



SIVITP

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)
- · TMTP 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.



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

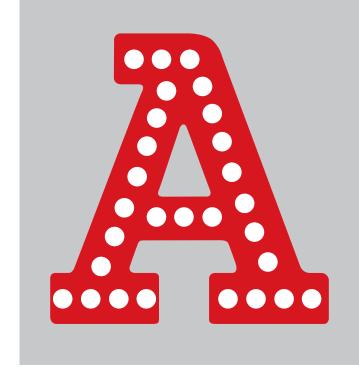
1st Line – Rarely Hits Expectations
2nd Line – Sometimes Hits Expectations
3rd Line – Consistently Hits Expectations
4th Line – Always Hits Expectations &
Teaches Others



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.



SMTP 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 SMTP 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.

SMTP 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

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

Validate ServSafe Certification Status (Or equivalent if needed)
— 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













SMTP 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.**

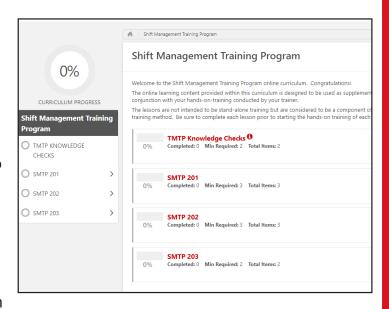
As your trainee progresses there are 3 stages of leadership:

- 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 Resta	•
 Paperwork Complete Workers' Comp Procedure INTERNAL CANDIDATE: Job Code Changed-Pay Rapplicable) 	Follow-up from Training Program
 WHAT WE'RE ALL ABOUT □ Received PMA Handbook □ Received Name tag □ Received Pocket Planner □ Received Training Material □ Company History and Goa □ Inspiring Smiles □ Company Brand Promise □ Company Behaviors and V □ Discuss Management School □ Restaurant Hours □ Appraisal Process 	'alues

Signatures

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 TMTP 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 TMTP Certification Checklist
 - Safety First

TRAINING FEEDBACK & GOALS

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

Trainee Initial:	Trainer Initial: _	Date:
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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 TMTP 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:	Trainee Initial:	Trainer Initial:	Date:
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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 TMTP Certification Checklist
 - Food Preparation / Breakfast
 - · Backline Specialty

TRAINING FEEDBACK & GOALS

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

Trainee Initial:	Traine	r 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 TMTP Certification Checklist
 - Inspiring Smiles
 - Fry Station

TRAINING FEEDBACK & GOALS

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

Trainee Initial:	Trainer Initial:	Date:
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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 TMTP 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

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Trainee Initial:	Trainer Initial:	Date:	
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TRAINEE REVIEW COURSE 101-POSITIONAL

NAME:

• EXTERNAL HIRE ONLY

DATE:

Instructions: Mark the line which best reflects the Trainee's pe the week. Make specific comments on the reason for the rating	SPECIFIC IOR PERFORMANCE:
 INSPIRING Smiles Does not treat guests as the number one priority. Provides the minimum required in guest service; does not do the extra the guest. Delivers on Arby's Brand Purpose, Inspiring Smiles through Delicious Experimental Consistently delivers on Arby's Brand Purpose; sets the example for other beyond. 	xperiences.
 Teamwork Puts self above team. Resists doing the work of a team member. Willing to help team members when prompted. Sometimes puts self abo Enthusiastically works side by side with the team; doesn't put self above Enthusiastically works side by side with the team; doesn't put self above help in areas outside of immediate responsibility. 	the team.
 Leadership Rarely demonstrates PMA, enthusiasm, and/or a sense of urgency. Doe Demonstrates enthusiasm and a sense of urgency some of the time. Leapriorities. Consistently demonstrates enthusiasm and sense of urgency. Sets good standards for self. Consistently serves as a positive example of enthusiasm and sense of urgency. Sets high standards for self, pushes to learn more. 	d priorities. Sets high
Safety First Execution — Does not follow Safety First procedures. — Learning Safety First procedures. Requires coaching to perform Safety I — Understands and follows Safety First procedures without coaching. — Understands and follows Safety First procedures without coaching. See why Safety First is so important and helps coach others as needed.	
 Personal Appearance Rarely comes to work in proper, clean and pressed uniform and/or with gene. Sometimes comes to work in proper, clean and pressed uniform and with hygiene. Consistently comes to work in proper, clean and pressed uniform and with hygiene. Serves as a positive example of uniform and hygiene standards – alway 	h good personalith good personal
Positional Skills Unable to achieve required positional skill certifications. Able to achieve some of the required positional skill certifications. Strugg performance standards expected to achieve certification. Required positional skill certifications have been achieved. More consist meet performance expectations. Required positional skill certifications have been achieved. Demonstrate high degree of performance in all areas.	gles in meeting tency is needed to fully
Opportunities F	For Improvement Objectives

