trainer demonstrate how to identify authenticity of larger bills – use a special marker (as applicable)
  - Look for red and blue threads in bills, look for the water mark, feel of the paper
- ✓ Contact manager to approve bills larger than a \$20
- ✓ Contact manager regarding travelers checks
- ✓ Inform manager of excess cash in your drawer
- ✓ Contact manager for order voids or requests for refunds
- ✓ Review process for handling guest recovery cards

## ⑨ GIFT CARD HANDLING

- ✓ Trainer demonstrate how to ring in and redeem Gift Cards (Refer to the Gift Card Job Aid)
- ✓ Gift cards do not have value until they are activated at the register
- ✓ The Arby's gift card does not expire
- ✓ If there is a dispute regarding the balance remaining on the card, please have the guest contact Arby's guest service at 1-800-599-2729

## ⑩ CREDIT CARD HANDLING

- ✓ Trainer demonstrate how to process a credit card transaction and issue receipt to the guest
- ✓ Treat credit card transactions the same as cash
- ✓ Receipts over \$100 require guest signature
- ✓ Check signature section on back of card; if guest has written in to "check ID" then politely request to see their ID
- ✓ Call manager for credit cards that have to be manually entered or if a refund is requested
- ✓ NEVER write the credit card number down – keep the card in the guests view

## ⑪ PRODUCTS & INGREDIENTS

- ✓ Menu items and storage requirements / location
- ✓ Discuss what products / items cashier is responsible to get and how to identify different products
- ✓ Location of back up products in storage area / walk-in cooler - who is responsible to get back ups
- ✓ How to identify "special order" sandwiches
- ✓ Review use-by labels system and how to read them
- ✓ Coffee and tea availability
- ✓ Condiment stand and sauces maintenance and availability

## ⑫ BEVERAGES

- ✓ Shake Flash Cards & Job Aid – review beverage procedures and standards
- ✓ Product packaging / how to use
- ✓ Trainer demonstrate how to prepare drinks and make shakes – use drink trays for orders with two or more drinks
- ✓ How to take orders and prepare beverages:
  - Start preparing beverage as soon as guest orders it – don't wait until entire order has been placed
  - Mark the lid with the flavor of the drink
  - Place drinks in order at designated location right away
- ✓ Allow trainee to practice making drinks/shakes

## ⑬ BLAST

- ✓ BLAST – Arby's approach to handling guest complaints
  - Believe, Listen, Apologize, Solve It and Thank

## ⑭ SUGGESTIVE SELLING

- ✓ Suggestive selling is part of the service sequence, if a sandwich is ordered offer a meal, if a meal is ordered offer to make the meal small, medium, or large.
- ✓ We don't want to ask our guests a lot of questions during the ordering process. Follow the service steps outlined in the Fastcrafted Service Path job aid.

**15 PROTEIN DESCRIPTION**

- ✓ Trainer review protein descriptions and ensure employees can accurately describe Arby's meats:
  - **Roast beef**- Our roast beef is marinated, 100% beef that we slow roasted in house every day
  - **Corn beef**- Our corned beef is an authentic New York style corn beef
  - **Pepper bacon**- Our bacon is a thick cut, hickory smoked peppered bacon
  - **Brisket** - Our brisket is premium, 100% USDA Select beef, hickory smoked in a real smokehouse for at least 13 hours
  - **Pit-Smoked Ham**- Our pit-smoked ham is premium ham with natural juices, that is naturally smoked with real hickory wood for at least 5 hours
  - **Turkey**- Our turkey is marinated, 100% breast meat, sliced fresh daily in our restaurants
  - **Chicken**- Our chicken fillet is prime cut, all breast meat chicken
  - **Greek meat**- A blend of lamb, beef and real Mediterranean spices
  - **Fish**- 100% Alaskan Pollock, caught from a sustainable source

**16 FRONT REGISTER ORDER TAKER**

- ✓ Review register functions:
  - All menu items – key locations
  - Handling guest recovery cards
  - Voids / Meal Comps
  - Order modifications
  - Upsizing
  - Promotional items
  - Handling coupons
  - Re-print receipts
  - Recall Orders
  - Large orders
- ✓ Discuss situations in which employee should contact the manager
- ✓ Always repeat large or complex orders to ensure 100% accuracy
- ✓ Ask guests' for their name during order taking process

**17 SERVICE SEQUENCE**

- ✓ Frontline Fastcrafted Service Path – Trainer review and discuss each step regarding the cashier service sequence

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



**18 DINING ROOM MAINTENANCE**

- ✓ Refer to the Deployment Guide – review 3 tier dining room check responsibilities
  - Quick check – busy times
  - Spot check – during lulls of peak hours
  - Complete check – completed during non-peak hours
- ✓ Guest interaction
  - Anytime within “speaking” range of guests
  - Always making eye contact, and smiling
  - Guest need awareness at all times
- ✓ Maintain the dining room cleanliness
  - Tables and chairs are clean
  - High chairs / booster seats clean
  - Condiment stand / sauce area clean and stocked
  - Floors clean and free of trash / hazards
- ✓ Maintain restroom cleanliness
- ✓ Responsible for both men’s and women’s restrooms
- ✓ Keep restrooms clean and stocked with soap, paper towels (as applicable), toilet tissue, etc.
- ✓ Floors clean and free of trash/hazards
- ✓ Maintain exterior cleanliness (check periodically during service breaks)
  - Doors and windows clean
  - Doorway entries and floor matts clean
  - Parking lot clean and free of trash/hazards
  - Sidewalks clean and free of trash/hazards
  - Drive-thru menuboard and area clean
- ✓ Follow and ensure all employee, guest and food safety guidelines - inform manager of any concerns immediately

**19 POST RUSH & ZONE DUTIES**

- ✓ Review Post Rush Duties
  - How assigned (may vary)
  - Non-service tasks
  - How to complete
  - Time goal expectations
- ✓ Review Zone Duties
  - Assigned by position
  - Secondary tasks - guests come first
  - How to complete
  - Time goal expectations

---

---

---

---

---

---

---

# 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.
- Follows safety procedures.
- Properly operates cash register and follows service steps.
- Follows cash handling procedures.
- Happy to help to achieve service time goals - Hustle!
- Demonstrates Arby's Red Hat Service Principles.
- Follows 3-tier dining room cleanliness process - CAYG.

## Demonstration

- Wash hands.
- Product knowledge - describe \_\_\_\_\_.
- Follow service sequence.
- Role play a guest complaint using BLAST.
- Ring in a \_\_\_\_\_.
- Package a large order following proper packaging guidelines.
- Prepare a shake.

## Questions

1. How often should you wash your hands?
2. Explain how to properly receive a guest recovery card.
3. How do you provide Arby's Red Hat Service?
4. What should you do if you have no guests?
5. What is the speed of service standard for frontline?
6. What is the procedure for when you have a void?

# TMTP - TRAINER'S GUIDE



## DRIVE-THRU OPERATIONS

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 13:40 Minutes]

Here's what was covered:

- Top 5 responsibilities when working the drive-thru
- Ways to save energy
- How to deliver Arby's Red Hat Service to your guests

#### Training Resources

- ✓ Guest Recovery Card Job Aid
- ✓ Cashier Job Aids
- ✓ OSM
- ✓ Gift Card Job Aid

Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① ARBY'S RED HAT SERVICE - INSPIRING SMILES

- ✓ Because guest service comes first, when you're not busy serving a guest, you should slide over and help serve guests at the frontline or help at the fry station
- ✓ Show guests you care by greeting them as soon as they arrive to the menu board speaker
- ✓ to ensure order accuracy at the drive-thru repeat all large or complicated orders to the guest before finalizing the order
- ✓ When guests arrive at the window, greet them right away, make eye contact, and smile
- ✓ Use Arby's BLAST model to fix product mistakes. Don't worry about "who" made the mistake. Just Make It Right for the guest!

### ② SPEED OF SERVICE

- ✓ Wear a headset so that you'll be able to respond more quickly to orders as they are placed
- ✓ Ensure your area is fully stocked with all paper supplies and product ingredients needed for the service period
- ✓ Set up your area for efficiency by having all necessary supplies and product ingredients within an arms reach
- ✓ Use a staging cart or staging area to ensure that food orders are properly organized for delivery to the guest. This will also help ensure that orders are more accurate too!
- ✓ Always bump the order as soon as it has been delivered to the guest – this helps others know what order still needs to be filled
- ✓ Time goal for drive-thru is measured at the window 60 sec. lunch / 75 sec. dinner & off peak

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Always rotate products using the FIFO rule – discard product that has expired (use waste buckets)
- ✓ Even though you're not the one preparing the food, be sure to only serve product that you would personally pay for, eat yourself or serve to your best friend
- ✓ If there's a wait for a product to complete a guest order, keep all food items at the proper temperature until the completed order can be presented

### ④ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ CAYG – Clean As You Go
- ✓ Follow proper towel procedures for cleaning guest view and dining room areas
  - Only use clean or new towels
  - Keep towel in the ½ size pan of sanitizer when not in use
  - Change the sanitizer a minimum of every hour and rinse the towel out in the compartment sink before placing it into the fresh sanitizer
- ✓ Keep floors clean

### ⑤ SAFETY (FOOD & PERSONAL)

- ✓ Wash your hands at the start of your shift, and any time in which you may have contaminated your hands
- ✓ Because it's important to consider that a guest may have an allergic reaction to certain ingredients, you should always request a new sandwich to replace a sandwich that was made wrong
- ✓ Do your part to complete the Safety First 4-hour cleaning tasks as directed by your manager
- ✓ Be cautious when handing out hot drinks and au jus – make sure the lids are secure so that you yourself or the guest does not get burned
- ✓ Make sure that you're aware of where the allergen and nutritional information is kept so that if a guest asks, you can provide that information to them

### ⑥ SAVING ENERGY TIPS

- ✓ Always follow the Equipment Turn On/Off schedule
- ✓ Treat equipment with respect and care to avoid damage
- ✓ Keep cooler doors / drawers closed between use
- ✓ Keep drive-thru window closed when not interacting with guests

