



SMITP

SHIFT MANAGEMENT TRAINING PROGRAM
LEARNING PATH



NOTICE TO FRANCHISEES

These training materials contain 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 these tools to our franchisees to further assist them in operating their independent franchised locations. Use of these tools by our franchisees is not mandatory and is presented to franchisees for their optional use. ARG will not spend time during an A.O.R. nor conduct inspections to determine whether franchisees are using or complying with these resources. However, some parts of these resources 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 elsewhere in the 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 these resources.

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.



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Training Manager: Review orientation, program overview and schedule with each trainee, both internal and external.

WELCOME

Welcome to our Shift Management Training Program! We are excited that you are taking this important step in your career. This program is designed to help you manage shift operations successfully in an Arby's restaurant.

POSITIONAL TRAINING COMPLETION FOR SMTP

The Shift Management Training is divided into two parts, Positional Skills and Shift Management Skills. You will utilize on-line lessons, Trainer's Guides and this SMTP workbook to learn or validate your positional skills before being eligible for entry into the Shift Management skills part of the training.

Once your training manager feels that you have demonstrated proficiency in the positional skills necessary you will be eligible to complete the TMTP Knowledge Check Exam. To help you prepare for the TMTP Knowledge Check Exam there is a practice exam that you can use to prepare you for the final. In order to move into the Shift Management Learning Path you must pass the TMTP Knowledge Check Practice and the TMTP Knowledge Check Exam with a score of 90 or better.

Positional Certifications in the Learning Hub will begin in Course 102 and continue through Course 203. All Positional Certifications must be completed by your General Manager by the end of Course 203.

SHIFT MANAGEMENT TRAINING

After positional skills training is complete and the test is passed you will enter into management training. At the beginning of each week you and your trainer will review the skills you will need to be proficient in by the end of the week. Throughout Course 201, 202 and 203, your training manager will review each day's activities with you and set goals for the next training session. A space has been provided for each of you to sign and date as verification of your training progress. Your training manager will follow the training outline as closely as possible. If you feel that you need additional training in any part of the program, please discuss it with your training manager or supervisor.

Your initial / signature signifies the following:

- You have a thorough understanding of the "why's" pertaining to each section that you've reviewed.
- You have covered the day's training information in detail.
- You have the knowledge and skill to perform each task at an effective level.
- You have the knowledge and skill to effectively train someone else on what you have learned.

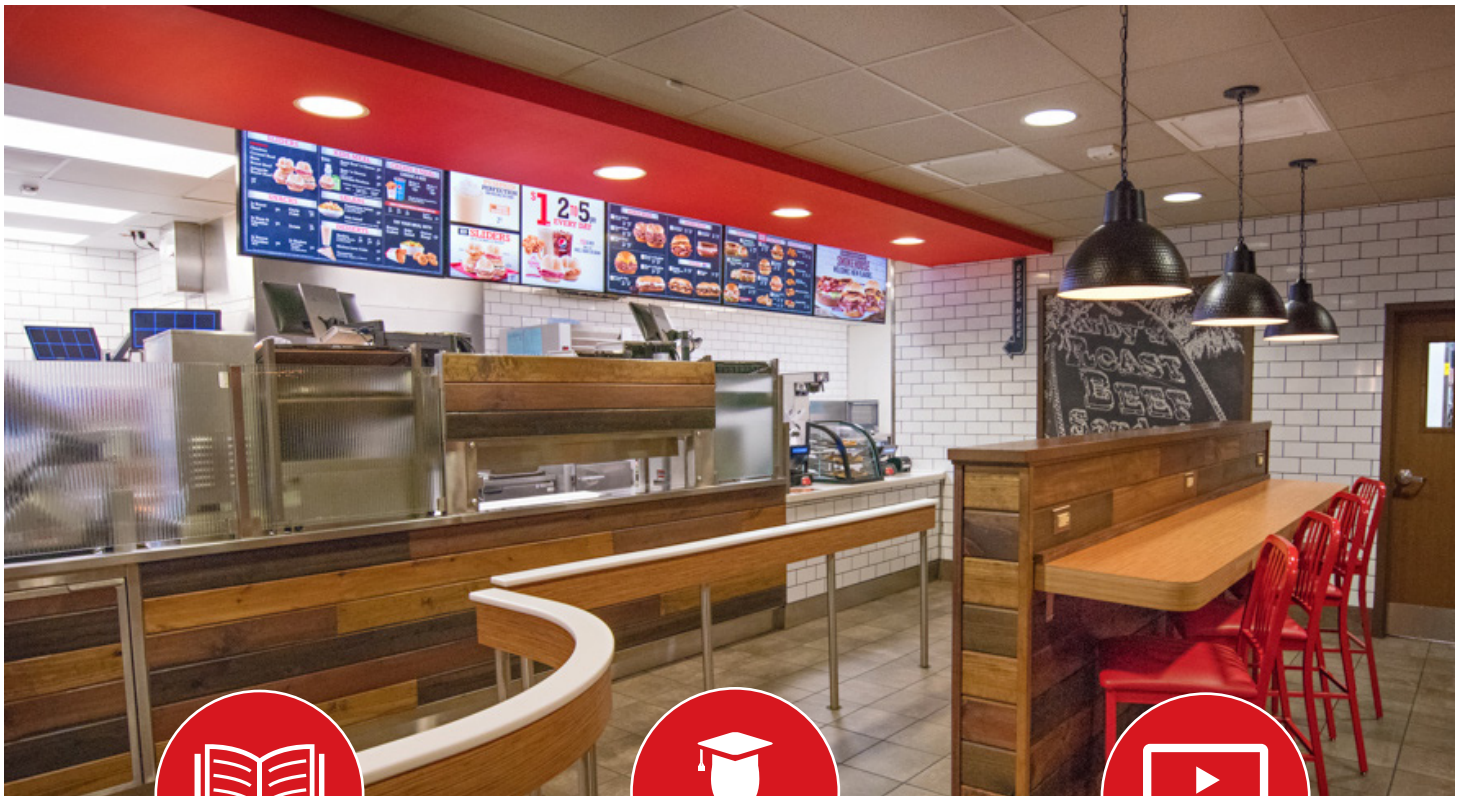


OUR PHILOSOPHY OF TRAINING

Arby's recognizes the value and immediate benefits of "Hands-On" learning and follows the Five Step Training Method.

Your Training Manager is the "Facilitator". They will manage the work environment to assist with your growth, but ultimately the rate of your growth is up to you.

- 1 TELL**
- 2 SHOW**
- 3 LET DO**
- 4 OBSERVE PERFORMANCE**
- 5 PRAISE PROGRESS**



Training Tools

Shown below are several tools that may be used to support your training throughout this workbook.

- Weekly Evaluations & Tests
- Online Operating Standards Manual (OSM)
- TMTTP Trainer's Guide
- Training Job Aids
- Training Boards (Prep, Specialty, Roast Beef, Oven)

Your Role

At Arby's we believe in "Taking Initiative". It is your responsibility to learn the things you need to learn to become a successful manager. Your Training Manager also has the responsibility to teach, coach and develop you, but we believe that taking ownership in yourself is the only way to truly be successful. Ask questions!

eLearning

Arby's Learning Hub lessons provide key expectations as you learn new skills. There are lessons for positional training as well as lessons that will assist in management functions. The lessons are not intended to be stand-alone training but are considered to be a component of the overall 5-step training method. This would be the "Tell" stage of training, so be sure to complete the lesson prior to starting the new position or management function to help clearly communicate the objective.

KNOWLEDGE CHECKS

To help you ensure knowledge retention you'll be required to pass the designated weekly knowledge checks with a score of 90% or higher. Knowledge checks are for courses 201, 202, & 203.



WEEKLY REVIEWS

You and your trainer will review your performance each week and set goals for the following week.

As you progress through the SMTP, don't be afraid to make mistakes or ask questions.

- Review what you have learned and prepare for the next day.
- Read the Operating Standards Manual (OSM) throughout your training.
- Take advantage of free time and STUDY while you are at work. You are establishing a pattern for your career at Arby's and taking initiative in your growth.