Signatures

COURSE 102 TMTP 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

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

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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

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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:	
Hailiee Illiual.	manici iililiai.	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:
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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

Trainee Initial:	Trainer Initial:	Date:
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TRAINEE REVIEW COURSE 102-POSITIONAL

NAME:



DATE:

Instructions: Mark the line which best reflect the week. Make specific comments on the r		SPECIFIC JOB PERFORMANCE:
 INSPIRING &miles Does not treat guests as the number one priority. Provides the minimum required in guest service; guest. Delivers on Arby's Brand Purpose, Inspiring Smile Consistently delivers on Arby's Brand Purpose; subeyond Teamwork Puts self above team. Resists doing the work of a Willing to help team members when prompted. So Enthusiastically works side by side with the team; help in areas outside of immediate responsibility Leadership Rarely demonstrates PMA, enthusiasm, and/or a Demonstrates enthusiasm and a sense of urgence priorities. 	es through Delicious Experiences ets the example for others; goes above and a team member. cometimes puts self above the team. g doesn't put self above the team. g doesn't put self above the team. Jumps in to y. sense of urgency. Does not set good priorities. ey some of the time. Learning to set good	
 Consistently demonstrates enthusiasm and sense standards for self. Consistently serves as a positive example of enthe priorities. Sets high standards for self, pushes to lead to be a self of the self. 	nusiasm and sense of urgency. Sets good	
 Safety First Execution Does not follow Safety First procedures. Learning Safety First procedures. Requires coacl Understands and follows Safety First procedures Understands and follows Safety First procedures why Safety First is so important and helps coacl 	without coaching. Sees the big picture as to	
 Personal Appearance Rarely comes to work in proper, clean and presse Sometimes comes to work in proper, clean and pressed hygiene. Consistently comes to work in proper, clean and pressed hygiene. Serves as a positive example of uniform and hygiene. Positional Skills	ressed uniform and with good personal pressed uniform and with good personal	
 Unable to achieve required positional skill certificate. Able to achieve some of the required positional skill mance standards expected to achieve certification. Required positional skill certifications have been a meet performance expectations. Required positional skill certifications have been a high degree of performance in all areas. 	kill certifications. Struggles in meeting perfor- ion. achieved. More consistency is needed to fully	
Progress From Last Appraisal	Opportunities For Improvement	Objectives



Trainee

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 **TMTP Certifications-External Hires** ☐ Plan to complete any outstanding TMTP 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:

CONDUCTING MGR EXPERIENCE

PATH

MANAGER CREDIT CARD SECURITY

ARBY'S SYSTEMS

MIC CLOSING MGMT

BOS SALES*

TIPTOP

MIC KEY PRIORITIES

SCAM AWARENESS

^{*} denotes ARG only training lessons

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)

Lessons Day 2:
□ ТІРТОР
☐ 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.



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)

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



CASH CONTROL/BANKING

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



SCAM AWARENESS

ARG Team Members reference SMTPx 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
- Weather Local Events
- Product concerns
- 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?

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

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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

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Set Goals for next training session

Trainee Initial: _____ Trainer Initial: _____ Date: ____

COURSE 201-MANAGEMENT DAY 5 (CLOSE)

Le	sson	s Da	y 5:		
	MIC	KEY	PRIC	RITI	ES

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 complete 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.

KEY PRIORITIES

Sources: SYSTEMS, MIC GUIDE

PERFORMANCE OBJECTIVE

Understand the role and responsibilities of a Manager In Charge. Follow your MIC while they:

- Understand and execute systems daily
- Train and develop team members
- Ensure each guest leaves happy
- Operate in accordance with Arby's procedures & standards
- Help ensure the profitability of the restaurant by making sound decisions

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

SCENARIOS TO ROLE PLAY

- Discuss "What If" scenario with the Training Manager
 - What do you do if the opener for tomorrow morning calls out tonight?
 - What can you do if you see the close is falling behind?
 - What are our labor goals for each shift? How do you know where you are during your shift?
 - What can you do if you see labor goals aren't being met on your shift?
 - Too many hours/dollars spent
 - Too few hours/dollars spent

NOTES

 What do you do if you see employees trying to close equipment down before it should be closed?