### ⑦ EQUIPMENT

- ✓ Cash Register / Point of Sale (POS) – proper maintenance, keeping monitors clean
- ✓ Printer – how to change tape
- ✓ Monitors – how to read screens, bump and recall orders
- ✓ Shake machine, coffee and tea brewer

## ⑧ CASH HANDLING

- ✓ Review Cash Policy
- ✓ Only one cashier per register – do not allow other employees to work your register
- ✓ Verify drawer at start of shift, cash skims throughout shift and observe when the drawer is getting balanced at the end of your shift
- ✓ Inform manager if smaller bills or more change is needed (in advance)
- ✓ Cash shortages / overages may result in disciplinary actions and / or termination
- ✓ Trainer demonstrate how to identify authenticity of larger bills
  - Look for red and blue threads in bills
  - Look for the water mark
  - Feel of the paper
  - Use a special marker (as applicable)
- ✓ Contact manager to approve bills larger than \$20
- ✓ Contact manager regarding travelers checks
- ✓ Inform manager to remove excess cash from the register drawer as needed
- ✓ Contact manager for order voids or requests for refunds
- ✓ Review process for handling guest recovery cards using the job aid

## ⑨ GIFT CARD HANDLING

- ✓ Trainer demonstrate how to ring in and redeem Gift Cards (Refer to the Gift Card Job Aid)
- ✓ Gift cards do not have value until they are activated at the register
- ✓ The Arby's gift card does not expire
- ✓ If there is a dispute regarding the balance remaining on the card, please have the guest contact Arby's guest service at 1-800-599-2729

## ⑩ CREDIT CARD HANDLING

- ✓ Trainer demonstrate how to process a credit card transaction and issue receipt to the guest
- ✓ Treat credit card transactions the same as cash
- ✓ Receipts over \$100 require guest signature. Check signature section on back of card; if guest has written in to "check ID" then politely request to see their ID
- ✓ Call manager for credit cards that have to be manually entered or if a refund is requested
- ✓ NEVER write the credit card number down – keep the card in the guests view

## ⑪ PRODUCTS & INGREDIENTS

- ✓ Menu items and storage requirements / location
- ✓ Discuss what products / items cashier is responsible to get and how to identify different products
- ✓ Location of back up products in storage area / walk-in cooler - who is responsible to get back ups
- ✓ How to identify "special order" sandwiches
- ✓ Review use-by labels system and how to read Coffee, tea availability
- ✓ Condiment stand maintenance and sauces availability

## ⑫ BEVERAGES

- ✓ Shake Flash Cards & Job Aid – review shake procedures and standards
- ✓ Product packaging / how to use
- ✓ Trainer demonstrate how to prepare drinks and make shakes – use drink trays for orders with two or more drinks
- ✓ How to take orders and prepare beverages:
  - Start preparing beverage as soon as guest orders it – don't wait until entire order has been placed
  - Mark the lid with the flavor of the drink
  - Place drinks in order at designated location right away
- ✓ Allow trainee practice making drinks / shakes

## ⑬ BLAST

- ✓ BLAST – Arby's approach to handling guest complaints
  - Believe, Listen, Apologize, Solve It, Thank

## ⑭ SUGGESTIVE SELLING

- ✓ Suggestive selling is part of the service sequence, if the guest orders a sandwich--offer a meal. If the guest orders a meal offer our small, medium or large sizes.
- ✓ We do not want to ask our guests a lot of questions when they are ordering. Consult the Drive Thru Fastcrafted Experience Path job aid for more detail.

### ⑮ DRIVE-THRU CASHIER

- ✓ Always greet guest right away – smile, eye contact, greet and thank
- ✓ Always deliver on the Arby's Red Hat Service principles
- ✓ Fast Crafted Job Aid - review the DT Cashier Service Sequence / 1st and 2nd trip out the window
- ✓ Never leave cash drawer open / unattended - you are responsible
- ✓ Discuss situations in which employee should contact the manager
- ✓ Place condiments and receipt in the bag last
- ✓ Double check all orders

### ⑯ DRIVE-THRU SPEED TIPS

- ✓ Review drive-thru speed tips
  - Be in position ready to greet guest
  - Ensure work station is fully stocked
  - Enough small bills and coins for the rush
  - Gather condiments, napkins, straws for next order as time allows
  - Pass out drink when collecting payment
  - Have the order ready when the guest gets to the window

### ⑰ DRIVE - THRU ORDER TAKER

- ✓ Review register functions:
  - All menu items - key locations
  - Promotional items
  - Handling coupons
  - Handling guest recovery cards
  - Voids / Meal Comps
  - Order modifications
  - Up sizing
  - Large orders
  - Re-print receipts
  - Recall orders
- ✓ Discuss situations in which employees should contact the manager
- ✓ Always repeat large or complicated orders to ensure 100% accuracy

### ⑱ SERVICE SEQUENCE

- ✓ Fast Crafted Job Aid- Trainer review and discuss each step regarding the drive-thru service sequence

### ⑲ POST RUSH & ZONE DUTIES

- ✓ Review Post Rush Duties
  - How assigned (may vary)
  - Non-service tasks
  - How to complete
  - Time goal expectations
- ✓ Review Zone Duties
  - Assigned by position
  - Secondary tasks - guest comes first
  - How to complete
  - Time goal expectations

### ⑳ PROTEIN DESCRIPTION

- ✓ Trainer review protein descriptions and ensure trainee can describe Arby's meats:
  - Roast beef- Our roast beef is marinated, 100% beef that we slow roasted in house every day
  - Corn beef- Our corned beef is an authentic New York style corn beef
  - Pepper bacon- Our bacon is a thick cut, hickory smoked peppered bacon
  - Brisket- Our brisket is premium, 100% USDA Select beef, hickory smoked in a real smokehouse for at least 13 hours
  - Pit-Smoked Ham- Our pit-smoked ham is premium ham with natural juices, that is naturally smoked with real hickory wood for at least 5 hours.
  - Turkey- Our turkey is marinated, 100% breast meat, sliced fresh daily in our restaurants
  - Chicken- Our chicken fillet is prime cut, all breast meat chicken
  - Greek Meat-Our Greek meat is a combination of lamb, beef & Mediterranean spices
  - Fish- 100% Alaskan Pollock caught, from a sustainable source



**21 PRACTICE:** Allow trainee to practice ringing in the following orders on the register (if training mode is available)

**Order # 1**

- » Ring up a Reuben sandwich, a Curly Fry and a medium drink
- » Make it a meal
- » Make it a large meal
- » Tender the order for here and pay with a credit card

**Order # 2**

- » Ring up a Curly Fry and a medium drink
- » Add a Jamocha shake
- » Change the Curly Fry to Potato Cakes
- » Add a Classic Roast Beef sandwich, but make it a meal
- » Tender the order for here and pay with a \$20.00 bill

**Order # 3**

- » Ring up a Beef 'n Cheddar meal
- » Make the meal a large
- » Apply a \$1.99 coupon from coupon window
- » Add another Classic Roast Beef sandwich to the order
- » Tender to go and pay with exact change

**Order # 4**

- » Ring up a Turkey & Swiss wrap with no mayo
- » Add an order of potato cakes
- » Add a medium tea
- » Remove red onions from the Turkey & Swiss wrap
- » Make the order a meal
- » Tender to go and pay with exact change

**Order # 5**

- » Ring up a Turkey, Ranch & Bacon sandwich, a side salad and medium drink
- » Remove the tomatoes from the sandwich
- » Tender to go and pay with guest recovery card

**Order # 6**

- » Ring up a classic roast beef, an onion ring and medium drink
- » Apply a coupon to the order
- » Remove the medium drink and replace with a Jamocha shake
- » Add a regular order of mozzarella sticks
- » Change the mozzarella sticks to a large order
- » Remove the onion ring and replace with a medium curly fry
- » Add a cup of cheddar cheese
- » Tender to go and pay with credit card

**Order # 7**

- »
- »
- »
- »
- »
- »



# 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.
- Follows safety procedures.
- Properly operates cash register and suggestive sells.
- Bumps orders once completed.
- Demonstrates teamwork - “slides”; happy to help others.
- Demonstrates Arby’s Red Hat Service Principles.
- Keeps station clean and sanitized - CAYG.
- Delivers 100% order accuracy during rush period.
- Wears a headset - responds to guests’ immediately.

## Demonstration

- Wash hands.
- Product knowledge - describe \_\_\_\_\_.
- Follow service sequence.
- Role play a guest complaint using BLAST.
- Ring in a \_\_\_\_\_.
- Ring in a \_\_\_\_\_.
- Prepare a shake.

## Questions

1. How often should you wash your hands?
2. What are some ways to show guests’ they come first?
3. How do you provide Arby’s Red Hat Service?
4. List the order for placing items in the bag. Why?
5. What is the speed of service standard for Drive-Thru?