SCORING LEGEND

- 1st Line – Rarely Hits Expectations
- 2nd Line – Sometimes Hits Expectations
- 3rd Line – Consistently Hits Expectations
- 4th Line – Always Hits Expectations & Teaches Others



ServSafe® TRAINING AND CERTIFICATION

To ensure the well being and safety compliance in your restaurant, you may need to be fully trained and certified in food safety regulations if your franchisee requires.

During Course 203 of the training program, you will be expected to review the Online ServSafe Course and pass the Online ServSafe Exam by the end of Course 203 if this is required by your business.



SMTM CERTIFICATION

- 1. Skill Component** - your above restaurant leader will complete a Shift Management Observation Checklist at the end of training. This component requires receiving a passing score of 90% or better. Only after the successful completion of the Shift Management Observation Checklist should the Shift Management trainee be Shift Management Certified.
- 2. Knowledge Component** - You must show completion of all lessons on the day of the Shift Management Observation Checklist in order for your Supervisor to certify you in our Learning Management System. The certificate will indicate the successful completion of the SMTM program. If a trainee does not pass the Shift Observation or if the workbook and lessons are not complete they will not be eligible to be certified.



SMTM EVALUATION

Upon completion of your training, you will be prompted to take a survey to provide feedback on your training experience, please take this opportunity to evaluate your training experience. If at any time you feel that we have not delivered the best training possible please discuss this with your Training Manager, Area Supervisor and /or above restaurant level training contact person right away.



GOOD LUCK AND WELCOME TO THE ARBY'S TEAM!

ORIENTATION

GOALS

- Complete all paperwork and promotional steps in your HR System
- Discuss Arby's Culture of Guest Service & Food Safety from a Manager In Charge perspective
- Review SMTP workbook and set dates for Final SMOC

- Welcome
- Trainee must clock in/out every shift
- Set up Trainee on the POS
- Paperwork Completed/Signatures
- Introduce Pocket Planning System

Servsafe Certification Status (Or equivalent if needed)

Validate ServSafe Certification status of trainee:

- a) Has a valid SS Certificate
_____ Exp. Date _____
[If (a) is selected – enter into BOS as appropriate]
- b) Complete SS requirements as outlined in Course 203

Sexual Harassment Training (if applicable)

- __ Validate Sexual Harassment Training Complete
- __ Schedule training if not

Culture

INSPIRING *Smiles* THROUGH *Delicious* EXPERIENCES

- Delivering the ARBY'S Brand Purpose to our guests
 - People
 - Guest Recovery
 - Serve, Refresh, Delight
- People
 - Employees should be friendly and proud of working at Arby's
 - We should have enough people on shift to make Guest Service our biggest priority
 - Retention and RESPECT
- Guest Recovery
 - We use the BLAST method to address and correct guest concerns and win the guests over

Believe, Listen, Apologize, Solve It and Thank

SERVE • REFRESH • DELIGHT

- Serve, Refresh, Delight
 - **Serve:** to be welcoming, quick, convenient, comfortable, consistent, easy and always ready and happy to help
 - **Refresh:** to provide a friendly smile, delicious food, made right, made to order and made just for you
 - **Delight:** to say "Thank You", to call guests by name, to connect, engage, and Inspire a Smile

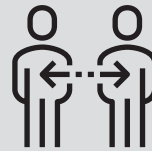
**OUR VALUES ARE WHAT MAKES ARBY'S A GREAT PLACE TO WORK
WE MUST ALL LIVE BY THEM AND ENCOURAGE THEM IN OTHERS**



SMT LEADER'S NOTES

The next two pages take the GM through the progressive learning approaches for the SMTP training and the steps required in the Learning Hub to execute SMTP.

As with all of our Training Programs the hands on, side by side training on each shift is the most impactful.



LEADERSHIP PROGRESSION

You and your trainee will formally review their performance each week and set goals for the following week while in TMTP and Course 201-203.

Daily feedback should be given on skill progression and exchanges of ideas and questions during Courses 101-102 and Courses 201-203.

When your trainee moves into Courses 204-205 they will take the lead on running the **entire shift** and you will coach them on shift management. Daily feedback should be given on timing, organization, communication, delegation and Guest Service. At this point the SMTP book is to support the trainee and only the **Daily feedback at the bottom of each page is reviewed together.**

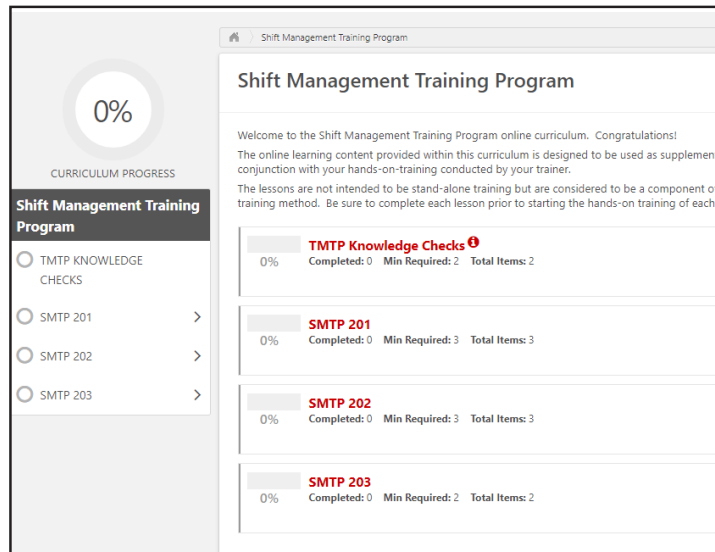
As your trainee progresses there are 3 stages of leadership:

- **TMTP-internal hires or external hires**
- **Shift Leadership-Courses 201-203**
- **Shift Leadership-Courses 204-205**

LEARNING HUB CURRICULUM

All of the eLearning required in this workbook is set-up in the Shift Management Training Program Curriculum in the Learning Hub. Your trainee will need to be coded as a Shift Manager Trainee and the curriculum will be added to their transcript. All lessons will be inside that curriculum, no searching is necessary.

Completing the TMTP Knowledge Checks is required to open Courses 201-203. All new learning is introduced by the end of Course 203 and Courses 204-205 should be shift management and practicing all the new learnings from previous weeks.



SCHEDULING PARAMETERS

The book calls out specific shifts for specific duties, these call outs are recommendations for training. GMs have discretion to organize the training weeks according to the trainee's needs and the needs of the business. All material needs to be covered, shown, and practiced by the trainee within the schedule.

COMPLETION OF TRAINING-GM ROLE



Your trainee will be complete with SMTP when:

- All TMTP certifications are complete in the Learning Hub
- All SMTP curriculum is complete in the Learning Hub
- Two weeks of practice MIC are complete with daily feedback
- ServSafe Certification is completed (if required) and **GM schedules proctor**
- One Shift Manager Observation is complete by the Above Restaurant Leader-**GM requests date from Leader**
- You complete the Shift Management Certification in the Shift Management curriculum

SHIFT MANAGEMENT TRAINEE ORIENTATION CHECKLIST

**COMPLETE DAY
1 OF COURSE
201 WITH ABOVE
RESTAURANT
LEADER**

WELCOME ABOARD

- Welcome
- Introduce to Training Restaurant's Management Team and Team Members
- Orientation Lesson

ONBOARDING

- Paperwork Complete
- Workers' Comp Procedures
- INTERNAL CANDIDATE:
- Job Code Changed-Pay Rate (if applicable)

WHAT WE'RE ALL ABOUT

- Received PMA Handbook
- Received Name tag
- Received Pocket Planner
- Received Training Materials
- Company History and Goals
- Inspiring Smiles
- Company Brand Promise
- Company Behaviors and Values
- Discuss Management Schedules
- Restaurant Hours
- Appraisal Process

BENEFITS

- Discuss Pay and Pay Dates
- Vacation Policy
- Meal Policy
- Insurance Programs
- Leave of Absence Policies

OUR COMMITMENT TO YOUR FUTURE

- Follow-up from Training Program
- Development Commitment
- Seminars and Workshops
- Receive Certificate