WEEKLY TRAINING RECAP

- Take SMTP Management Course 201 Test
- Review Course 201 Evaluation
- Set development goals for the following course
- Ensure training hours are accurately accounted for
- Briefly discuss Course 202

COURSE 201 TEST	SCORE		
Trainee Initial:	Trainer Initial:	Date:	



NAME:	
DATE:_	

Instructions: Check the line which best reflects the Trainee's performance during the week. Make specific comments on the reason for the rating.

SPECIFIC JOB PERFORMANCE: EMPLOYEE COMMUNICATION & TIPTOP Rarely executes TIPTOP with employees. Rarely communicates throughout shift. — Executes TIPTOP and communicates on shift some of the time. — Communicates throughout shift, follows up with communication. Executes TIPTOP consistently. — Communicates before, during, and after shifts to ensure restaurant is set and employees are motivated thoroughly. INSPIRING &miles Rarely treats guests as the number one priority. Provides the minimum required in quest service; does not do the extra things to "spoil" the Delivers on Arby's Brand Purpose: Inspiring Smiles through Delicious Experiences - Consistently delivers on Arby's Brand Purpose; sets the example for others; goes above and beyond. We Make it Right! Rarely delivers upon the We Make It Right promise when presented with a guest complaint. Inconsistently delivers upon the We Make It Right service promise when presented with a guest complaint. - Consistently delivers upon the We Make It Right service promise when presented with a guest complaint. - Is a Brand Champ who sets the example for others to follow when delivering upon the We Make It Right service promise. **POS Execution** - Unable to complete voids, comps, discounts or help employees with questions without manager · Completes some POS manager functions and training conversations but needs help several times throughout day. Completes most POS manager functions, trains new employee on correct procedures, some issues troubleshooting. Completes all POS manager functions, training employees on correct POS procedures, can troubleshoot checkouts. Cash & Banking Procedures Rarely follows all cash handling procedures. Often inaccurate in cash procedures. Sometimes inaccurate in cash procedures. — Follows all cash handling procedures. Consistently accurate in cash procedures — Follows all cash handling procedures. Consistently accurate in cash procedures. Takes steps to improve cash control. System Execution-Mgmt Experience Path, Pocket Planner, Experience Checklist - Rarely uses or understands the importance of how systems help to ensure a well run shift. Makes an effort to use the systems; does require some prompting. Understands the importance of using the systems to ensure a well run shift. Uses systems consistently to ensure a well run shift. - Uses systems consistently to ensure a well run shift. Teaches others how to improve the operations of the restaurant using systems.

Opportunities For Improvement

Objectives

<i>Signatur</i>	es
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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 **TMTP Certifications-External Hires** ☐ Plan to complete any outstanding TMTP 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: OPENING MANAGEMENT ☐ MIC: SHIFT PLANNING SLICER SHARPENING ☐ SERVICE READINESS **BOS INTRO TO RTI***

SEXUAL HARASSMENT*

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



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.



 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 3 (OPEN)

Lessons Day 3:

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.

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
- Make sure sales, cooking & labor activity is complete
- Record voids
- Correct problems before leaving

TURN ON/TURN OFF EQUIPMENT

Sources: OSM/SYSTEMS, WALL CHARTS

PERFORMANCE OBJECTIVE

To operate a restaurant focused on delivering on AOP targets ensuring that:

- Utility costs are minimized.
- Use equipment turn on / off schedule effectively
- Avoid power surge / high utility costs
- The use of equipment turn-on stickers should be followed daily to realize savings
- Coach Employees to ensure everyone is aware of the procedures

SCENARIOS TO ROLE PLAY

- Discuss and show on shift "What If" scenarios with the Training Manager
 - What do we do if the register system isn't working?
 - How would we handle a large influx of guests at 3 PM? At 10 PM?
 - What do we do if the paperwork or numbers from yesterday look incorrect?
 - What information do we check and what numbers do we need to know in order to speak with the Supervisor if they call to check on the business in the morning or the afternoon?
 - How do we communicate with the managers on the other shifts?

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



TRAINING FEEDBACK & GOALS

Discuss Day's activities

NOTES

Set Goals for next training session

Trainee Initial:	Trainer Initial:	Date:
manico militar.	manner minuan.	Date.

COURSE 202-MANAGEMENT DAY 4 (CLOSE)

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 & SLICER CERTIFICATION TRAINING

IMPORTANT NOTE

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

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: _____ Date: ____

COURSE 202-MANAGEMENT DAY 5 (CLOSE)

Lessons Day 5:

☐ BOS INTRO TO RTI

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.