# TMTP - TRAINER'S GUIDE



## RUNNER

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 15:45 Minutes]

Here's what was covered:

- Ways to Model Arby's Red Hat Service
- How to achieve accuracy when assembling orders
- How to deliver hot, fresh, quality foods
- Ways to uphold quality standards

#### Training Resources

- ✓ Fry Station Job Aids
- ✓ Cashier Job Aids
- ✓ OSM

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

**① ARBY'S RED HAT SERVICE - INSPIRING SMILES**

- ✓ As the runner, you must be a role model and always deliver on the Arby's Red Hat Service Principles:
  - We're friendly
  - We're proud
  - We put our guests first
  - We make it right

**② SPEED OF SERVICE**

- ✓ Ensure your area is fully stocked with all paper supplies and product ingredients needed for the service period
- ✓ Set up your area for efficiency by having all necessary supplies and product ingredients within an arms reach
- ✓ In the drive-thru area, use a staging cart or staging area to ensure that food orders are properly organized for delivery to the guest
- ✓ Ensure 100% order accuracy
- ✓ Always bump the order as soon as it has been prepared this helps others know what order still needs to be filled
- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window - 60 sec. lunch / 75 sec. dinner and off peak

**③ HOT/FRESH QUALITY PRODUCT**

- ✓ Always rotate products using the FIFO rule – discard product that has expired (use waste buckets)
- ✓ Even though you're not the one preparing the food, be sure to only serve product that you would personally pay for, eat yourself or serve to your best friend
- ✓ If there's a wait for a product to complete a guest order, either (A) offer to bring the item to the guest's table, or (B) keep all food items at proper temperature until the completed order can be presented. For to-go orders, you will need to follow option (B)

**④ CRYSTAL CLEAN GUEST VIEW & WORK AREA**

- ✓ CAYG – Clean As You Go
- ✓ Assist others as needed
- ✓ Support 4-hour cleaning as directed

**⑤ SAFETY (FOOD & PERSONAL)**

- ✓ Wash your hands at the start of your shift, and any time in which you may have contaminated your hands
- ✓ Because it's important to consider that a guest may have an allergic reaction to certain ingredients, you should always request a new sandwich to replace a sandwich that was made wrong
- ✓ Be cautious when handing out hot drinks and au jus – make sure the lids are secure so that you yourself or the guest does not get burned
- ✓ Make sure that you're aware of where the allergen and nutritional information is kept so that if a guest asks, you can provide that information to them

**⑥ SAVING ENERGY TIPS**

- ✓ Always follow the Equipment Turn On/Off schedule
- ✓ Treat equipment with respect and care
- ✓ Keep cooler doors / drawers closed between use
- ✓ Keep drive-thru window closed when not interacting with guests

**⑦ RUNNER RESPONSIBILITIES**

- ✓ Gather and present food orders to the guest
- ✓ Monitor and communicate product par levels for sandwiches & fried products
- ✓ Role model Arby's Red Hat Service: YOU are the main contact for the guest – make it a positive guest experience!
  - Call guests by name when presenting completed order (inside service)
  - Talk to guests at the front counter – smile, make eye contact, greet and thank
  - Offer to bring out food if there's a wait
  - Offer to carry tray to table (large orders or guests who need assistance)
- ✓ Ensure quality food, fast and accurately
  - Make sure every order is fresh, hot and of the best quality
  - Ensure every order is accurate before delivery and always double check orders, pay special attention to special or large orders

---



---



---



---



---

**⑧ PRODUCTS & INGREDIENTS**

- ✓ Menu items and storage requirements / location
- ✓ Discuss what products / items cashier is responsible to get and how to identify different products
- ✓ Location of back up products in storage area / walk-in cooler - who is responsible to get back ups
- ✓ How to identify "special order" sandwiches
- ✓ Review use-by labels system and how to read product labels
- ✓ Coffee and tea availability
- ✓ Condiment stand maintenance and sauces availability – location of sauces

**⑨ PRODUCT HOLDING**

- ✓ Trainer review product holding procedures – explain hold time system / how to use
  - L shaped #'s
  - Timers
  - See build cards for proper hold times

**⑩ BEVERAGES**

- ✓ Beverage & Shake Flash Cards – review beverage procedures and standards
- ✓ Product packaging / how to use
- ✓ Trainer demonstrate how to prepare drinks and make shakes – use drink trays for orders with two or more drinks
- ✓ Allow trainee practice making drinks / shakes

**⑪ PRODUCT PRESENTATION – PACKAGING**

- ✓ Packaging Chart – review packaging and condiment guidelines
- ✓ Key Tips:
  - Keep hot and cold foods separate when packaging to-go orders
  - Always lay sandwiches flat in the bag
  - Only fill bags 2/3 full
  - Tray placement for inside orders: give drink first, then place sandwich second, and fries or side items last – it's important to keep hot foods hot!
  - Offer sauces to guests with to-go orders or direct them to the condiment stand for inside orders
  - Offer cup carriers with two or more drinks

**⑫ BLAST**

- ✓ BLAST – Arby's approach to handling guest complaints
  - Believe, Listen, Apologize, Solve It, Thank

**⑬ SERVICE SEQUENCE**

- ✓ Wall Charts – Trainer review and discuss each step regarding the frontline and drive-thru service sequence and positional responsibilities

**⑭ POST RUSH & ZONE DUTIES**

- ✓ Review Post Rush Duties
  - How assigned (may vary)
  - Non-service tasks
  - How to complete
  - Time goal expectations
- ✓ Review Zone Duties
  - Assigned by position
  - Secondary tasks - guests come first
  - How to complete
  - Time goal expectations

**⑮ PROTEIN DESCRIPTION**

- ✓ Trainer review protein descriptions and ensure employees can accurately describe Arby's meats:
  - **Roast beef-** Our roast beef is marinated, 100% beef that we slow roasted in house every day
  - **Corn beef-** Our corned beef is an authentic New York style corn beef
  - **Pepper bacon-** Our bacon is a thick cut, hickory smoked peppered bacon
  - **Brisket-** Our brisket is premium, 100% USDA Select beef, hickory smoked in a real smokehouse for at least 13 hours
  - **Pit-Smoked Ham-** Our pit-smoked ham is premium ham with natural juices, that is naturally smoked with real hickory wood for at least 5 hours
  - **Turkey-** Our turkey, is marinated 100% breast meat, sliced fresh daily in our restaurants
  - **Chicken-** Our chicken Fillet is prime cut, all breast meat chicken
  - **Greek Meat-** A blend of lamb, beef and authentic Mediterranean spices
  - **Fish-** 100% Alaskan Pollock, caught from a sustainable source

---



---



---



---



---



---



---

# 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.
- Follows safety procedures.
- Greets guests with a smile, makes eye contact, thanks.
- Calls guests by name when delivering food (inside service).
- Demonstrates teamwork - “slides”; happy to help others.
- Demonstrates Arby’s Red Hat Service Principles.
- Offers sauces (as applicable for to-go orders).
- Delivers 100% order accuracy during rush period.
- Bumps orders once completed.

## Demonstration

- Wash hands.
- Product knowledge - describe \_\_\_\_\_.
- Follow service sequence.
- Role play a guest complaint using BLAST.
- Package a large order following proper packaging guidelines.

## Questions

1. How often should you wash your hands?
2. What are some ways to show guests’ they come first?
3. How do you provide Arby’s Red Hat Service?
4. List the order for placing items in the bag. Why?
5. What is the speed of service standard for Drive-Thru?  
Frontline?

# TMTP - TRAINER'S GUIDE



## FRONTLINE CLOSE

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 16:35 Minutes]

Here's what was covered:

- The importance of following Safety First at close
- The importance of saving energy
- The various closing responsibilities and the importance of maintaining guest service during frontline close

#### Training Resources

- ✓ OSM
- ✓ Job Aids
- ✓ MIC Guide
- ✓ SDS
- ✓ Use-By Chart
- ✓ EcoLab® Job Aids

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.



**① FRONTLINE / LOBBY CLOSING CHECKLIST-**

- ✓ Trainer review pre-close and closing guidance as in the Frontline/Lobby Closing Checklist in the MIC guide--guest service always comes first!

**② ARBY'S RED HAT SERVICE - INSPIRING SMILES**

- ✓ Follow the 4 Basics of friendly service – Smile, Greet, Eye Contact and Thank
- ✓ Be friendly any time you interact with guests – regardless of what time it is and always stop what you are doing to take care of the guest
- ✓ Guests come first! Never give the impression of closing the restaurant before it is closing time
- ✓ Take pride in the quality of work that you produce – remember guests are our first priority

**③ SPEED OF SERVICE**

- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window 60 sec. lunch / 75 sec. dinner and off peak
- ✓ Remember a good close sets the restaurant up for business the next day – be sure the restaurant is stocked and ready to go

**④ HOT/FRESH QUALITY PRODUCT**

- ✓ Always follow time and temperature controls
- ✓ Use FIFO rule of rotation (first in, first out)
- ✓ Use-By Chart – review how to read and use labels to date products

**⑤ CRYSTAL CLEAN GUEST VIEW & WORK AREA**

- ✓ CAYG – Clean As You Go
- ✓ Work areas must be kept clean and sanitized throughout the day
  - Use a clean towel and a ½ size pan filled with KayQuat® II sanitizer for work area cleaning
  - Change sanitizer and rinse towel every hour
- ✓ Take initiative to ensure the guest view area is neat, clean and organized at all times
- ✓ Responsible to help (as needed) to wash dishes, and assist with other cleaning duties at close

**⑥ SAFETY (FOOD & PERSONAL)**

- ✓ Wash your hands at the start of your shift, and any time at which you may have contaminated your hands
- ✓ Ensure all food ingredients are properly marked with a use-by label
- ✓ Temperature Danger Zone – product left in temperatures between 41°F and 135°F
- ✓ Prevent cross-contamination
  - Use separate tongs when handling raw and cooked products
  - Properly clean and sanitize knives, cutting boards and other utensils after use
  - Wash hands / change gloves any time that you have completed a cleaning task
  - Ensure work / prep area is cleaned and sanitized prior to handling foods
  - Be sure and keep chemicals away from ready-to-eat foods and food prep areas – always keep in designated supply area
- ✓ Closing / night time security:
  - Closers leave together – observe parking lot before exiting the building
  - No one is allowed into the restaurant once the store is closed except for scheduled employees
- ✓ The back door is never to be used after dark
- ✓ Keep doors and windows secured at all times
- ✓ Properly lift heavy items – bend knees / use legs to lift

**⑦ SAVING ENERGY TIPS**

- ✓ Follow the Equipment Turn On/Off schedule
- ✓ Only use the amount of water needed for preparation
- ✓ Do not let water run between tasks
- ✓ Only use hot water when required

---

---

---

---

---

---

---

---

---

---





# TMTP - CERTIFICATION CHECKLIST

.....



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Follows safety and hand-washing procedures.
- Stops task to serve guests immediately.
- Happy to help to achieve service time goals - Hustle!
- Rotates inventory properly using FIFO.
- Wraps, dates and rotates food products properly.
- Ensures work area is cleaned and properly stocked throughout the shift - CAYG.

## Demonstration

- Wash hands.
- Complete equipment turn ON / OFF.
- Pre-close frontline / lobby.
- Close frontline / lobby.
- Clean and sanitize shake machine.

## Questions

1. What is our process for cleaning the tea urns?
2. How soon before close can the shake machine be turned on wash?
3. What is the temperature range for products that are in the Temperature Danger Zone?
4. What does the date on a use-by label mean?
5. What are some ways that you can show Arby's Red Hat Service?