COMPANY POLICIES REVIEW

- Leader reviews all company specific policies

Signatures

Trainee

Date

Supervisor

ARBY'S SHIFT MANAGEMENT TRAINING PROGRAM

TRAINING SCHEDULE

POSITIONAL SKILLS TRAINING

Internal Promotes – Validation

Before entering the Management Skills Training GM/AS will validate all TMTP positions completed and Positional Final Exam is passed

- Safety First (Validation)
 - Backline Specialty (Validation)
 - Slicer Operations (Validation)
 - Backline Roast Beef (Validation)
 - Food Preparation / Breakfast (Validation)
 - Fry Station (Validation)
 - Maintenance (Validation)
 - Inspiring Smiles (Validation)
 - Front Cashier & Dining Room (Validation)
 - Drive-thru Operations (Validation)
 - Runner (Validation)
 - Team Trainer (Validation)
 - Frontline & Lobby Closing (Validation)
 - Backline & Kitchen Closing (Validation)
-
- TMTP Knowledge Check Practice-passed
 - TMTP Knowledge Check Exam-passed

External Hires – 2 weeks

(Up to 4 weeks in training is allowed, schedule as employee progresses)

Course 101 (Opens / Mids)

- Orientation
- Safety First
- Slicer Safety
- Backline Roast Beef
- Backline Specialty
- Food Preparation / Breakfast
- Maintenance
- Inspiring Smiles
- Fry Station
- Cashier & Dining Room
- Course 101 Review & Positional Practice Exam

Course 102 (Mids / Closes)

- Backline & Kitchen Closing
- Runner
- Drive-thru Operations
- Frontline & Lobby Closing
- Team Trainer (Certification)
- Course 102 Review & Positional Final Exam

- Positional Practice Exam-passed
- Positional Final Exam passed

SHIFT MANAGEMENT

MANAGER-IN-CHARGE SKILLS TRAINING

External & Internal – 5 courses

Course 201 (Opens, Closes)

- Meat of Our Business
- Experience Checklist
- Pre-Close / Closing Supervision
- Sales, Cooking & Labor Activity
- Management Experience Path
- Talk Into Position, Talk Out of Position (TIP/TOP)
- Cash Control & Banking
- Cash Troubleshooting
- Cash Register Functions
- Pocket Planning
- Product projections & prep
- Back Office Training
- Course 201 Review & Knowledge Check

Course 202 (Open, Closes)

- Deployment Planning
- Manager In Charge
- Management Respect Training
- Closing Checklist/Nightly Paperwork
- Managing Breaks
- Management Shift Change
- Equipment On/Off schedule
- Back Office Training
- Slicer Maintenance
- Product Projections & Prep
- Par Level Guides/Waste
- Course 202 Review & Knowledge Check

Course 203 (Open, Closes)

- Leading Arby's Inspiring Smiles
- We Make It Right
- AOR Procedures
- Effective Delegation
- ServSafe Course Training and Certification
- Back Office Training
- Food Inventory
- BOS- Food Cost Troubleshooting
- Labor Troubleshooting
- Receiving Product
- Discipline Process
- Arby's GO-TO-GUIDE (Handling Emergency Situations)
- Course 203 Review & Knowledge Check

Course 204 (Practice Opens, Mids, Closes)

- Manager in Charge-trainee leads entire shift
- Daily Shift Management Feedback from GM
- Complete ServSafe-if not complete in Course 203
- Course 204 Appraisal
- Practice Shift Management Observation Checklist

Course 205 (Practice Opens, Mids, Closes)

- Manager in Charge-trainee leads entire shift
- Daily Shift Management Feedback from GM
- Shift Management Observation Checklist

COURSE 101

TMP POSITIONAL TRAINING

EXTERNAL
HIRE ONLY

DAY 1 (MID)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Safety First
- Trainer reviews performance using the TMTD Certification Checklist
 - Safety First

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 2 (MID)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Slicer Operations
 - Backline Roast beef
- Trainer reviews performance using the TMTD Certification Checklist
 - Slicer Safety
 - Backline Roast beef

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 3 (OPEN)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Food Preparation / Breakfast
 - Backline Specialty
- Trainer reviews performance using the TMTD Certification Checklist
 - Food Preparation / Breakfast
 - Backline Specialty

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 4 (OPEN)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Inspiring Smiles
 - Fry Station
- Trainer reviews performance using the TMTD Certification Checklist
 - Inspiring Smiles
 - Fry Station

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 5 (OPEN)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Maintenance
 - Cashier & Dining Room
- Trainer reviews performance using the TMTD Certification Checklist
 - Maintenance
 - Cashier & Dining Room

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

WEEKLY PERFORMANCE RECAP

Week 1 Performance Recap

- Take SMTP Positional Practice Test
- Review test results and Week One Evaluation
- Ensure training hours are accurately accounted for
- Validate Certification Checklists in progress for the following positions: (ensure 100% Learning Hub completion)
 - Safety First
 - Slicer Safety
 - Backline Roast beef
 - Backline Specialty
 - Food Preparation / Breakfast
 - Fry Station
 - Maintenance
 - Inspiring Smiles
 - Cashier & Dining Room

TRAINING FEEDBACK & GOALS

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 102

TMP POSITIONAL TRAINING

**EXTERNAL
HIRE ONLY**

DAY 1 (OPEN)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Runner
 - Drive-thru Operations
- Trainer reviews performance using the TMTP Certification Checklist
 - Runner
 - Drive-thru Operations

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 2 (CLOSING)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Frontline & Lobby Closing
- Trainer reviews performance using the TMTP Certification Checklist
 - Frontline & Lobby Closing

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 3 (CLOSING)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Backline & Kitchen Closing
- Trainer reviews performance using the TMTP Certification Checklist
 - Backline & Kitchen Closing

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 4 (CLOSING)

- Trainer and trainee review / discuss information from Trainer's Guide to validate knowledge
 - Team Trainer
- Trainer reviews performance using the TMTP Certification Checklist
 - Team Trainer

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

DAY 5 (MID)

- Demonstrate Team Trainer
Name: _____
Position: _____

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

WEEKLY PERFORMANCE RECAP

Week 2 Performance Recap

- Take SMTP Positional Final Test
- Review test results and Week Two Evaluation
- Ensure training hours are accurately accounted for
- Discuss Certification Checklists for the following positions: (ensure 100% Learning Hub completion, make plan on completing all Certifications over next three weeks.)
 - Runner
 - Drive-thru Operations
 - Frontline & Lobby Closing
 - Backline & Kitchen Closing
 - Team Trainer

TRAINING FEEDBACK & GOALS

Trainee Initial: _____ Trainer Initial: _____ Date: _____

GOALS

COURSE 201 SMTP

At the end of this course you should demonstrate the ability to:

- Complete Manager Experience Checklists with excellence
- Complete Opening, Post-Rush, and Pre-Rush checklists
- Complete Manager Pre-Closing and Closing checklists
- Complete Hourly Sales Cook & Labor entries and make adjustments with help from trainer
- Complete Prep Sheet and follow up on completion by employees
- Manage par level adherence during peak volume-fry station and backline
- Execute employee communication and TIPTOP on each shift
- Manage all cash procedures (Opening, Employee & Closing) to company standards throughout the shift
- Troubleshoot and manage all register functions with help from PMA Handbook and trainer

TMTF Certifications-External Hires

- Plan to complete any outstanding TMTF Certifications, track Certifications on Page 33

Online Lessons to Complete - COURSE 201 SMTP

As part of the blended learning approach you will complete each of these lessons in conjunction with your hands-on training with the GM:

- | | |
|---|---|
| <input type="checkbox"/> CONDUCTING MGR EXPERIENCE PATH | <input type="checkbox"/> BOS CASH MGMT* |
| <input type="checkbox"/> ARBY'S SYSTEMS | <input type="checkbox"/> MANAGER CREDIT CARD SECURITY |
| <input type="checkbox"/> MIC: SAFETY FIRST | <input type="checkbox"/> MIC CLOSING MGMT |
| <input type="checkbox"/> TIPTOP | <input type="checkbox"/> BOS SALES* |
| <input type="checkbox"/> SCAM AWARENESS | <input type="checkbox"/> MIC KEY PRIORITIES |

COURSE 201-MANAGEMENT

DAY 1 (OPEN)

Lessons Day 1:

- CONDUCTING MGR EXPERIENCE PATH
- ARBY'S SYSTEMS
- MIC: SAFETY FIRST

ARBY'S MEAT OF OUR BUSINESS

Sources: Meat of Our Business and OSM Systems

- ARG Team Members reference online lesson for training content details, franchise restaurant trainers reference your company policies and/or procedures

PERFORMANCE OBJECTIVE

To leverage Arby's operating systems and tools to ensure a well-run shift.