- 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

PRACTICE BOS FUNCTIONS

PERFORMANCE OBJECTIVE

Allow manager to become more comfortable with BOS functions

- Sales, Cook, & Labor functions
- Inventory procedures
- Invoice entry
- Transfers

NOTES

- Labor management-review functions
- Scheduling reports-review printing, employee lists

SCENARIOS TO ROLE PLAY

- Discuss "What If" scenario with the Training Manager
 - What if you are too busy to give a minor Employee their break?
 - · What if the shake machine breaks?
 - · What if the opening is falling behind?
 - What if a Employee's drawer if over by \$5.33 on their first day?
 - What if the sales, cooking & labor are not being tracked hourly?

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WEEKLY TRAINING RECAP

- Take SMTP Management Course 202 Test
- Review Course 202 Evaluation
- Set development goals for the following week
- Ensure training hours are accurately accounted for
- Briefly discuss Course 203

WEEK 2 TEST SCORE

Fraince Initial:	Trainor Initial	Dato:	



NAME:_	
DATE:	

Instructions: Check the line which best reflects the Trainee's performance during the week. Make specific comments on the reason for the rating.

	CRECITED TOR REPEORATION
Food Production and Par Level Management	SPECIFIC JOB PERFORMANCE:
 Rarely completes prep sheet or follow up. Does not manage par levels during shift. Manages prep and par levels some of the time. 	
– Communicates prep and par level execution, follows up with prep person, Fry Manager, Back- line on all food items.	
 Proactive with food prep & ongoing par levels. Communicates before, during, and after shifts to ensure restaurant is set. 	
ales, Cook, and Labor Systems	
 Rarely uses or understand the importance of how S, C, & L systems help to ensure a well run shift. 	
 Makes an effort to use the S, C, & L systems; does require some prompting. Understands the importance of using the systems to ensure a well run shift. 	
 Uses S,C, & L systems consistently to ensure a well run shift. Uses S, C & L systems consistently to ensure a well run shift. Teaches how to improve the restaurant using systems, 	
licer Maintenance and Procedures	
 Does not know how to maintain slicers, sharpen and is not familiar with slicer procedures and training. 	
 Inconsistently delivers upon the sharpening, slicer maintenance and procedures Consistently delivers upon the sharpening, slicer maintenance and procedures. 	
Sets the example for slicer maintenance, slicer sharpening, and slicer procedures for team and managers.	
POS Execution	
 Unable to complete voids, comps, discounts or help employees with questions without manager intervention. 	
 Completing some POS manager functions and training conversations but needs helps several times throughout day. 	
 Completing most POS manager functions, training employees on correct procedures, some issues troubleshooting. 	
 Completing all POS manger functions, training employees on correct POS procedures, can troubleshoot checkouts. 	
Cash & Banking Procedures	
 Rarely follows all cash handling procedures. Often inaccurate in cash check procedures. Sometimes inaccurate in cash check procedures. 	
 Follows all cash handling procedures. Consistently accurate in cash check procedures. 	
 Follows all cash handling procedures. Consistently accurate in cash check procedures. Takes steps to improve cash control. 	
System Execution-Manager Checklists and Deployment Guide	
 Rarely uses and lacks understanding of the importance of how systems help to ensure a well run shift. 	
Makes an effort to use the systems; does require some prompting. Understands the importance of using the systems to appure a well run shift.	
of using the systems to ensure a well run shift. – Uses systems consistently to ensure a well run shift.	
Uses systems consistently to ensure a well run shift. Teaches others how to improve the restaurant using systems.	

Progress From Last Appraisal	Strengths	Opportunities For Improvement



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	G

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 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

CERTIFIED MAINTENANCE

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

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

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

Trainee Initial:	Trainer Initial:	Date:
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COURSE 203-MANAGEMENT DAY 2 (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.

BOS REVIEW-FOOD COST CONTROL

Sources: BOS

PERFORMANCE OBJECTIVE

Demonstrate competence in the systems to maintain food cost within standard.

FOOD COST REPORTING SYSTEM

- Moving around back office system
- Using reports to identify opportunities
- Daily food cost performance
- Numbers must be 100% accurate at close
- Use OSM as a reference for troubleshooting
- Communicate performance to team
- Ask team for suggestions



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

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

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- Discuss scenario with the Training Manager
 - What do we do when an employee wants to learn another position?
 - What are the steps to get a person certified on a new position?
 - How do you work with an employee who is on their third day in a new position? How can you help support their training?
 - · Where do we keep the Training Binder?

NOTES	

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

Trainee Initial:	Trainer Initial:	Date:
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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.