# TMTP - TRAINER'S GUIDE



## MAINTENANCE

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 18:05 Minutes]

Here's what was covered:

- The importance of following Safety First tips during opening
- Equipment and ways to save energy
- The steps for product receiving
- How to properly temper roast beef and other products
- The importance of properly maintaining the fryer oil
- Instruction for safely and correctly using cleaning supplies, and bleach
- How the Daily and Weekly Maintenance Checklists are used

Training Resources	
✓	Equipment On/Off Schedule
✓	Slicer Safety Poster
✓	Slicer Video
✓	OSM
✓	Use-By Chart
✓	Prep Sheets
✓	Prep Training Board
✓	Daily & Weekly Maintenance Checklists
✓	EcoLab® Job Aids

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① ARBY'S RED HAT SERVICE

- ✓ Be friendly any time you interact with guests and vendors – even if you are not open for business yet
- ✓ Take pride in the quality of work that you produce – remember guests are our first priority

### ② SPEED OF SERVICE

- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window: 60 sec. dinner / 75 sec. dinner & off peak
- ✓ Daily Maintenance Checklist – review opening process and standards for daily maintenance
- ✓ A good open sets the tone for the day by making sure the restaurant is stocked and ready to go

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Always follow time and temperature controls / use FIFO rule of rotation (first in, first out)
- ✓ Use-By Chart – review how to read and use labels to date products
- ✓ Cold products must maintain temperature at or below 41°F at all times
- ✓ Heated products must be at 135°F or above all times (140°F in some states)

### ④ EQUIPMENT

- ✓ Wall Chart – review equipment turn ON / OFF schedule
- ✓ Cold wells and walk-in cooler temperature must maintain between 34°F - 40°F at all times
- ✓ Freezer temperature at 0°F +/- 10°F
- ✓ Holding oven temp at 150°F / texture setting at +2
- ✓ Beef oven at 200°F / fan set on low
- ✓ Bottom oven at 325°F / fan set on high
- ✓ Cook 'n Hold Pods
  - Overnight 200°F or Day Part 250°F
- ✓ Fryers 350°F
- ✓ Henny Penny holding cabinet at 175°F
- ✓ OSM – review proper toaster settings
- ✓ Proper placement and use of waste buckets for food and paper waste

### ⑤ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ CAYG – Clean As You Go
- ✓ Compartment sink must be washed, rinsed and sanitized prior to use during the open
  - Clean with Kay® QSR Sink Detergent
  - Rinse with water
  - Scrub with short handled scrub brush
  - Spray with KayQuat® II sanitizer
- ✓ Towels and scrub pads that have been soaking in Chlorinated Cleaner Solution need to be rinsed at open
  - Rinse towels / scrub pads and place in designated “clean” bucket / pan
- ✓ Prepare stations – place ½ size pans of KayQuat® II sanitizer and a clean towel at the following stations
  - Frontline
  - Backline slicer
  - Drive-thru
  - Specialty
- ✓ **Blue Cleaning Caddy:** Used for 4-hour cleaning (place the following items inside the caddy)
  - Spray bottle Chlorinated Cleaner Solution
  - Spray bottle Peroxide Multi Surface Cleaner
  - Spray bottle KayQuat® II sanitizer
  - Clean towel
  - Spray bottle Clean water
  - Scrub pad / slicer brush and paper towels
- ✓ **Yellow Cleaning Caddy:** Used for bathroom cleaning only (place the following items inside the caddy)
  - Spray bottle Kay® QSR Restroom Cleaner
  - Toilet brush
  - Spray bottle Peroxide Multi Surface Cleaner
  - Paper towels / scrub pad

## ⑥ SAFETY (FOOD & PERSONAL)

- ✓ Wash your hands at the start of your shift, and any time in which you may have contaminated your hands
- ✓ Ensure all food ingredients are properly marked with a Use-by label
- ✓ Temperature Danger Zone – product left in temperatures between 41°F and 135°F
- ✓ Prevent cross-contamination
  - Use separate tongs when handling raw and cooked products
  - Properly clean and sanitize knives, cutting boards and other utensils after each use
  - Wash hands / change gloves between preparation of each product
  - Ensure work / prep area is cleaned and sanitized prior to preparing food and when task is complete
- ✓ Personal safety
  - Opening security – circle building first and make sure building is safe; no signs of forced entry
  - Restaurant security – keep doors and windows secured at all times when not open for business
  - Properly lift heavy items by bending knees and use legs to lift
  - Always wear stainless steel safety gloves when using a knife or sharp object
  - Keep work area / travel path free of clutter to avoid trips and falls
- ✓ Always wear two cut resistant safety gloves when:
  - **Must be Slicer Certified!** – Cleaning, assembling or disassembling the slicer and slicer parts
  - Using and / or cleaning the tomato slicer
  - Slicing produce
  - Any \*other sharp objects that can cause injury (\*exception - cutting sandwiches during assembly)
- ✓ When wearing stainless steel safety gloves, place vinyl gloves over the stainless steel safety gloves

## ⑦ BEEF TEMPERING

- ✓ Refer to Prep Training Board
- ✓ Cooler temperature 34°F - 40°F
- ✓ 48 - 72 hours to temper
- ✓ Keep in 3 stages / use-by Label
- ✓ Beef build-to amount is based on number of roasts needed for next 4 days, including current business day
- ✓ # Roasts to be tempered is on electronic SC&L or paper beef sheet
- ✓ Use top to bottom / left to right / front to back rotation
- ✓ Leave 1" space between roasts
- ✓ Pin holes in beef are a sign of tempering too long
- ✓ Tempering too long causes:
  - Quality deterioration
  - Yield reduction
  - Bacterial build-up
- ✓ Not enough Tempering time causes:
  - Increased cooking time
  - Uneven cooking
  - Increased bleeding which decreases yield
- ✓ Today + 4 days maximum thawed shelf life
- ✓ No products may be stored next to or below tempering beef
- ✓ Beef tempering racks & pan should be sanitized weekly

## ⑧ OTHER PRODUCT TEMPERING

- ✓ Trainer review Prep Sheet and Prep Training Board to cover tempering guidelines for all other product tempering needs

## 9 SUPPLIES

- ✓ Trainer review location and content of the Safety Data Sheets (SDS)
- ✓ Review chemicals and uses-

# CLEANING PRODUCTS GUIDE/GUÍA DE PRODUCTOS DE LIMPIEZA



PRODUCT / PRODUCTO	USES / USOS
KAY® OSR Heavy Duty Multi-Purpose Sink Detergent Detergente multipropósito para fregadero de uso pesado KAY® OSR	Compartment Sinks, Pots, Pans, Utensils Compartiment Sinks, Ollas, Sartenes, Utensilios
KAYQUAT® II Sanitizer Sanitizante KAYQUAT® II	Compartment Sinks, Sink Sanitizing/Lobby, Food Contact Surfaces and General Sanitizing Compartiment Sinks, Sink Sanitizing/Lobby, Food Contact Surfaces and General Sanitizing
Peroxide Multi Surface Cleaner and Disinfectant Limpiador y desinfectante multisuperficies con peróxido	Spray-and-Wipe Non-Food Contact Surfaces and Hand Contact Surfaces: Glass, Mirrors, Walls, Tables, Seating, Countertops, Trash Cans, Door Handles Rocíe y limpie las superficies que no entran en contacto con alimentos and Hand Contact Surfaces: Vidrio, Espejos paredes, Mesas, Asientos, Mostradores, Trash Cans, Door Handles
Ecolab® Retail Chlorinated Cleaner Limpiador clorado para supermercados Ecolab®	Cutting Boards, Food Contact Surfaces BACK OF HOUSE ONLY Tablas para cortar, Food Contact Surfaces PARA LA COCINA SOLAMENTE
KAY® OSR Heavy Duty Quarry Tile Floor Cleaner Limpiador de pisos de baldosa de uso pesado KAY® OSR	Floor Cleaning Limpieza del piso
ECOLAB® SaniSave No Rinse Sanitizer Sanitizante sin enjuague ECOLAB® SaniSave	Slicers Máquinas de cortar
KAY® OSR Foaming Antibacterial Hand Soap Jabón de manos antibacterial en espuma KAY® OSR	All Handwash Sinks All Handwash Sinks
KAY® OSR Super Contact Cleaner Limpiador de super contacto KAY® OSR	Ovens, Fryers, Equipment Hornos, Freidoras, Equipo
KAY® OSR Heavy Duty Degreaser Desengrasante de uso pesado KAY® OSR	Drive-Thru pad, Parking Lot, Dumpster Area, Fryer Boil-Out Drive-Thru pad, Parking Lot, Dumpster Area, Limpieza por ebullición de la freidora

PRODUCT / PRODUCTO	USES / USOS
KAY-5® Sanitizer/Cleaner Sanitizante/limpiador KAY-5®	Shake Machine Máquina de batidos
KAY® OSR Restroom Cleaner Limpiador de baños KAY® OSR	Restroom Surfaces: Toilets, Toilet Bowls, Urinals, Sinks, Walls, Fixtures, Ceramic Tiles DO NOT USE ON MIRRORS Superficies de los baños: Inodoros, Tazones del inodoro, Urinarios, Lavabos, Paredes, Accesorios, Losetas de cerámica NO USE EN ESPEJOS
KAY® Liquid Disinfectant Cleanser Limpiador desinfectante líquido KAY®	Restrooms Baños
AROMIST® Air Freshening System Sistema aromatizador de aire AROMIST®	Restrooms Baños
KAY® Specialty Cleaner & Polish Limpiador y pulidor para usos especiales KAY®	Stainless Steel and Vinyl Paneling Acero inoxidable y paneles de vinilo
KAY® OSR Freezer/Cooler Cleaner Limpiador de cámaras frías y refrigeradores KAY® OSR	Freezers and Coolers Cámaras frías y refrigeradores
KAY® Delimer Tablets Tabletas desincrustantes KAY®	Steaming Equipment, Dishwashers, Ice Machines Equipo de vapor, Máquinas lavaplatos, Máquinas de hielo
KAY® Premium Seating Cleaner & Conditioner Limpiador y acondicionador superior de asientos KAY®	Seating and Décor Seating and Décor
KAY® OSR Hand Sanitizer Sanitizante de manos KAY® OSR	Hand Care Cuidado de manos

- ✓ Trainer demonstrate proper chemical dilution method (blend center)
- ✓ Spray bottle handling – ensure all bottles are properly labeled and filled with approved chemicals only
- ✓ Never leave chemicals / spray bottles near ready-to-eat foods or food prep areas

## 10 FRYER MAINTENANCE

- ✓ Allow trainee to watch the oil filtering video if applicable (Posted on MyArby's.com)
- ✓ Trainer demonstrate how to test shortening quality – communicate quality issues to manager
- ✓ Review process for how to clean the filter pan
- ✓ Refer to Fryer Filtering Job Aid – Trainer review and demonstrate the Fryer Filtering. Next reveil boil out procederes of the Ecolab cleaning Job Aid.