SAFETY FIRST

- First and foremost we are responsible for the safety and security of all of our employees and guests. All safety procedures must be communicated effectively and properly executed everyday.



MAINTENANCE & CLEANING

- Secondly, a well run shift must start with a clean and organized building. Utilizing and managing cleaning and maintenance checklist with AM/PM Checklists

PEOPLE

- Staffing and Training are key to a well-run shift. Deployment guides being complete and shift well planned with the Right People in the Right Place. Training must be planned and executed daily.

PRODUCT

- Quality products in the right amounts are key to guest satisfaction. Prep Sheets, Order Guidelines, Experience Checklists and communication are all key to safe, quality food for our employees and guests.

ARBY'S MEAT OF OUR BUSINESS (Cont'd)

SCHEDULES

- Checking sales projections and schedules for each shift is key to running a well run shift. When we know what our business will be we can manage labor, ordering, and prep effectively with minimal errors

SHIFT MANAGEMENT

- Bringing all the tools and systems together and executing them well will allow smooth running shifts where employees and guests enjoy the atmosphere and the service Arby's is providing

EXPERIENCE CHECKLIST

Sources: MIC Guide

PERFORMANCE OBJECTIVE

To ensure the restaurant meets safety first standards and is rush ready prior to the rush period.

- Utilize experience checklist prior to rush periods
- Note items that need to be addressed
- Follow Opening, Pre and Post Rush, Closing Plans

MANAGEMENT EXPERIENCE PATH

Sources: OSM Systems, MIC Guide

PERFORMANCE OBJECTIVE

To maintain awareness of the guest experience, and ensure restaurant execution meets or exceeds Arby's standards throughout the entire shift.

- Complete the Experience Checklist prior to the rush
- See the restaurant from the "eyes of the guest"
- Walk the Path at every opportunity
- Talk to guests, find ways to serve, set the example
- Correct problems and follow up
- Follow Up: detail focus on quality, food safety and operational execution

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 201-MANAGEMENT

DAY 2 (OPEN)

SMTP^x



CASH REGISTER FUNCTIONS

Sources: POS & PMA HANDBOOK

- ARG Team Members reference PMA Handbook Register Section, franchise restaurant trainers reference your company procedures

PERFORMANCE OBJECTIVE

The POS Register System functions properly with minimum down time and repair costs.

- Troubleshooting and minor repair can be accomplished with proper training
- System recovery
- Emergency register procedures
- Training Mode Operations
- Printers
- Review company service call process (Service desk)

Lessons Day 2:

- TIPTOP
- SCAM AWARENESS
- BOS CASH MANAGEMENT*
- MANAGER CREDIT CARD SECURITY*

SHADOW MANAGER IN CHARGE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, product quality, speed, accuracy and cleanliness at all times.

- Both food and personal safety comes first
- Be the role model for Inspiring Smiles
- Teach and coach quality food, fast, accurate and friendly service – set and hold the standards
- Position yourself so that you are in the most flexible position – this allows you to identify and correct service opportunities
- Plan the Deployment Guide effectively – have the right people in the right place at the right time
- Talk employees in and out of position (coach)
- Conduct the Experience Path at every opportunity
- Identify and correct product or service breakdowns (What are you waiting on and why?)
- Communicate goals
- Use Arby's systems and tools effectively

POCKET PLANNING SYSTEM

Sources: OSM/SYSTEMS

PERFORMANCE OBJECTIVE

To plan and manage how your time should be spent to ensure well running shifts.

- Print new planner each week from MyArby's
- Best practice: print schedule on back of planner
- Always in pocket
- Daily shift planning / goals / TTD lists
- Prioritize TTD list and goals; delegate effectively
- Uses communication list; cover all items at once
- Group phone calls together
- Items are crossed off only after they are completed
- Use a new sheet every week
- Save used sheets for review when preparing performance appraisals
- Plan your time and write things down rather than relying on memory. Using this system can help you be more effective and achieve even greater success.

TALK IN, THROUGH & OUT OF POSITION

PERFORMANCE OBJECTIVE

Employees are motivated and have a clear understanding of their performance, as well as the shift goals and expectations

- Greet Employees when entering the restaurant
- Welcome them to work today
- Verify complete uniform and proper hygiene
- Let them know their position duties and goals
- Set clear expectations for service
- Explain contest/ awards/ safety expectations
- Set expectations for primary and secondary position
- Update team throughout shift on individual and team objectives
- Talk employees in, through, and out of position
 - Shift goals
 - Personal goals
 - Motivate them – build on Inspiring Smiles

SMTP^x



CASH CONTROL/BANKING

- ARG Team Members reference SMTP^x for training content details, franchise restaurant trainers reference your company policies and/or procedures

SMTP^x



SCAM AWARENESS

- ARG Team Members reference SMTP^x for training content details, franchise restaurant trainers reference your company policies and/or procedures

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 201-MANAGEMENT

DAY 3 (CLOSE)

Lessons Day 3:

MIC CLOSING MGMT

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS

PERFORMANCE OBJECTIVE

To operate a smooth running closing shift by ensuring effective execution of these tasks. Follow your MIC while they:

- Conduct a Management Experience Path
- Greet Employees with TIPTOP
- Check prep amounts
- Review sales, cooking & labor activity
 - Beef readiness & labor controls
- Verify banking / cash control, per company policy
- Have a plan – observe completion of deployment guide
 - Set goals, communicate expectations
 - Right People, Right Place, Right Time
 - Plan breaks
- Paperwork accuracy & completion
- Assume responsibility for the shift
- Complete PM Experience Checklist with MIC
- Ensure positive guest experience

PRE-CLOSING SUPERVISION

Sources: PM EXPERIENCE CHECKLIST, POST-RUSH AND PRE-CLOSE PLANS, CLOSING CHECKLIST, MIC GUIDE

PERFORMANCE OBJECTIVE

To manage an organized and detailed pre-close while maintaining guest service focus at all times. Follow your MIC while they complete:

GOLDEN RULES TO PRE-CLOSE

- Follow proper pre-close procedures
- Do not pre-close anything that will affect guest service or guest perception – guests always come first!
- There are 5 factors that a successful pre-close needs:
 1. Hustle – Manager sets pace
 2. Teamwork – Create by helping the Team
 3. Organization / CAYG
 4. PMA – We Can Do It Attitude
 5. Stay on schedule through follow-up and re-direction

PRE-CLOSE PAPERWORK

- Make cash skims and close unneeded registers per company policy
- Note payroll hours/make adjustments
- Validate meal receipts

SET UP NEXT DAY'S BUSINESS

- During the course of the shift, complete the following for the next day's business:
 1. Communicate issues that may affect the next day
 - Staffing
 - Promotional Sales
 - Product concerns
 - Weather
 - Local Events
 - Equipment
 2. Other restaurant requirements
 - Sales, Cook, Labor
 - Store Specific

SHADOW MANAGER IN CHARGE

Sources: OSM/SYSTEMS

PERFORMANCE OBJECTIVE

To operate a smooth running closing shift by ensuring effective execution of food and Employee safety, product quality, speed, accuracy and cleanliness at all times. Observe and learn.

CLOSING TASKS

Sources: BOS & EXPERIENCE CHECKLISTS

PERFORMANCE OBJECTIVE

To complete a restaurant close correctly in one hour.

- **At Close** turn off lights and lock doors
- Turn off equipment to minimize utilities
- Follow security procedures
- Maintain organization and assist as needed
- Monitor and coach the progress of the Employees
- Follow-up and provide direction while completing closing tasks

CASH SYSTEMS MGMT

Sources: OSM, PMA HANDBOOK, CASH POLICIES

- Troubleshoot Cash
 - Cashiers are assigned to their own registers?
 - Manager has their own assigned register in the event a cashier has to leave position for a few moments?
 - Cash skims are being taken regularly?
 - Cashiers count their drawers on and off to promote accountability?
 - Look at indications of theft:
 - Manager voids / deletions before or after / no sales / canceled transactions?
 - What is cash variance?
 - Are cashiers informed of expectations and results each shift?