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

Trainee Initial:	Trainer Initial:	Date:
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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 quest 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:



NAME:	
DATE:_	

Instructions: Check the line which best reflects the Trainee's performance during the week. Make specific comments on the reason for the rating.

On Time Open & On Time Close — Does not complete duties for On Time Closes or Opens. — Sometimes completes On Time Closes or Opens — Completes all Opens and Closes On Time. Communicates with team to ensure success. — Proactive with ensuring Opens and Closes complete on time. Communicates and solves issues that would prohibit an On Time Open or leaving for an On Time Close.	SPECIFIC JOB PERFORMANCE
 Sales, Cook, and Labor Systems Does not use or understand the importance of how S, C, & L systems help to ensure a well run shift. Makes an effort to use the S, C, & L systems; does require some prompting. Understands the importance of using the systems to ensure a well run shift. Uses S,C, & L systems consistently to ensure a well run shift. Uses S,C & L systems consistently to ensure a well run shift. Teaches how to improve the restaurant using systems. 	
 Delegation Does not delegate or assign shift duties. Inconsistently delegates shift duties, follow up also inconsistent. Consistently delegates, follow up inconsistent. Consistently delegates and follows up on duties and assignments. 	
Labor Management Unable to manage labor to plan, does not use tools or systems to manage labor. Inconsistently manages labor to plan, occasionally uses tools and systems to manage labor. Consistently manages labor to plan on shift, uses tools and systems to manage labor proactively. Consistently manages labor to plan on shift, uses tools and systems to manage labor proactively. Sets up next shift to run labor well, communicates changes and employee information.	
Brand Purpose Leadership/BLAST — Does not manage Accuracy, Quality, Speed, Friendliness, Cleanliness or Guest Recovery. — Occasionally manages Accuracy, Quality, Speed, Friendliness, Cleanliness & Guest Recovery. — Constantly coaching Accuracy, Quality, Speed, Friendliness and handles all Guest Recovery issues excellently. — Constantly coaching and teaching Accuracy, Quality, Speed, Friendliness and Cleanliness behaviors and standards. Handles all Guest Recovery issues and teaches BLAST to everyone.	
 Inventory & Food Management Does not understand the importance of managing food, does not know systems for food management. Makes an effort to use food systems; does require some prompting. Understands the importance of using the system, is inconsistent in execution and follow up. Uses all food systems (inventory, SCL, Waste, spot checking, quality checks, prep sheets) to ensure food cost management is incorporated into Experience Paths, never walks past a problem. Uses all the food systems to manage food cost issues and trains team to ensure execution and adherence to our Food Cost goals. 	

Progress From Last Appraisal	Strengths	Opportunities



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
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☐ Complete Test With A Passing Score

Shift Observation Checklist (practice)

Score at least 80% on Practice ShiftObservation conducted by GM

COURSE 204-MANAGEMENT DAY 1 (OPEN)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

MANAGEMENT SHIFT CHANGE

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

PERFORMANCE OBJECTIVE

Delegation and Coaching

Product QualityPost Rush

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

MANAGEMENT SHIFT CHANGE Cont'd

- Use the Experience Checklist Post Rush section and the Deployment Guide as a reference 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
- Make sure sales, cooking & labor activity is complete
- Correct problems before leaving

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

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE SHIFT AND OBSERVE PERFORMANCE. GUIDE THROUGHOUT SHIFT AND AT THE END OF SHIFT GIVE WRITTEN FEEDBACK ON THE PERFORMANCE OBJECTIVES BELOW.	
MANAGEMENT OBSERVATION	
PERFORMANCE OBJECTIVE	
Restaurant shift is well run in alignment with the procedures, tools and standards. Evaluate manager's shift running and give constructive feedback for improvement	
— Plan post rush activities prior to rush— Pocket Planner system in place	
— Deployment Guide well planned and executed	
Experience Paths (Guest Zone, Service Zone) executed Shift Control	
Accuracy behaviors	
— Speed behaviors	

COURSE 204-MANAGEMENT DAY 2 (OPEN or MID)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

MANAGEMENT SHIFT CHANGE

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

PERFORMANCE OBJECTIVE

Delegation and Coaching

— Product Quality— Post Rush

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

MANAGEMENT SHIFT CHANGE cont'd

- Use the Experience Checklist Post Rush section and the Deployment Guide as a reference 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
- Make sure sales, cooking & labor activity is complete
- Correct problems before leaving