---



---



---



---



---

**11 PRODUCT RECEIVING**

- ✓ Check packaging appearance and note any damage
- ✓ Ensure received date is on each case
- ✓ Double-check proper cooler and freezer temperatures
- ✓ Stack products off the floor and away from wall, with labels facing out
- ✓ Follow FIFO rule

**12 SAVING ENERGY TIPS**

- ✓ Follow the Equipment Turn On/Off schedule
- ✓ Do not prop doors open, keep them closed between use
- ✓ Keep fans and vents clear of debris and equipment when stocking coolers
- ✓ Only use the amount of water needed for preparation
- ✓ Do not let water run between tasks
- ✓ Only use hot water when required
- ✓ Breakdown cardboard boxes so they lay flat
- ✓ Stack boxes neatly in the cardboard recycling container (if available)
- ✓ Do not throw trash in cardboard or other recycling containers

**13 DAILY MAINTENANCE TASKS**

- ✓ Daily Maintenance checklist – Trainer review daily maintenance procedures; cleaning duties
- ✓ Trainer completes tasks with trainee – emphasize proper procedures & supply usage
  - Security
  - Safety First Set Up
  - Trash
  - Daily Maintenance Cleaning
  - Restaurant Cleanliness Set Up
  - Beef and Product Tempering
  - Fry Filter Clean Up
  - Final Clean Up
- ✓ Explain time goals for completing tasks

**14 WEEKLY MAINTENANCE TASKS**

- ✓ Weekly Maintenance checklist – Trainer review weekly maintenance procedures; cleaning duties
- ✓ Trainer completes tasks with trainee – emphasize proper procedures & supply usage
- ✓ Explain time goals for completing tasks
- ✓ When cleaning/operating equipment, be sure to report any missing/loose screws or operational issues immediately to a manager

---

---

---

---

---

---

---

---



# TMTP - CERTIFICATION CHECKLIST

.....



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Follows safety and hand-washing procedures.
- Utilizes proper cleaning supplies and equipment.
- Rotates inventory properly using FIFO.
- Adheres to proper food safety handling procedures.

## Demonstration

- Wash Hands.
- Temper roast beef and other products.
- Clean fryer filter pan.
- Filter a fryer vat.
- Boil out a fryer vat.
- Set up the compartment sink.
- Follow Maintenance checklist - meet time goals.

## Questions

1. How often should you wash your hands?
2. When should the fryer shortening quality be tested?
3. What is the temperature range for products that are in the Temperature Danger Zone?
4. What does the date on a Use-By Label mean?
5. Describe the rotation process used for tempering beef in the walk-in cooler.

# TMTP - TRAINER'S GUIDE



## BACKLINE CLOSE

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 21:20 Minutes]

Here's what was covered:

- The importance of following Safety First at close
- The importance of saving energy
- The various closing responsibilities and the importance of maintaining guest service during close

Training Resources	
✓	Slicer Safety Poster
✓	OSM
✓	SDS
✓	Use-by Chart
✓	EcoLab® Job Aids

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① BACKLINE / KITCHEN CLOSING WALL CHART

- ✓ Trainer review pre-close and closing guidance as directed in the MIC guide— guest service always comes first!

### ② ARBY'S RED HAT SERVICE

- ✓ Follow the 4 Basics of friendly service – Smile, Greet, Eye Contact and Thank
- ✓ Be friendly any time you interact with guests – regardless of what time it is and always stop what you are doing to take care of the guest
- ✓ Guests come first! Never give the impression of closing the restaurant before it is closing time
- ✓ Take pride in the quality of work that you produce – remember guests are our first priority

### ③ SPEED OF SERVICE

- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window 60 sec. lunch / 75 sec. dinner & off peak
- ✓ Remember a good close sets the restaurant up for business the next day – be sure the restaurant is stocked and ready to go

### ④ HOT/FRESH QUALITY PRODUCT

- ✓ Always follow time and temperature controls
- ✓ Use FIFO rule of rotation (first in, first out)
- ✓ Use-By Chart – review how to read and use labels to date products

### ⑤ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ Work areas must be kept clean and sanitized throughout the day
  - Use a clean towel and a ½ size pan filled with KayQuat® II sanitizer for work area cleaning
  - Change Sanitizer and rinse towel every hour
- ✓ Take initiative to ensure the guest view area is neat, clean and organized at all times
- ✓ Responsible to wash dishes, wash, rinse and sanitize equipment, and clean food and hand contact surfaces properly at close

### ⑥ SAFETY (FOOD & PERSONAL)

- ✓ Wash your hands at the start of your shift, and any time at which you may have contaminated your hands
- ✓ Ensure all food ingredients are properly marked with a use-by label
- ✓ Temperature Danger Zone – product left in temperatures between 41°F and 135°F
- ✓ Prevent cross-contamination
  - Use separate tongs when handling raw and cooked products
  - Properly clean and sanitize knives, cutting boards and other utensils after use
  - Wash hands / change gloves any time that you have completed a cleaning task
  - Ensure work / prep area is cleaned and sanitized prior to handling foods
  - Be sure and keep chemicals away from ready-to-eat foods and food prep areas – always keep in designated supply area
- ✓ Closing / night time security:
  - Closers leave together – observe parking lot before exiting the building
  - No one is allowed into the restaurant once the store is closed except for scheduled employees
- ✓ The back door is never to be used after dark
- ✓ Keep doors and windows secured at all times
- ✓ Properly lift heavy items – bend knees / use legs to lift

## ⑦ SAVING ENERGY TIPS

- ✓ Follow the Equipment Turn On/Off schedule
- ✓ Only use the amount of water needed for preparation
- ✓ Do not let water run between tasks
- ✓ Only use hot water when required
- ✓ Breakdown cardboard boxes

## ⑧ CLEANING SUPPLIES

- ✓ Trainer review location and content of the Safety Data Sheets (SDS)
- ✓ Review chemicals and uses for cleaning and sanitizing

# CLEANING PRODUCTS GUIDE / GUÍA DE PRODUCTOS DE LIMPIEZA



PRODUCT / PRODUCTO	USES / USOS
KAY® OSR Heavy Duty Multi-Purpose Sink Detergent Detergente multipropósito para fregadero de uso pesado KAY® OSR	Compartment Sinks, Pots, Pans, Utensils Compartiment Sinks, Ollas, Sartenes, Utensilios
KAYQUAT® II Sanitizer Sanitizante KAYQUAT® II	Compartment Sinks, Sink Sanitizing/Lobby, Food Contact Surfaces and General Sanitizing Compartiment Sinks, Sink Sanitizing/Lobby, Food Contact Surfaces and General Sanitizing
Peroxide Multi Surface Cleaner and Disinfectant Limpiador y desinfectante multisuperficies con peróxido	Spray-and-Wipe Non-Food Contact Surfaces and Hand Contact Surfaces: Glass, Mirrors, Walls, Tables, Seating, Countertops, Trash Cans, Door Handles Rocío y limpie las superficies que no entran en contacto con alimentos and Hand Contact Surfaces: Vidrio, Espejos paredes, Mesas, Asientos, Mostradores, Trash Cans, Door Handles
Ecolab® Retail Chlorinated Cleaner Limpiador clorado para supermercados Ecolab®	Cutting Boards, Food Contact Surfaces BACK OF HOUSE ONLY Tablas para cortar, Food Contact Surfaces PARA LA COCINA SOLAMENTE
KAY® OSR Heavy Duty Quarry Tile Floor Cleaner Limpiador de pisos de baldosa de uso pesado KAY® OSR	Floor Cleaning Limpieza del piso
ECOLAB® SaniSave No Rinse Sanitizer Sanitizante sin enjuague ECOLAB® SaniSave	Slicers Máquinas de cortar
KAY® OSR Foaming Antibacterial Hand Soap Jabón de manos antibacterial en espuma KAY® OSR	All Handwash Sinks All Handwash Sinks
KAY® OSR Super Contact Cleaner Limpiador de super contacto KAY® OSR	Ovens, Fryers, Equipment Hornos, Freidoras, Equipo
KAY® OSR Heavy Duty Degreaser Desengrasante de uso pesado KAY® OSR	Drive-Thru pad, Parking Lot, Dumpster Area, Fryer Boil-Out Drive-Thru pad, Parking Lot, Dumpster Area, Limpieza por ebullición de la freidora

PRODUCT / PRODUCTO	USES / USOS
KAY-5® Sanitizer/Cleaner Sanitizante/limpiador KAY-5®	Shake Machine Máquina de batidos
KAY® OSR Restroom Cleaner Limpiador de baños KAY® OSR	Restroom Surfaces: Toilets, Toilet Bowls, Urinals, Sinks, Walls, Fixtures, Ceramic Tiles DO NOT USE ON MIRRORS Superficies de los baños: Inodoros, Tazones del inodoro, Urinarios, Lavabos, Paredes, Accesorios, Losetas de cerámica NO USE EN ESPEJOS
KAY® Liquid Disinfectant Cleanser Limpiador desinfectante líquido KAY®	Restrooms Baños
AROMIST® Air Freshening System Sistema aromatizador de aire AROMIST®	Restrooms Baños
KAY® Specialty Cleaner & Polish Limpiador y pulidor para usos especiales KAY®	Stainless Steel and Vinyl Paneling Acero inoxidable y paneles de vinilo
KAY® OSR Freezer/Cooler Cleaner Limpiador de cámaras frías y refrigeradores KAY® OSR	Freezers and Coolers Cámaras frías y refrigeradores
KAY® Delimer Tablets Tabletas desincrustantes KAY®	Steaming Equipment, Dishwashers, Ice Machines Equipo de vapor, Máquinas lavaplatos, Máquinas de hielo
KAY® Premium Seating Cleaner & Conditioner Limpiador y acondicionador superior de asientos KAY®	Seating and Décor Seating and Décor
KAY® OSR Hand Sanitizer Sanitizante de manos KAY® OSR	Hand Care Cuidado de manos