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 201-MANAGEMENT

DAY 4 (CLOSE)

Lessons to view Day 4:

- BOS SALES LESSON*

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS

PERFORMANCE OBJECTIVE

To operate a smooth running closing shift by ensuring effective execution of these tasks. Follow your MIC while they:

- Conduct a Management Experience Path
- Greet Employees with TIPTOP
- Check prep amounts
- Review sales, cooking & labor activity
 - Beef readiness & labor controls
- Verify banking / cash control, per company policy
- Have a plan – observe completion of deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
- Assume responsibility for the shift
- Complete PM Experience Checklist
- Ensure positive guest experience

SHADOW MANAGER IN CHARGE

Sources: OSM/SYSTEMS

PERFORMANCE OBJECTIVE

To operate a smooth running closing shift by ensuring effective execution of food and Employee safety, product quality, speed, accuracy and cleanliness at all times.

PRE-CLOSE RESPONSIBILITIES

Sources: MIC GUIDE, BOS

PERFORMANCE OBJECTIVE

To manage an organized and detailed pre-close while maintaining guest service focus at all times. Follow your MIC while they:

GOLDEN RULES TO PRE-CLOSE

- Follow proper pre-close procedures
- Do not pre-close anything that will affect guest service or guest perception – guests always come first!
- There are 5 factors that a successful pre-close needs:
 1. Hustle – Manager sets pace
 2. Teamwork – Create by helping the Team
 3. Organization / CAYG
 4. PMA – We Can Do It Attitude
 5. Stay on schedule through follow-up and re-direction

CLOSING TASKS

Sources: BOS & EXPERIENCE CHECKLIST, CLOSING CHECKLIST

PERFORMANCE OBJECTIVE

To complete a restaurant close correctly in one hour.

- **At Close** turn off lights and lock doors
- Turn off equipment to minimize utilities
- Follow security procedures
- Maintain organization and assist as needed
- Monitor and coach the progress of the Employees
- Follow-up and provide direction while completing closing tasks

SALES, COOKING & LABOR ACTIVITY

Sources: OSM/SYSTEMS

- **ARG Team Members reference complete on-line lesson, franchise restaurant trainers reference your company policies and/or procedures**

PERFORMANCE OBJECTIVE

To project cooking quantities of our roast beef and manage labor efficiency throughout the day. Follow your MIC while they:

- Check beef quantity hourly
- Compare hourly sales to projected sales on BOS
- Use hourly sales information to evaluate and adjust beef cooking and labor needs
- Be responsive to daily sales trends
- Maintain 100% accuracy in calculations
- Too many roasts means higher food costs and lower product quality
- Too few roasts means forced cooking and low beef eff.
- Complete beef sheets with HACCP information
- Use common sense troubleshooting
- Retrain employees and/or redirect as necessary
- Shrink tests may be done if necessary

SCENARIOS TO ROLE PLAY

- Discuss "What If" scenario with the Training Manager
 - What do you do/say if during TIPTOP someone let's you know they are ill?
 - What do you do if your closer calls out at 4 PM?
 - What do you do if there is a discrepancy when you count the safe at shift change? In the morning? At close?
 - What do you do if you get a call to take money out of the safe and give to someone from the Support Center?

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

GOALS

COURSE 202 SMTP

At the end of this course you should demonstrate the ability to:

- Complete Opening, Post-Rush, and Pre-Rush checklists
- Open restaurant on time and ready to serve guests with little direction from trainer
- Execute shifts as the Manager In Charge with support from trainer
- Complete Manager Pre-Closing and Closing checklists with excellence
- Complete Hourly Sales, Cook & Labor entries and make adjustments without help from trainer
- Complete Prep Sheet and follow up on completion by employees
- Complete Deployment Guide and TIPTOP each employee into and out of position
- Manage all cash procedures to company standards throughout the shift
- Troubleshoot and manage all register functions with help from PMA Handbook
- Sharpen slicers according to manufacturer's standards

TMTF Certifications-External Hires

- Plan to complete any outstanding TMTF Certifications, track Certifications on Page 33

Online Lessons to Complete - COURSE 202 SMTP

As part of the blended learning approach you complete each of these lessons in conjunction with your hands-on training with the GM

- INTRO TO MIC
- MIC: SHIFT PLANNING
- SERVICE READINESS
- SEXUAL HARASSMENT*
- MIC: OPENING MANAGEMENT
- SLICER SHARPENING
- BOS INTRO TO RTI*

COURSE 202-MANAGEMENT

DAY 1 (OPEN or MID)

Lessons Day 1:

- INTRO TO MIC
- MIC: SHIFT PLANNING

LEARN MANAGER IN CHARGE ROLE

Sources: OSM/SYSTEMS

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, product quality, speed, accuracy and cleanliness at all times.

- Both food and personal safety comes first
- Be the role model for Inspiring Smiles
- Teach and coach quality food, fast, accurate and friendly service – set and hold the standards
- Position yourself so that you are in the most flexible position – this allows you to identify and correct service opportunities
- Plan the Deployment Guide effectively – have the right people in the right place at the right time
- Talk employees in and out of position (coach)
- Conduct the Experience Path at every opportunity
- Identify and correct product or service breakdowns (What are you waiting on and why?)
- Communicate goals
- Use Arby's systems and tools effectively

DEPLOYMENT GUIDE PLANNING

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE

PERFORMANCE OBJECTIVE

To ensure team is positioned properly to serve guests efficiently while Inspiring Smiles behaviors displayed and maintaining a clean and organized restaurant.

- The manager should be in MIC designated position
- Chart is used to establish team & manager positioning
- Follow up on zone duties / adjust as needed
- Plan and assign post rush / safety first tasks
- Consider individual strengths & weaknesses
- Right people, right time – avoid “training” during rush
- Have back-up plan for late Employees / no-shows
- Plan and coordinate breaks as required by law or company policy
- Set daily contest and goals

PRODUCT PROJECTIONS & PREP

Sources: BOS, SALES, COOKING & LABOR ACTIVITY, PREP SHEETS

PERFORMANCE OBJECTIVE

PREP BUILD-TO

- Determine build-to
- Count on hand to determine what is needed
- Check on-hand after peak periods to determine re-build amounts
- All product always available
- Leave next shift prepared
- Adjust build-to's as needed

SALES, COOKING & LABOR ACTIVITY

- Sales projections from schedule
- Check accuracy of projections throughout week; each morning consider previous day's sales, weather, etc.
- Use accurate dollar per roast figure
- Adjust dollars per roast as needed for promotions
- Determine amounts to cook based on hourly sales and dollars per roast figure
- Follow appropriate schedule – cook only what is needed
- Adjust beef cooking per sales fluctuations

PAR LEVEL GUIDES-FRY STATION

PERFORMANCE OBJECTIVE

To ensure product quality and availability at all times, while minimizing product waste.

- Reference and coach using par level guides
 - Fried product par levels, chicken / other par levels on backline
- Revise par level guides every 2-4 weeks
- Par level adherence key to managing food

SMTP^x



EMPLOYEE & MINOR BREAKS

ARG Team Members reference SMTP^x for training content details, franchise restaurant trainers reference your company policies and/or procedures and/or applicable laws

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 202-MANAGEMENT

DAY 2 (OPEN or MID)

Lessons Day 2:

- SERVICE READINESS
- SEXUAL HARASSMENT*

SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Greet Employees – TIPTOP
- Check prep amounts
- Set up sales, cooking & labor activity
- Verify banking / cash control
- Have a plan – complete the deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
 - Dashboard overview (restaurant performance)
 - Prep
 - Ordering
- Set the example; help as needed
- Check for manager communication/ Prior EOD
- Use MGR Experience & Opening Checklist to ensure rush readiness

NIGHTLY PAPERWORK VALIDATION

Sources: OSM/SYSTEMS, BOS

PERFORMANCE OBJECTIVE

Accurate and neat accounting of all paperwork, per company policy which may include:

- Review the prior night's paperwork
- Make corrections as necessary
- Communicate errors with the closing manager
- All paperwork should be 100% accurate:
 - Beef cook at & projections
 - Payroll accuracy, communicate any clock in/out errors
 - Cash / credit card control
 - Review restaurant results
 - Closing checklist completed
 - Check food difference (if applicable)
 - End of day process complete

PRACTICE MANAGER IN CHARGE

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, accuracy, product quality, friendliness, speed, and cleanliness at all times.