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

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE SHIFT AND OBSERVE PERFORMANCE. GUIDE THROUGHOUT SHIFT AND AT THE END OF SHIFT GIVE WRITTEN FEEDBACK ON THE PERFORMANCE OBJECTIVES BELOW. MANAGEMENT OBSERVATION **PERFORMANCE OBJECTIVE** Restaurant shift is well run in alignment with the procedures, tools and standards. Evaluate manager's shift running and give constructive feedback for improvement Plan post rush activities prior to rush - Pocket Planner system in place - Deployment Guide well planned and executed - Experience Paths (Guest Zone, Service Zone) executed Shift Control Accuracy behaviors Speed behaviors

COURSE 204 - MANAGEMENT DAY 3 (CLOSE)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS

Delegation and Coaching

Product Quality

Post Rush/Closing

LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

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

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

MICHAEL GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE	
GMI. ASSIGN TRAINEL MIC ROLL FOR ENTIRE	
SHIFT AND OBSERVE PERFORMANCE. GUIDE	
THROUGHOUT SHIFT AND AT THE END OF	
SHIFT GIVE WRITTEN FEEDBACK ON THE	
PERFORMANCE OBJECTIVES BELOW.	
MANAGEMENT OBSERVATION	
PERFORMANCE OBJECTIVE	
Restaurant shift is well run in alignment with the procedures, tools and	
standards. Evaluate manager's shift running and give constructive feed-	
pack for improvement	
Plan post rush activities prior to rush	
 Pocket Planner system in place Deployment Guide well planned and executed 	
Experience Paths (Guest Zone, Service Zone) executed	
Experience Pairis (Guest Zorie, Service Zorie) executed Shift Control	
Accuracy behaviors	
Speed behaviors	
 Speed penaviors 	

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COURSE 204 - MANAGEMENT DAY 4 (CLOSE)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

SERVSAFE TEST COMPLETE

PERFORMANCE OBJECTIVE

Product Quality

Post Rush/Closing

Schedule and pass ServSafe exam if applicable

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

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

	GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE	
	SHIFT AND OBSERVE PERFORMANCE. GUIDE	
	THROUGHOUT SHIFT AND AT THE END OF	
	SHIFT GIVE WRITTEN FEEDBACK ON THE	
	PERFORMANCE OBJECTIVES BELOW.	
	PERFORMANCE OBJECTIVES BELOW.	
	MANAGEMENT OBSERVATION	
	PERFORMANCE OBJECTIVE	
;	Restaurant shift is well run in alignment with the procedures, tools and standards. Evaluate manager's shift running and give constructive feed-	
	back for improvement	
	Plan post rush activities prior to rush Pocket Planner system in place	
	Deployment Guide well planned and executed	
	Experience Paths (Guest Zone, Service Zone) executed Shift Control	
	Shift Control Accuracy behaviors	
	 Speed behaviors 	
	Delegation and Coaching	

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COURSE 204-MANAGEMENT DAY 5 (OPEN or MID)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

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

MANAGEMENT SHIFT CHANGE Cont'd

- Use the Experience Checklist Post Rush section and the Deployment Guide as a reference 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
- Make sure sales, cooking & labor activity is complete
- Correct problems before leaving

SCENARIOS TO ROLE PLAY

- What if you lose electricity?
- What if you have two full buses pull up unexpectedly at 2:45 PM?
- What if you are delivered a bad case of lettuce?
- What if you don't check in the bread delivery and you are short on buns?
- What if your weekly food delivery is late and you need product?
- Can you purchase items from a grocery store? Why? Why not?

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE SHIFT AND OBSERVE PERFORMANCE. GUIDE THROUGHOUT SHIFT AND AT THE END OF SHIFT GIVE WRITTEN FEEDBACK ON THE PERFORMANCE OBJECTIVES BELOW.

MANAGEMENT OBSERVATION

PERFORMANCE OBJECTIVE

Restaurant shift is well run in alignment with the procedures, tools and standards. Evaluate manager's shift running and give constructive feedback for improvement

- Plan post rush activities prior to rush
- Pocket Planner system in place
- Deployment Guide well planned and executed
- Experience Paths (Guest Zone, Service Zone) executed
- Shift Control
- Accuracy behaviors
- Speed behaviors
- Delegation and Coaching
- Product Quality
- Post Rush

-			
_			

SHIFT MANAGEMENT OBSERVATION CHECKLIST

NAME:	COMPLETED BY:		SCORE	
			OUT OF 100	
DATE:	_ TIME IN:	_TIME OUT <u>:</u>	(90% min):	