- ✓ Trainer demonstrate proper chemical dilution method (blend center) and use of test strips
- ✓ Never leave chemicals / spray bottles near ready-to-eat foods or food prep areas

## ⑨ EQUIPMENT

- ✓ Wall Chart – follow equipment turn ON / OFF schedule
- ✓ At close – double-check all equipment temperatures
  - All coolers between 34°F - 40°F
  - All freezers between at 0°F +/- 10°F
  - Holding oven temperature 150°F / texture setting at +2
  - Cook 'n Hold overnight 200°F (as applicable)

## ⑩ FRYER MAINTENANCE

- ✓ Allow trainee to watch the oil filtering video if applicable (Posted on MyArby's.com)
- ✓ Trainer demonstrate how to test shortening quality – communicate quality issues to manager
- ✓ Refer to Fryer Job Aid– Trainer review and demonstrate the Fryer Filtering. Refer to Ecolab training card for boil out procedures. (Also see OSM)

## ⑪ HOLDING ROAST BEEF AT CLOSE

- ✓ Remove roast from slicer – place in holding oven or return to pod (ensure temperature is at 150°F)
  - Insert thermometer / wrap with plastic
  - Record on beef cooking sheet
- ✓ Holding oven rotation – first in, first out

## ⑫ SLICER CLEANING

- ✓ Must be 18 years or older to operate or touch the slicer in any way
- ✓ Job Aid – review the Slicer Safety Poster details
- ✓ Stainless Steel Safety gloves
  - Gloves are required and must be worn on both hands
  - Proper cleaning and sanitation after each use
  - Storage location of gloves
- ✓ Cleaning the slicer at close (refer to EcoLab® Slicer Cleaning or 4-Hour Cleaning Job Aid)

Step 1 - Ensure the gauge plate is closed, turn off and unplug the slicer with a dry towel.  
Put a stainless steel safety glove with a vinyl glove over it onto each hand

Step 2 - Disassemble slicer. Wash, Rinse and Sanitize removable slicer parts in the compartment sink and let air dry while returning to clean the slicer and base

Step 3 - Using a paper towel, remove heavy debris and crumbs from the slicer and base

Step 4 - Thoroughly spray slicer and base with SaniSave Solution

Step 5 - Starting at the top of the slicer and work down, scrub all hard to reach areas using the slicer brush. Use a nonabrasive pad and paper towel to finish cleaning

Step 6 - After slicer has been cleaned, spray with fresh SaniSave Solution for a second time. Allow one minute contact (allow to air dry or wipe with a new paper towel if immediate use is required)

Step 7 - Reassemble and plug in to complete

## ⑬ BACKLINE / KITCHEN CLOSE

- ✓ Coldwell / backline close
  - Product rotation and fill levels
  - Proper storage
  - Wash, rinse and sanitize station and all utensils

**14 FOOD STORAGE**

- ✓ Review product quality / storage requirements:
  - Meats
  - Produce
  - Sauces
  - Dairy
  - LTO item
- ✓ Review use-by labels system and how to complete and place product labels
- ✓ Importance of FIFO during product storage
- ✓ Cold products must maintain temperature at or below 41°F at all times
- ✓ Heated products must be at 135°F or above at all times (140°F in some states)
- ✓ Do not leave products at room temperature for an extended period of time

**15 CLEANING PROCEDURES**

- ✓ Trainer review 4-hour Cleaning Job Aid – it is important that all equipment, food and hand contact surfaces be properly cleaned

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

# TMT - CERTIFICATION CHECKLIST

.....



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Follows safety and security procedures.
- Stops task to serve guests immediately.
- Happy to help to achieve service time goals - Hustle!
- Rotates inventory properly using FIFO.
- Wraps, dates and rotates food products properly.
- Ensures work area is cleaned and properly stocked throughout the shift - CAYG.

## Demonstration

- Wash hands.
- Complete equipment turn ON / OFF schedule.
- Pre-close backline / kitchen.
- Close backline / kitchen.
- Complete overnight beef cooking process as applicable.
- Remove roast from slicer, store properly and complete Beef Cooking Sheet as applicable.

## Questions

1. When is the first step in cleaning the slicer?
2. When can the slicer be closed?
3. What temperature must the holding oven be at close ?
4. What does the date on a Use-By Label mean?
5. What is the temperature range for products that are in the Temperature Danger Zone?



# TMTP - TRAINER'S GUIDE



## FOOD PREP

### Learning Hub LESSON SUMMARY

[Lesson Seat Time: 21:45 Minutes]

Here's what was covered:

- Your role in opening responsibilities
- Restaurant equipment and important energy saving tips
- Opening procedures for food and ingredient preparation
- A few ground rules for setting up the backline cold wells and frontline area

#### Training Resources

- ✓ Slicer Safety Poster
- ✓ Slicer Video (by model)
- ✓ OSM
- ✓ Use-By Chart
- ✓ Prep Sheets
- ✓ Prep Training Board
- ✓ EcoLab® Job Aids
- ✓ OVEN TRAINING BOARD

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.

### ① ARBY'S RED HAT SERVICE

- ✓ Be friendly any time you interact with guests and vendors – even if you are not open for business yet
- ✓ Take pride in the quality of work that you produce – remember guests are our first priority

### ② SPEED OF SERVICE

- ✓ Remember a good open sets the tone for the day by making sure the restaurant is stocked and ready to go

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Only prepare product that you would personally pay for or eat yourself
- ✓ Always follow time and temperature controls / use FIFO rule of rotation (first in, first out)

### ④ CRYSTAL CLEAN GUEST VIEW & WORK AREA

- ✓ Compartment sink must be washed, rinsed and sanitized prior to use during the open
  - Clean using Kay® QSR Sink Detergent
  - Scrub with short handled scrub brush
  - Rinse with water
  - Spray with KayQuat® II sanitizer
- ✓ Towels / scrub pads that have been soaking in Chlorinated Cleaner Solution will need to be rinsed at open
  - Rinse towels / scrub pads and place in designated “clean” bucket / pan
- ✓ Prepare stations – place ½ size pans of KayQuat® II sanitizer and a clean towel at the following stations
  - Frontline
  - Drive-thru
  - Backline slicer
  - Specialty
- ✓ Blue Cleaning Caddy: Used for 4-hour cleaning (place the following items inside the caddy)
  - Spray bottle Chlorinated Cleaner Solution
  - Spray bottle KayQuat® II sanitizer
  - Spray bottle Peroxide Multi Surface Cleaner
  - Spray bottle of Clean water
  - A clean towel
  - A scrub pad / slicer brush and paper towels
- ✓ Yellow Cleaning Caddy: Used for bathroom cleaning only (place the following items inside the caddy)
  - Spray bottle Kay® QSR Restroom Cleaner
  - Spray bottle Peroxide Multi Surface Cleaner
  - Toilet brush & paper towel/scrub pad

### ⑤ SAFETY (FOOD & PERSONAL)

- ✓ Wash your hands at the start of your shift, hourly and anytime in which you may have contaminated your hands / gloves
- ✓ Ensure all food ingredients are properly marked with a Use-by label
- ✓ Temperature Danger Zone – product left in temperatures between 41°F and 135°F
- ✓ Prevent cross-contamination
  - Use separate tongs when handling raw and cooked products
  - Properly clean and sanitize knives, cutting boards and other utensils after each use
  - Wash hands / change gloves between products
  - Ensure work / prep area is cleaned and sanitized prior to preparing food and when task is complete
- ✓ Personal safety
  - Opening security – circle building first and make sure building is safe; no signs of forced entry
  - Restaurant security – keep doors and windows secured at all times when not open for business
  - Properly lift heavy items by bending knees and use legs to lift
  - Always wear stainless steel safety gloves when using a knife or sharp object
  - Keep work area / travel path free of clutter to avoid trips and falls
- ✓ Always wear two stainless steel safety gloves when:
  - Cleaning, assembling or disassembling the slicer and slicer parts
  - Using and/or cleaning the tomato tamer
  - Any \*other sharp objects that can cause injury (\*exception - cutting sandwiches during assembly)
- ✓ When wearing stainless steel safety gloves, place vinyl gloves over the stainless steel safety gloves

### ⑥ SAVING ENERGY TIPS

- ✓ Follow the Equipment Turn On/Off schedule
- ✓ Do not prop doors open, keep closed between use
- ✓ Keep fans and vents clear of debris and equipment when stocking coolers
- ✓ Only use the amount of water needed for preparation
- ✓ Do not let water run between tasks
- ✓ Only use hot water when required

**⑦ EQUIPMENT**

- ✓ Review equipment turn On/Off schedule
- ✓ Cold wells and walk-in cooler temperature must maintain between 34°F - 40°F at all times
- ✓ Freezer temperature at 0°F +/- 10°F
- ✓ Holding oven temp at 150°F / texture setting at +2
- ✓ Beef oven temperature at 200°F / fan set on low
- ✓ Bottom oven temperature at 325°F / fan set on high
- ✓ Cook n’ Hold Pods- Overnight 200°F or Day Part 250°F
- ✓ Fryers 350°F
- ✓ Henny Penny holding cabinet at 175°F
- ✓ Review proper toaster settings for your restaurant
- ✓ Proper placement and use of waste buckets for food and paper waste

**⑧ SLICER**

- ✓ Must be 18 years or older to operate or touch the slicer in any way
- ✓ Job Aid – review the Slicer Safety Poster details
- ✓ Stainless Steel Safety gloves
  - Usage – gloves are required and must be worn on both hands
  - Proper cleaning and sanitation after each use
  - Storage location of gloves
- ✓ Slicer settings:
  - Ideal Globe setting is #7
  - Ideal Hobart setting is Medium High
- ✓ Slicer sharpness – test sharpness using a turnover bag / sharpen per your slicer sharpening requirements
- ✓ 4-Hour Slicer Cleaning or EcoLab® Slicer Job Aids – review proper cleaning & sanitation procedures for the prep and roast beef slicer