SMTP*



SEXUAL HARASSMENT TRAINING

- ARG Team Members reference online lesson AND SMTPx for training content details, franchise restaurant trainers reference your company policies and/or procedures

MANAGEMENT SHIFT CHANGE

Sources: EXPERIENCE CHECKLISTS, POST RUSH DUTIES, ZONE DUTIES, BOS

PERFORMANCE OBJECTIVE

Restaurant is returned to the "just opened look"; neat, clean and organized and ready for the night shift.

- Plan post rush activities prior to rush
- Be organized / follow up on the zone duties on the Deployment Guide
- Use the Experience Checklist as a guide for follow up on cleaning and stocking and Pre/Post Rush duties
- Follow-up on delegated tasks
- Check for coverage on night shift
- Communicate with night shift manager
- Post invoices
- Follow cash procedures for shift change
- Safe counts entered as appropriate
- Make sure sales, cooking & labor activity is complete
- Record voids
- Correct problems before leaving

SCENARIOS TO ROLE PLAY

- Discuss "What If" scenario with the Training Manager
 - How do we assign and follow up on prep sheets and par levels for opening and afternoon prep?
 - How do we talk to employees about fry par levels on shift?
 - What do you do in the morning to validate there is enough roast beef in process for the day?
 - What do you do on a closing shift to validate there is enough roast beef in process for the day? When do you check?
 - Review the procedures for fast cooking, where do you find these procedures for quick reference?
 - What do you do if a minor employee has to miss their break?

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 202-MANAGEMENT

DAY 4 (CLOSE)

SLICER MAINTENANCE & SLICER CERTIFICATION TRAINING

IMPORTANT NOTE

SLICER CERTIFICATION SECTIONS I, II, III and IV must be completed satisfactorily prior to completing slicer maintenance functions.

Lessons Day 4:

SLICER SHARPENING

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Conduct a Management Experience Path
- Greet Employees with TIPTOP
- Check prep amounts
- Review sales, cooking & labor activity
 - Beef readiness & labor controls
- Verify banking / cash control
- Have a plan – complete the deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
- Assume responsibility for the shift
- Complete Manager Experience Checklist
- Ensure positive guest experience

PRACTICE MANAGER IN CHARGE

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE, MIC GUIDE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, accuracy, product quality, friendliness, speed, and cleanliness at all times.

CLOSING TASKS

Sources: BOS & EXPERIENCE CHECKLIST, CLOSING CHECKLIST

PERFORMANCE OBJECTIVE

To complete a restaurant close correctly in one hour.

- Turn off equipment to minimize utilities
- Follow security procedures
- Maintain organization and assist as needed
- Monitor and coach the progress of the Employees
- Follow-up and provide direction while completing closing tasks
- **At Close** turn off lights and lock doors

SLICER MAINTENANCE

- You must be trained and certified in slicer maintenance procedures to complete the following job functions
 - Knife sharpening
 - Adjusting the slicer gap
 - Slicer lubrication
- It is mandatory that a stainless steel safety glove is worn on each hand when completing all basic maintenance functions. A glove can be worn on top of the stainless steel safety glove
- See OSM for details and observe certified trainer demonstration for all basic maintenance functions
- Knife sharpening procedures
 - Test knife daily using a turnover bag – blade should cut through bag easily
 - Hobart – sharpen once a week or as needed for 5 seconds
 - Globe – sharpen every 2 days for 5 seconds
- Slicer gap adjustments – the slicer gap should be adjusted when the space between the slicer blade and the slicer carriage is too wide, causing extra waste. Call your repair team if gap is too wide.
- Slicer lubrication
 - Only use approved slicer lubricating oil
 - See OSM details for parts that are lubricated and how often based on specific slicer model

SCENARIOS TO ROLE PLAY

- Discuss “What If” scenario with the Training Manager
 - Show the trainer how you do a void on the POS
 - Show the trainer how you correct a check that has been closed?
 - What do you do when an employee brings you a check out that appears incorrect?
 - What do we do when the kitchen video display monitors aren’t working? How do we troubleshoot?
 - What do we do if a piece of equipment isn’t working?
 - What if you count the safe and it is \$25 short?

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day’s activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

GOALS

COURSE 203 SMTP

At the end of this course you will demonstrate the ability to:

- Complete restaurant close with excellence. On time departure, solid feedback on close
- Complete on time opening of restaurant with excellence
- Complete Inventory and troubleshooting any issues
- Manage labor effectively, keeping shift at company guidelines
- Complete Prep Sheet and follow up on completion by employees
- Delegate all tasks effectively, following up to ensure completion
- Handles all guest issues using BLAST, ensuring guests will return
- Troubleshoot and manage all register functions
- Complete ServSafe course time and take test if ready

TMTP Certifications-External Hires

- Plan to complete any outstanding TMTP Certifications, track Certifications on Page 33

Online Lessons to Complete - Course 203 SMTP

As part of the blended learning approach you complete each of these lessons in conjunction with your hands-on training with the GM

- EFFECTIVE DELEGATION
- BOS INVENTORY-COUNTING

CERTIFICATION PAGE

Throughout training GM certifies trainee in all TMTP positions. Certification in the Learning Hub completed by the end of Course 203.

CERTIFIED SAFETY FIRST

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Safety First

CERTIFIED INSPIRING SMILES

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Inspiring Smiles

CERTIFIED BACKLINE-RB

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Backline Roast Beef

CERTIFIED BACKLINE-SP

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Specialty

CERTIFIED SLICER SAFETY

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Slicer Safety

CERTIFIED FOOD PREP

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Food Prep

CERTIFIED FRY STATION

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Fry Station

CERTIFIED MAINTENANCE

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Maintenance

CERTIFIED CASHIER & DR

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Cashier and Dining Room

CERTIFIED RUNNER

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Runner

CERTIFIED DRIVE THRU OPS

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Drive Thru Operations

CERTIFIED FRONTLINE CLOSING

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Frontline & Lobby Closing

CERTIFIED BACKLINE CLOSING

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Backline & Kitchen Closing

CERTIFIED TEAM TRAINER

- Trainer certifies performance using the TMTP Certification Checklist in the Learning Hub
 - Team Trainer

COURSE 203-MANAGEMENT

DAY 1 (OPEN)

SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Greet Employees – TIPTOP
- Check prep amounts
- Set up sales, cooking & labor activity
- Verify banking / cash control
- Have a plan – complete the deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
 - Dashboard overview (restaurant performance)
 - Prep
 - Ordering
- Set the example; help as needed
- Check for manager communication/ Prior EOD
- Use MGR Experience & Opening Checklist to ensure rush readiness

PRACTICE MANAGER IN CHARGE

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, accuracy, product quality, friendliness, speed, and cleanliness at all times.

POST RUSH/SAFETY FIRST

Sources: EXPERIENCE CHECKLISTS, POST RUSH DUTIES, ZONE DUTIES, DEPLOYMENT GUIDE

PERFORMANCE OBJECTIVE

To maintain guest service standards by systematically approaching tasks.