**⑨ SCALES**

- ✓ Trainer review proper scale settings – how to read / use the scale stickers
- ✓ Trainer demonstrate how to calibrate scale – scale must be calibrated daily to ensure accuracy

---

---

---

---

---

---

---

---

**⑩ THERMOMETERS**

- ✓ Calibrate thermometers daily to within +/- 2°F
- ✓ Ensure thermometer pan is cleaned and sanitized
- ✓ Ensure probes / stem thermometers are cleaned and sanitized after each use
- ✓ Do not submerge thermometers in water
- ✓ Convection Oven Probe Thermometers
  - Remove probe when roast is taken out of oven
  - Ensure probes are cleaned and sanitized after each use
  - Do not submerge probes in water

**⑪ ROAST BEEF COOKING & HOLDING**

- ✓ Selecting a roast from the cooler
  - Rotation of roasts are in a zig-zag motion – left to right / top to bottom and front to back on tempering shelves
  - Temperature must be within 34°F - 40°F
- ✓ Demonstrate how to label roast to match up with Beef Cooking Sheet
- ✓ Demonstrate how to prepare and cook beef using probe or stem thermometer
- ✓ Beef Cooking Sheet – review purpose and how to complete the sheet
- ✓ Roast is removed from oven when temperature is at or between 138°F to 143°F
- ✓ Demonstrate how to remove roast from oven and place into holding oven
  - Label roast with 30 minute dwell time
  - Record on beef cooking sheet
  - Stem thermometers stay inside the roast
- ✓ Holding oven rotation – Using FIFO

**⑫ COOK ‘N HOLD OVEN (AS APPLICABLE)**

- ✓ Review Cook ‘n Hold procedures, reference Oven Training Board
- ✓ Tempered roast beef are 34°F - 40°F
- ✓ Cook ‘n Hold Probe thermometers
  - Remove probe when roast is taken out of pod
  - Clean, sanitized and stored properly after each use
  - Do not submerge in water
- ✓ Daypart cooking
  - Door vents remain closed at all times
  - Pod Pre-heats 25°F warmer than cooking temperature in approximately 30 minutes
  - Daypart Cooks at 250°F for 3-4 hours
  - Follow loading instruction (on oven board)
  - 1” space around roast when loading

- ✓ Daypart cooking continued...
  - Automatically switches to holding mode when roast reaches an internal temp of 138°F
  - Holding mode is 150°F
  - Dwell for 30 minutes after switching to holding mode
- ✓ HACCP procedure
  - Site Sage HACCP Tracking
  - 11 digit HACCP number (refer to job aid)
  - Label the roast numbers on the Pod Oven doors with a dry erase marker (quickly identifies FIFO).
- ✓ Error Code - Inform Manager if an error appears on screen
- ✓ Maximum time roast may be held at room temperature is 5 minutes
- ✓ Cooked roast beef shelf-life is today + 1 day or 48 hours maximum
- ✓ Cook 'n Hold Pod Oven Cleaning Procedure
  - 🕒 4 hour cleaning
  - 🕒 Daily cleaning
    - » Complete when all roasts are used from pod oven
    - » Press and hold red button for 3 seconds to end holding cycle
    - » Turn off, let cool for 30 minutes
    - » Clean outside of pod cabinet
    - » Use stainless steel safety gloves when cleaning interior cabinet

**13 OVEN COOKING**

- ✓ Trainer review Oven Cooking Wall Chart – review product quality standards and demonstrate product preparation
  - Bacon
  - Liquid Cheese
  - Turnovers & desserts
  - Au Jus
  - LTO items

**14 FIFO SAUCE BOTTLES**

- ✓ Hold time: Today + 4 days
- ✓ Green tips = thin sauces
- ✓ Yellow tips = thin to medium sauces
- ✓ Blue tips = thick, chunky sauces
- ✓ Sauce bottles filled no more than 2/3 full
- ✓ Sauces requiring refrigeration – refer to Prep Training Board
- ✓ Do not refill sauce bottles until they have been washed, rinsed, sanitized and air dried first
- ✓ Do not combine sauce – fill a new bottle

**15 INGREDIENT PREP**

- ✓ Prep Sheet – review prep sheet usage and required food prep items
- ✓ Trainer review Food Preparation Training Board – demonstrate preparation procedures for each meat block
- ✓ Review proper order for using the slicer to prepare foods – fully cooked, ready-to-eat meats should be prepared prior to raw vegetables and sliced in the following order and thickness:
  - 1 Pit-smoked ham - Thinly sliced without shredding
  - 2 Turkey - 1/16"
  - 3 Corned Beef - Thinly sliced without shredding
  - 4 Brisket - Slightly thicker than 1/16"
- ✓ Trainer review Prep Training Board – review product quality standards and demonstrate product preparation
  - Produce
  - Au Jus
  - Sauces
  - Turnovers / Dessert
  - Cheese
  - LTO items
- ✓ Prepare deli meats first followed by the produce prep. This is important for the food safety of the meats and the produce.

## ⑩ MEAT CHILLING PROCEDURES

- ✓ When preparing sliced meats, there are two approved methods used to quickly bring temperatures to 41°F or below within one hour
  - Freezer chilling method – all sliced meat pans are placed into the walk-in freezer until chilled to 41°F or below
  - Ice pack method – trays of sliced meats will be covered with plastic wrap then covered with frozen ice packs, allowed meat to chill in the walk-in cooler until chilled to 41°F or below Trainer review Food Preparation Training Board – demonstrate designated process for chilling procedures and timer system used

## ⑪ PRODUCT HOLDING & STORAGE

- ✓ Review the Prep Training Board – how to properly mark products using the use-by label system
- ✓ Importance of FIFO during preparation and storage
- ✓ Cold products must maintain temperature at or below 41°F at all times
  - It is important to only bring products from the cooler at the time of prep – do not leave products at room temperature for extended periods of time
- ✓ Heated products must be at 135°F or above all times (140°F in some states)

## ⑫ SERVICE STATION SETUP

- ✓ “Rules of the Road” for setting up the backline coldwell (refer to the OSM for more detailed layouts)
  - Place items that are frequently paired, adjacent to one another (e.g. lettuce, tomatoes and onion)
  - Keep as many products on top of the coldwell to reduce the need to open the doors, and improve speed and efficiency during the service period
  - Shared ingredients go in the middle of the coldwell for dual access
  - Place backup product underneath the coldwell for fast restocking
- ✓ Do not overfill pans – products should be filled no more than 1 inch from the top of the pan
- ✓ Keep lids on pans at opening setup and slower service periods to help maintain product temperatures
- ✓ Drive-thru / Frontline set up
  - Stock fill levels
  - Product needs / fill levels
- ✓ Brewing tea procedures – see Food Prep Training Board
- ✓ Trainer review how to setup the drink stations

## ⑬ SHAKE MACHINE SETUP

- ✓ Trainer demonstrate proper set up, sanitizing and priming procedures – refer to Shake Flash Cards
- ✓ Proper handling of shake brushes after each use
  - Clean, sanitize and air dry
  - After cleaning, keep brushes in designated container in the walk-in cooler

---

---

---

---

---

# TMTP - CERTIFICATION CHECKLIST

.....



## Observation

- Employee has completed the Learning Hub lesson and hands-on training session with a Certified Trainer.
- Follows safety and hand-washing procedures.
- Utilizes prep sheet effectively.
- Rotates inventory properly using FIFO.
- Prepares ingredients for all food products correctly.
- Slice, weigh, store, date, chill, and rotate deli meat accurately.
- Ensures work/prep area is cleaned and properly sanitized before beginning task.

## Demonstration

- Demonstrate proper Safety First opening setup.
- Complete equipment turn On/Off.
- Slice, weigh, store, date, chill and rotate deli meats.
- Beef rotation, thermometer/probe handling, cooking and holding.
- Calibrate stem thermometers using ice point method.
- Complete Beef Cooking Sheet (HACCP Sheet).
- Follow Prep Sheet - meet time goals.

## Questions

1. How often should you wash your hands?
2. When should the work/prep area be cleaned and sanitized?
3. What is the temperature range for products that are in the Temperature Danger Zone?
4. How do you determine which use-by label to use?
5. What are some ways that you can show Arby's Red Hat Service?



# TMTP - TRAINER'S GUIDE



## BREAKFAST

### Training Resources

- ✓ OSM
- ✓ Oven Board
- ✓ Use-By Chart
- ✓ Prep Sheets
- ✓ Breakfast Job Aids

## Tell • Show • Let Do • Observe • Praise

### NOTICE TO FRANCHISEES

The material provided to you as part of the Arby's Team Member Training Program ("TMTP") contains tools, videos, information and concepts used by Arby's Restaurant Group, Inc. ("ARG") and its affiliates in the operation of their company-owned restaurants. We are providing this ARG Trainer's Guide to our franchisees to further assist them in operating their independent franchised locations. Use of this ARG Trainer's Guide by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during AORs nor conduct inspections to determine whether franchisees are using or complying with the TMTP or ARG Trainer's Guide. However, some parts of the TMTP or ARG Trainer's Guide reference some of ARG's standards, specifications and operating procedures that are also communicated to franchisees in other materials (such as the license agreement or Operating Standards Manual) and are specified as being mandatory in those other materials. Franchisees are still required to comply with those mandatory standards, specifications and operating procedures listed in those other materials, even if they also appear in the TMTP or ARG Trainer's Guide.

Because the material was prepared originally for company-owned restaurants, we did not alter the material to only include material applicable to Arby's franchisees. For example, the attached materials contain discussion around ARG's training philosophies and examples of employment-related tools used by ARG in the operation of company-owned restaurants. We are providing this information as an example only to be used as a tool to assist you in developing the training philosophies and tools that are appropriate for your business. These tools are specifically geared for ARG's business needs and your actual needs and legal requirements may vary. You should determine whether and how to use these tools in your business. If you decide to use these tools, you are responsible for modifying them to suit your business and employment practices and any legal requirements that apply to your organization. ARG does not guarantee you will experience similar results or success by using any of these tools.