- Assign one employee to complete Post Rush/Safety First tasks, redeploy team to maintain guest service
- Do not allow completion of post rush during the rush
- Guest service is the #1 PRIORITY

LEADING INSPIRING SMILES

PERFORMANCE OBJECTIVE

Allow manager to lead excellent guest service behaviors and delivering on the Arby's Brand Purpose to our guests

- Staffing must be correct for sales
- Guest Recovery executed - BLAST
- We train, trust and empower our employees
- We set the example with Serve, Refresh, Delight

REVIEW WE MAKE IT RIGHT

Sources: We Make it Right Guest Experience Program

PERFORMANCE OBJECTIVE

Allow manager to lead excellent guest service behaviors and track guest feedback and results

- How program works
 - Guests receive survey invite via POP, receipt or cups
 - Guests complete survey by calling or online
 - Restaurant gets reports that share guest feedback
 - AOR action plan goals focus on guest feedback
- We Make It Right - Measurement
 - Brand Purpose Score
 - Make It Right Score
 - Comments Poster
 - Trainer review current location performance and posting
- We Make It Right - Alerts

SERVSAFE STUDY TIME

Sources: Management BOS>Myarbys.com access

- Access **ServSafe** via Myarbys.com
 - You will be allowed study time over the next several days
 - On day 5, you will be given the ServSafe exam
 - a certified proctor must be present

SCENARIOS TO ROLE PLAY

- Role-play guest scenarios with the Training Manager
 - Guest's food is cold, they bring it to the counter
 - Guest's food is taking over 90 seconds to reach them on the front counter, they are in a hurry
 - Guest returns, we forgot an item in their DT order
 - Guest calls, we forgot an item in their TO GO order
 - Guest tells you an employee was rude to them
 - Employee tells you a guest is offensive to them
 - You over hear an employee being short with a guest
 - Guest received incorrect order, made wrong
 - Top 3 guest issues from last period, role play BLAST solutions, review We Make It Right board

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 203-MANAGEMENT

DAY 3 (CLOSE)

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Conduct a Management Experience Path
- Greet Employees with TIPTOP
- Check prep amounts
- Review sales, cooking & labor activity
 - Beef readiness & labor controls
- Verify banking / cash control
- Have a plan – complete the deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
- Assume responsibility for the shift
- Complete Manager Experience Checklist
- Ensure positive guest experience

PRACTICE MANAGER IN CHARGE

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE, MIC GUIDE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, accuracy, product quality, friendliness, speed, and cleanliness at all times.

REVIEW ARBY'S GO TO GUIDE

Sources: GO TO GUIDE

- Injuries
 - Employee injuries
 - Guest injuries
- Crisis & Issues Management
- Health Inspections
 - How to handle a health inspection
 - What to do after all health inspections
- We Make It Right
- Inclement weather
- Reporters & media inquiries
- Emergency Procedures
- Product recalls/withdrawals
- QA/Distribution resolution
- Boil water procedures
- Power outage

CLOSING TASKS

Sources: BOS & EXPERIENCE CHECKLIST, CLOSING CHECKLIST

PERFORMANCE OBJECTIVE

To complete a restaurant close correctly in one hour.

- **At Close** turn off lights and lock doors
- Turn off equipment to minimize utilities
- Follow security procedures
- Maintain organization and assist as needed
- Monitor and coach the progress of the Employees
- Follow-up and provide direction while completing closing tasks

SERVSAFE STUDY TIME

Sources: Management BOS>Myarbys.com access

- Access **ServSafe** via Myarbys.com
 - You will be allowed study time over the next several days
 - On day 5, you will be given the ServSafe exam
 - a certified proctor must be present

ARBY'S OPERATIONAL REVIEW

Sources: OSM, PREVIOUS AOR

- AOR inspector (Performance Manager) shows up to complete an unannounced AOR, they will identify themselves first and then ask you to provide the following:
 - Must present 2 most recent Internal AOR's
 - All exterior lighting turned on
 - 7 days HACCP sheets
 - 7 days SCL/beef cooking schedule sheets
 - Sanitize strips (chlorinated & quat sanitizer)
 - Most recent Health Inspection
 - MTP Certification
 - ServSafe Certificate

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 203-MANAGEMENT

DAY 4 (CLOSE)

Lessons Day 4:

EFFECTIVE DELEGATION

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Conduct a Management Experience Path
- Greet Employees with TIPTOP
- Check prep amounts
- Review sales, cooking & labor activity
 - Beef readiness & labor controls
- Verify banking / cash control
- Have a plan – complete the deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
- Assume responsibility for the shift
- Complete Manager Experience Checklist
- Ensure positive guest experience

PRACTICE MANAGER IN CHARGE

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE, MIC GUIDE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, accuracy, product quality, friendliness, speed, and cleanliness at all times.

EFFECTIVE DELEGATION

Sources: Deployment Guide, Team Closing Checklist, PM Experience Checklist,

- Practice assigning and discussing duties needed
- Clear communication
- Follow Up
- Redirect
- What to do when delegation isn't working well
- Follow Up
- Celebrate success

CLOSING TASKS

Sources: BOS & EXPERIENCE CHECKLIST, CLOSING CHECKLIST

PERFORMANCE OBJECTIVE

To complete a restaurant close correctly in one hour.

- **At Close** turn off lights and lock doors
- Turn off equipment to minimize utilities
- Follow security procedures
- Maintain organization and assist as needed
- Monitor and coach the progress of the Employees
- Follow-up and provide direction while completing closing tasks

SERVSAFE STUDY TIME

Sources: Management BOS>Myarbys.com access

- Access **ServSafe** via Myarbys.com
 - You will be allowed study time over the next several days
 - On day 5, you will be given the ServSafe exam
 - a certified proctor must be present

LABOR TROUBLESHOOTING

Sources: BOS, OSM SYSTEMS

- Troubleshoot Labor
 - Are sales projections in line?
 - How to adjust the labor schedule when needed?
 - Where are we using too much or too little labor?
 - Is labor being tracked on the Sales, Cooking & Labor Activity sheet every hour?
 - Are staffing levels adequate for peak periods?
 - Are Employees trained properly? How productive are they?
 - Are Employees positioned properly? (Aces in their places)
 - Are Employees taking breaks that have been scheduled?
 - Are Employees clocking in and out based on the schedule, and / or the business demands?
- Set action plans to improve performance

Turn the page to see which lessons need to be viewed for the next course. 

TRAINING FEEDBACK & GOALS

- Discuss Day's activities
- Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: _____

COURSE 203-MANAGEMENT

DAY 5 (CLOSE)

Lessons Day 5:

BOS INVENTORY-COUNTING

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Conduct a Management Experience Path
- Greet Employees with TIPTOP
- Check prep amounts
- Review sales, cooking & labor activity
 - Beef readiness & labor controls
- Verify banking / cash control
- Have a plan – complete the deployment guide
 - Set goals, communicate expectations
 - Right people, right place, right time
 - Plan breaks
- Paperwork accuracy & completion
- Assume responsibility for the shift
- Complete Manager Experience Checklist
- Ensure positive guest experience

PRACTICE MANAGER IN CHARGE

Sources: OSM/SYSTEMS, DEPLOYMENT GUIDE, MIC GUIDE

PERFORMANCE OBJECTIVE

To operate a smooth running shift by ensuring effective execution of food and Employee safety, accuracy, product quality, friendliness, speed, and cleanliness at all times.

RECEIVING PRODUCT

Sources: OSM, BOS

- All product is checked in by a manager
- Accept only products that meet Arby's standards
- Isolate for credit: out-dated buns
- Secure credit for damaged or unacceptable product
- Check delivery against invoice
- A signature means approval (do not sign if unsure)
- Do not accept delivery between 11:30-1:30
- Use FIFO rotation procedures
- Mark the date on appropriate items
- Establish a rapport with the vendors (trust but verify)
- The manager and one employee should unload truck
- Key drop procedures

TROUBLESHOOTING FOOD

PERFORMANCE OBJECTIVE

Identifies and solves problems with food quality and cost control.

ACCURATE MEASUREMENT

- You've got to know whether you've won or lost everyday
- All product transfers documented properly
- Product pricing must be accurate
- Register procedures must be 100%
- Voids completed as needed
- Team meals rung in completely and accurately
- Accurate inventories, if a discrepancy with inventory isn't resolved after troubleshooting, follow guidance in properly communicating the issue(s).

ISOLATE THE PROBLEM

- Bun variance determines whether cost problem is waste or cash theft
- Waste systems heighten awareness and pinpoint waste problem
- Monitor voids and free food (theft)

USES COST CONTROL TOOLS EFFECTIVELY

- Food Difference QBI
- Beef Efficiency
- Shrink Tests
- Bun Variance
- Waste Systems

SCENARIOS TO ROLE PLAY

- What if you had seven people including yourself, where would they be positioned?
- What if labor is out of line for the shift, what could be the cause of it and what can you do to correct the problem in the future?
- What if severe weather is occurring, what would you do?
- What if an employee is eating a meal, but you did not ring it up nor can you find a receipt in the register?

WEEKLY TRAINING RECAP

- Take SMTP Course 203 Test
- Review Course 203 Evaluation
- Set development goals for the following week
- Ensure training hours are accurately accounted for
- Briefly discuss Course 203

WEEK 3 TEST SCORE _____

Trainee Initial: _____ Trainer Initial: _____ Date: _____

GOALS

Course 204 SMTP For the Trainee

SHIFT LEADERSHIP TRAINING PROGRESSION - PRACTICE RUNNING THE SHIFT

At this point, positional training using TMTP and Courses 201-203 in the Learning Hub should be 100% complete.

As you move into Course 204, **YOU** will take the lead on running the **entire shift** and your Trainer will provide ongoing feedback regarding your ability to lead the shift.

You can expect daily feedback on the following skills:

- Time management
- Organization
- Communication
- Delegation
- Guest Service

COURSE 204 PAGE LAYOUT: The information located at the top of each days page is used as a reference tool and contains information that you have previously learned and now just need to practice.

At the bottom of each day's page is a daily feedback section and your trainer will review this with you.

ServSafe Certification

- Schedule Test Day With Proctor
- Complete Test With A Passing Score

Shift Observation Checklist (practice)

- Score at least 80% on Practice Shift Observation conducted by GM

SHIFT MANAGEMENT OBSERVATION CHECKLIST

NAME: _____ COMPLETED BY: _____

DATE: _____ TIME IN: _____ TIME OUT: _____

SCORE
OUT OF 100
(90% min): _____

PLANNING

MIC GUIDE:

Management plan executed properly 1 _____
Experience Checklist completed prior to rush period 2 _____

POCKET PLANNER/SCHEDULE:

Plans shift in advance 2 _____

DEPLOYMENT GUIDE:

Completed before rush and posted on front of fry freezer 2 _____

SHIFT CONTROL

MANAGEMENT EXPERIENCE
PATH:

Right People in place at right time / deployment in priority order 2 _____
Talks employees in position 2 _____
Validates employee appearance meets standards 2 _____
Safety First behaviors reinforced 3 _____
Guest Zone - Look, Feel & Listen 3 _____
Path conducted at every opportunity - # of paths _____ 3 _____
Path follow up completed effectively 3 _____

SALES, COOKING,
& LABOR ACTIVITY:

Beef tracked following schedule, adjusts as necessary 3 _____
Labor monitored and controlled 3 _____

MANAGER IN CHARGE (MIC):

Keeps employees focused on guest service 4 _____
Addresses any bottlenecks in product or service 4 _____
Demonstrates leadership and direction to team throughout shift 4 _____
Monitors sandwich & fry par levels & hold times 4 _____
Sets, delivers and upholds Arby's Guest Service standards 4 _____

ACCURACY:

Delivers orders accurately while following packaging guidelines 4 _____
Four headsets in-use by the appropriate positions 2 _____
Orders validated prior to serving 4 _____
If guest issue is observed, BLAST recovery executed effectively 4 _____
If no guest issue is observed, role play BLAST recovery

PRODUCT QUALITY:

Feedback from guests and observations

Curly fries	Chicken tenders / fillets	1 _____	1 _____
Produce	Beef Slice	1 _____	1 _____
Deli meats	Beverages	1 _____	1 _____
Sandwiches	Snack item	1 _____	1 _____

FRONTLINE- 5 Guest Service Times

FRONTLINE AVERAGE =

<90 seconds = 10pts or 91-100 = 8pts or 101-110 = 6pts or 111-120 = 4pts or 121+ = 0pts Total= _____ ÷ 5 = _____

DRIVE-THRU - Service Timer Average

= _____

LUNCH (12-2PM) AVERAGE

<60 seconds = 10pts or 61-70 = 5pts or 71+ = 0pts

DINNER (5-8PM) AVERAGE

<75 seconds = 10pts or 76-85 = 5pts or 86+ = 0pts

POST RUSH

MIC:

Talks employees out of position 2 _____
Zone/Post Rush duties followed up on 2 _____

WASTE CONTROL:

Waste system in place and monitored as appropriate 1 _____

SAFETY FIRST:

4-hour cleaning / temperature log 2 _____

GOALS

Course 205 SMTP For the Trainee

SHIFT LEADERSHIP TRAINING PROGRESSION - PRACTICE RUNNING THE SHIFT

At this point, you should be certified in ServSafe and have had the opportunity to practice the MIC role.

As you move into Course 205, **YOU** will continue taking the lead running the **entire shift** and your Trainer will provide feedback.

You can expect daily feedback on the following skills:

- Time management
- Organization
- Communication
- Delegation
- Guest Service

COURSE 205 PAGE LAYOUT: The information located at the top of each days page is used as a reference tool and contains information that you have previously learned and now just need to practice.

At the bottom of each days page is a daily feedback section and your trainer will review this with you.

Complete and Pass Shift Management Observation

GM SCHEDULES OBSERVATION
WITH ABOVE RESTAURANT
LEADER

GM/AS SCHEDULE TRANSITION
TO NEXT LOCATION

COMPLETE OBSERVATION
WITH A SCORE OF 90+

SHIFT MANAGEMENT OBSERVATION CHECKLIST

NAME: _____ COMPLETED BY: _____

DATE: _____ TIME IN: _____ TIME OUT: _____

SCORE
OUT OF 100
(90% min): _____

PLANNING

MIC GUIDE:

Management plan executed properly 1 _____
Experience Checklist completed prior to rush period 2 _____

POCKET PLANNER/SCHEDULE:

Plans shift in advance 2 _____

DEPLOYMENT GUIDE:

Completed before rush and posted on front of fry freezer 2 _____

SHIFT CONTROL

MANAGEMENT EXPERIENCE PATH:

Right People in place at right time / deployment in priority order 2 _____
Talks employees in position 2 _____
Validates employee appearance meets standards 2 _____
Safety First behaviors reinforced 3 _____
Guest Zone - Look, Feel & Listen 3 _____
Path conducted at every opportunity - # of paths _____ 3 _____
Path follow up completed effectively 3 _____

SALES, COOKING, & LABOR ACTIVITY:

Beef tracked following schedule, adjusts as necessary 3 _____
Labor monitored and controlled 3 _____

MANAGER IN CHARGE (MIC):

Keeps employees focused on guest service 4 _____
Addresses any bottlenecks in product or service 4 _____
Demonstrates leadership and direction to team throughout shift 4 _____
Monitors sandwich & fry par levels & hold times 4 _____
Sets, delivers and upholds Arby's Guest Service standards 4 _____

ACCURACY:

Delivers orders accurately while following packaging guidelines 4 _____
Four headsets in-use by the appropriate positions 2 _____
Orders validated prior to serving 4 _____
If guest issue is observed, BLAST recovery executed effectively 4 _____
If no guest issue is observed, role play BLAST recovery

PRODUCT QUALITY:

Feedback from guests and observations

Curly fries	Chicken tenders / fillets	1 _____	1 _____
Produce	Beef Slice	1 _____	1 _____
Deli meats	Beverages	1 _____	1 _____
Sandwiches	Snack item	1 _____	1 _____

FRONTLINE- 5 Guest Service Times

FRONTLINE AVERAGE =

<90 seconds = 10pts or 91-100 = 8pts or 101-110 = 6pts or 111-120 = 4pts or 121+ = 0pts Total= _____ ÷ 5 = _____

DRIVE-THRU - Service Timer Average

= _____

LUNCH (12-2PM) AVERAGE

<60 seconds = 10pts or 61-70 = 5pts or 71+ = 0pts

DINNER (5-8PM) AVERAGE

<75 seconds = 10pts or 76-85 = 5pts or 86+ = 0pts

POST RUSH

MIC:

Talks employees out of position 2 _____
Zone/Post Rush duties followed up on 2 _____

WASTE CONTROL:

Waste system in place and monitored as appropriate 1 _____

SAFETY FIRST:

4-hour cleaning / temperature log 2 _____