By accepting this information, you acknowledge that you are an independent contractor, that you alone determine the terms and conditions of employment for your employees, that ARG is not a joint employer with you and does not otherwise have any relationship with your employees, and that ARG and you shall not be construed to be partners, joint ventures, or employer and 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 managers and employees, reviewed by a qualified attorney.

TM & © 2017 Arby's IP Holder Trust

The material included in this document is provided to help all restaurants remain in compliance with the required operational standards and the covenants contained in the License Agreements. This Arby's Restaurant Group, Inc. Trainer's Guide contains confidential and proprietary standards, specifications and procedures for Arby's products and its ingredients. All rights are reserved. No part of the materials may be reproduced, stored in a retrieval system or transmitted in any form or by any means; electronically, mechanically, photocopying, recording or otherwise, without the prior written permission of Arby's Restaurant Group, Inc.



### ① ARBY'S RED HAT SERVICE- INSPIRING SMILES

- ✓ Guests are our first priority – stop what you are doing to take care of the guest
- ✓ Make sure that your appearance is sharp every day
- ✓ At any point you interact with guests, be friendly by smiling!
- ✓ Be aware that even though guests can't see you, they can hear you, so be professional at all times
- ✓ Be sure to respond quickly to manager requests – a guest may be waiting!

### ② SPEED OF SERVICE

- ✓ Ensure area is stocked and ready to go
- ✓ Wear a headset so that you'll be able to respond more quickly to orders as they are placed
- ✓ Ensure area is fully stocked with all supplies and product ingredients needed for the service period
- ✓ Set up your area for efficiency by moving bun racks closer to the toaster, and having all necessary product ingredients within an arms reach
- ✓ Always bump the order as soon as it has been completed and placed in the sandwich chute – this helps others know what order you're working on so they can jump in and help if needed
- ✓ Time goal is 90 seconds for inside service from the time the order is totaled to delivery
- ✓ Time goal for drive-thru is measured at the window 60 sec. lunch / 75 sec. dinner & off peak
- ✓ Always show a sense of urgency - Hustle!

### ③ HOT/FRESH QUALITY PRODUCT

- ✓ Only toast the buns when preparing the sandwich – never toast buns ahead of time
- ✓ Always follow time and temperature controls
- ✓ Follow par level guides to ensure product readiness and that only the best quality products are served
- ✓ Keep cold products cold and hot products hot by making sure they are stored properly
- ✓ Always rotate products using the FIFO rule – discard product that has expired (use waste buckets) Use FIFO rule of rotation (first in, first out)

### ④ CRYSTAL CLEAN GUEST VIEW & WORK AREA

#### ④ CAYG – Clean As You Go

- ✓ Compartment sink must be washed, rinsed and sanitized prior to use during the open
  - Clean with Kay® QSR Sink Detergent
  - Rinse with water
  - Scrub with short handled scrub brush
  - Spray with KayQuat® II sanitizer
- ✓ Towels and scrub pads that have been soaking in Chlorinated Cleaner Solution need to be rinsed at open
  - Rinse towels / scrub pads and place in designated "clean" bucket / pan
- ✓ Prepare stations – place ½ size pans of KayQuat® II sanitizer and a clean towel at the following stations
  - Frontline
  - Backline slicer
  - Drive-thru
  - Specialty
- ✓ **Blue Cleaning Caddy:** Used for 4-hour cleaning (place the following items inside the caddy)
  - Spray bottle Chlorinated Cleaner Solution
  - Spray bottle Peroxide Multi Surface Cleaner
  - Spray bottle KayQuat® II sanitizer
  - Clean towel
  - Spray bottle Clean water
  - Scrub pad / slicer brush and paper towels
- ✓ **Yellow Cleaning Caddy:** Used for bathroom cleaning only (place the following items inside the caddy)
  - Spray bottle Kay® QSR Restroom Cleaner
  - Toilet brush
  - Spray bottle Peroxide Multi Surface Cleaner
  - Paper towels / scrub pad

## ⑤ SAFETY (FOOD & PERSONAL)

- ✓ **Trainer review the Slicer Safety Poster guidelines**
- ✓ Wash your hands at the start of your shift , and anytime in which you may have contaminated your hands
- ✓ Ensure all food ingredients are properly marked with a use-by label
- ✓ Temperature Danger Zone – product left in temperatures between 41°F and 135°F
- ✓ Because it's important to consider that a guest may have an allergic reaction on to certain ingredients, you should always make a new sandwich to replace a sandwich that was made wrong
- ✓ Do your part to complete the Safety First 4-hour cleaning tasks as directed by your manager
- ✓ Prevent cross-contaminated on
  - Use separate tongs when handling raw and cooked products-blue, red, yellow
  - Properly clean and sanitize knives, cutting boards and other utensils
  - Wash hands / change gloves between products
  - Ensure work / prep area is cleaned and sanitized prior to preparing food and when task is complete
- ✓ Personal safety
  - Opening security – circle building first and make sure building is safe; no signs of forced entry
  - Restaurant security – keep doors and windows secured at all times when not open for business
  - Properly lift heavy items by bending knees and use legs to lift
  - Always wear cut resistant gloves when using a knife or sharp object
  - Keep work area / travel path free of clutter to avoid trips and falls
- ✓ Always wear two steel mesh safety gloves when:
  - Cleaning, assembling or disassembling the slicer and slicer parts
  - Using and / or cleaning the tomato slicer
  - Any \*other sharp objects that can cause injury (\*exception - cutting sandwiches during assembly)
- ✓ When wearing steel mesh safety gloves, place vinyl gloves over the steel gloves

## ⑥ SAVING ENERGY TIPS

- ✓ Always follow the Equipment Turn On/Off schedule
- ✓ Do not prop doors open. Keep them closed between use
- ✓ Keep fans and vents clear of debris and equipment when stocking coolers
- ✓ Only use the amount of water needed for preparation
- ✓ Do not let water run between tasks
- ✓ Only use hot water when required

## ⑦ WORKING THE BACKLINE - BREAKFAST

- ✓ Trainer explain breakfast product storage
  - Portion weights / portion control

- Quality standards
- Microwave heating (seconds/programmed #'s)
- ✓ Review Use-By Chart for product hold times, storage and tempering requirements
- ✓ Review coldwell layout – product ingredients – sauces
- ✓ Review cooler set up – build to amount for the rush
- ✓ Explain sandwich packaging / uses and location
- ✓ Show how stickers are used (as applicable)
- ✓ Trainer demonstrate sandwich making procedures
  - Use Breakfast Build Cards for reference and sandwich hold times
  - Arby's Arch, two hand construction
  - Market Fresh wrapping procedures
  - Other wrapping and packaging procedures
- ✓ Review how to properly handle product returns
  - Always make a new sandwich
  - Place returned product into waste bucket
  - Reason: Potential allergies
- ✓ Bump orders upon completion – avoid confusion
- ✓ Special order procedures / sandwich chute
  - Mark as special – use special sticker from printer
  - Place in designated sandwich chute
- ✓ Using par level guides to ensure product readiness
- ✓ Explain the hold time tracking system
  - L shaped number system / timers
- ✓ Review FIFO Sauce Bottle procedures
  - Hold time: Today + 4 days
- ✓ Do not combine sauce – fill a new bottle
- ✓ Proper use of tongs when handling foods
  - Yellow tongs for eggs
  - Red tongs for cooked products
  - Blue tongs for frozen/uncooked products

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**⑧ OVEN COOKING**

- ✓ Trainer review Oven Cooking Boarf – review product quality standards and demonstrate product preparation
  - Breakfast products
  - Bacon
  - Liquid Cheese
  - Turnovers/desserts
  - LTO items

**⑨ SCALES**

- ✓ Trainer review proper scale settings – how to read / use the scale stickers / tare
- ✓ Trainer demonstrate how to calibrate scale – scale must be calibrated daily to ensure accuracy

**⑩ THERMOMETERS/PROBES**

- ✓ Calibrate thermometers daily to within +/- 2°F
- ✓ Ensure thermometer pan is cleaned and sanitized daily
- ✓ Ensure probes / stem thermometers are cleaned and sanitized after each use
- ✓ Do not submerge thermometers in water

**⑪ SHAKE MACHINE SETUP**

- ✓ Trainer demonstrate proper set up, sanitizing and priming procedures – refer to Shake Job Aid and EcoLab Shake Machine procedures
- ✓ Proper handling of shake brushes after each use
  - Clean, sanitize and air dry
  - After cleaning, keep brushes in designated container in the walk-in cooler (dry)

**⑫ SERVICE TRANSITION**

- ✓ Review and demonstrate breakfast / station clean up / and sanitation processes
- ✓ Explain time goals for completing the task - rush ready for lunch

**⑬ 4-HOUR CLEANING ON BACKLINE**

- ✓ Trainer review the 4-Hour Cleaning Job Aid

**⑭ ROAST BEEF PROCEDURES**

- ✓ Refer to Roast Beef section of Trainer’s Guide for detailed instruction for preparing Roast Beef

---

---

---

---

---

---

---

---

---

---

---

# TMTP - CERTIFICATION CHECKLIST

.....



## Observation

- Employee has completed hands-on training session with a Certified Trainer.
- Follows safety and hand-washing procedures properly.
- Utilizes prep sheet effectively.
- Rotates inventory properly using FIFO.
- Prepares ingredients for all food products correctly.
- Follows time and temperature guidelines.
- Happy to help to achieve service time goals – Hustle
- Uses correct tongs when handling products.
- Keeps station clean and sanitized – CAYG.

## Demonstration

- Demonstrate proper Safety First opening setup.
- Complete equipment turn ON/OFF.
- Set up breakfast station.
- Prepare, cook and hold breakfast products.
- Make a \_\_\_\_\_.

## Questions

1. How often should you wash your hands?
2. When should the work / prep area be cleaned and sanitized?
3. What is the temperature range for products that are in the temperature danger zone?
4. What does the date on a use-by label mean?
5. What are some ways that you can show Arby's Red Hat Service at breakfast time?