KVAIIUN UNEUNLISI					
PLANNING					
MIC GUIDE:	Management plan exe Experience Checklist	cuted properly completed prior to rush period	I	1 2	
POCKET PLANNER/SCHEDULE:	Plans shift in advance	Plans shift in advance			
DEPLOYMENT GUIDE:	Completed before rush	n and posted on front of fry fre	ezer	2	
SHIFT CONTROL MANAGEMENT EXPERIENCE PATH:	Talks employees in po Validates employee ap Safety First behaviors Guest Zone - Look, Fe	opearance meets standards reinforced el & Listen ery opportunity - # of paths	·	2 2 2 3 3 3	
SALES, COOKING, & LABOR ACTIVITY:		schedule, adjusts as necessa	ary	3	
MANAGER IN CHARGE (MIC):	Demonstrates leaders Monitors sandwich & f	used on guest service lecks in product or service hip and direction to team thro ry par levels & hold times lolds Arby's Guest Service sta		4 4 4 4	
ACCURACY:	Four headsets in-use l Orders validated prior If guest issue is observed	ately while following packaging by the appropriate positions to serving ved, BLAST recovery execute served, role play BLAST recov	d effectively	4 2 4 4	
PRODUCT QUALITY: Feedback from guests and observations	Curly fries Produce Deli meats Sandwiches	Chicken tenders / fillets Beef Slice Beverages Snack item	1 1 1		1 1 1
FRONTLINE- 5 Guest Service Times					
FRONTLINE AVERAGE = <90 seconds = 10pts or 91-100 = 8pts or DRIVE-THRU - Service Timer Average LUNCH (12-2PM) AVERAGE <60 seconds = 10pts or 61-70 = 5pt		20 = 4pts or 121+ = 0pts	 Total=	. ÷ 5 =	 =
DINNER (5-8PM) AVERAGE <75 seconds = 10pts or 76-85 = 5pt	•				
POST RUSH					
MIC:	Talks employees out o	f position		2	
	Zone/Post Rush duties	s followed up on		2	
WASTE CONTROL:	Waste system in place	and monitored as appropriate	e	1	
SAFETY FIRST:	4-hour cleaning / temperature log			2	



NAME:_	
DATE:_	

Instructions: Mark the line which best reflects the Trainee's performance during the week. Make specific comments on the reason for the rating.

EMPLOYEE COMMUNICATION & TIPTOR	•	SPECIFIC JOB PERFORMANCE
 Does not execute TIPTOP with employees. I Executes TIPTOP and communicates on shi Communicates throughout shift, follows up w 	Does not communicate throughout shift. It some of the time. Vith communication. Executes TIPTOP consistently. Its to ensure restaurant is set and employees are Dority.	•
Delivers on Arby's Brand Purpose	se; sets the example for others; goes above and	
 Inconsistently delivers upon the We Make It complaint. Consistently delivers upon the We Make It R complaint. Is a Brand Champ who sets the example for 	promise when presented with a guest complaint. Right service promise when presented with a guest ight service promise when presented with a guest others to follow when delivering upon the We Make	
It Right service promise.	<u> </u>	
intervention.Completing some POS manager functions a times throughout day.	or help employees with questions without manager nd training conversations but needs helps several ains new employees on correct procedures, some ng employees on correct POS procedures, can	
Cash & Banking Procedures — Does not follow all cash handling procedures — Sometimes inaccurate in cash procedures. — Follows all cash handling procedures. Consi — Follows all cash handling procedures. Consi Takes steps to improve cash control.	stently accurate in cash procedures	
System Execution Does not use or understand the importance of the marker and effort to use the systems does require of using the systems to ensure a well run shift. Uses systems consistently to ensure a well run shift.	uire some prompting. Understands the importance	
Progress From Last Appraisal	Strengths	Opportunities

Progress From Last Appraisal	Strengths	Opportunities



GOALS

Course 205 SMTPFor 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	☐ GM/AS SCHEDULE TRANSITION
WITH ABOVE RESTAURANT	TO NEXT LOCATION
LEADER	
☐ COMPLETE OBSERVATION	
WITH A SCORE OF 90+	

COURSE 205-MANAGEMENT DAY 1 (OPEN or MID)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

MANAGEMENT SHIFT CHANGE

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

PERFORMANCE OBJECTIVE

Delegation and Coaching

Product Quality

Post Rush

Restaurant has 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

MANAGEMENT SHIFT CHANGE Cont'd

- Use the Experience Checklist Post Rush section and the Deployment Guide as a reference 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
- Make sure sales, cooking & labor activity is complete
- Correct problems before leaving

SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Greet Employees Talk Into Position
- 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)
 - Prej
 - Ordering
- Set the example; help as needed
- Check for manager communication/ Prior End of Day
- Use MGR Experience & Opening Checklist to ensure rush readiness

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE SHIFT AND OBSERVE PERFORMANCE. GUIDE THROUGHOUT SHIFT AND AT THE END OF SHIFT GIVE WRITTEN FEEDBACK ON THE PERFORMANCE OBJECTIVES BELOW. MANAGEMENT OBSERVATION PERFORMANCE OBJECTIVE Restaurant shift is well run in alignment with the procedures, tools and standards. Evaluate manager's shift running and give constructive feedback for improvement Plan post rush activities prior to rush - Pocket Planner system in place - Deployment Guide well planned and executed - Experience Paths (Guest Zone, Service Zone) executed Shift Control Accuracy behaviors Speed behaviors

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COURSE 205-MANAGEMENT DAY 2 (OPEN or MID)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

MANAGEMENT SHIFT CHANGE

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

PERFORMANCE OBJECTIVE

Delegation and Coaching

Product QualityPost Rush

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

MANAGEMENT SHIFT CHANGE Cont'd

- Use the Experience Checklist Post Rush section and the Deployment Guide as a reference 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
- Make sure sales, cooking & labor activity is complete
- Correct problems before leaving

SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Greet Employees Talk into Position
- 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)
 - Prej
 - Ordering
- Set the example; help as needed
- Check for manager communication/ Prior End of Day
- Use MGR Experience & Opening Checklist to ensure rush readiness

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE	
SHIFT AND OBSERVE PERFORMANCE. GUIDE	
THROUGHOUT SHIFT AND AT THE END OF	
SHIFT GIVE WRITTEN FEEDBACK ON THE	
PERFORMANCE OBJECTIVES BELOW.	
MANAGEMENT OBSERVATION	
PERFORMANCE OBJECTIVE	
Restaurant shift is well run in alignment with the procedures, tools and	
standards. Evaluate manager's shift running and give constructive feed- back for improvement	
Plan post rush activities prior to rush	
Pocket Planner system in place	
Deployment Guide well planned and executed	
 Experience Paths (Guest Zone, Service Zone) executed 	
— Shift Control	
 Accuracy behaviors 	
 Speed behaviors 	

COURSE 205 - MANAGEMENT DAY 3 (CLOSE)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS

Product QualityPost Rush/Closing

LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

CM. ACCION TRAINER MIC DOLE FOR ENTIR

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

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

	GWI. ASSIGN TRAINEE WILL ROLE FOR ENTIRE	
	SHIFT AND OBSERVE PERFORMANCE. GUIDE	
	THROUGHOUT SHIFT AND AT THE END OF	
	SHIFT GIVE WRITTEN FEEDBACK ON THE	
	PERFORMANCE OBJECTIVES BELOW.	
1	MANAGEMENT OBSERVATION	
P	PERFORMANCE OBJECTIVE	
S	Restaurant shift is well run in alignment with the procedures, tools and tandards. Evaluate manager's shift running and give constructive feed-	
	pack for improvement	
	 Plan post rush activities prior to rush Pocket Planner system in place 	
	Deployment Guide well planned and executed	
	Experience Paths (Guest Zone, Service Zone) executed Shift Control	
	Shift ControlAccuracy behaviors	
	- Speed behaviors	
_	 Delegation and Coaching 	

COURSE 205 - MANAGEMENT DAY 4 (CLOSE)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS

Product QualityPost Rush/Closing

LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE

NIGHT SHIFT RESPONSIBILITIES

Sources: OSM/SYSTEMS, BOS

- Conduct a Management Experience Path
- Greet Employees by Talking into Position
- 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

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

	SHIFT AND OBSERVE PERFORMANCE. GUIDE	
	THROUGHOUT SHIFT AND AT THE END OF	
	SHIFT GIVE WRITTEN FEEDBACK ON THE	
	PERFORMANCE OBJECTIVES BELOW.	
T	MANAGEMENT OBSERVATION	
P	PERFORMANCE OBJECTIVE	
S	Restaurant shift is well run in alignment with the procedures, tools and tandards. Evaluate manager's shift running and give constructive feedack for improvement	
	Plan post rush activities prior to rush	
	- Pocket Planner system in place	
	Deployment Guide well planned and executed	
	Experience Paths (Guest Zone, Service Zone) executed	
	- Shift Control	
	- Accuracy behaviors	
	- Speed behaviors	
_	 Delegation and Coaching 	

COURSE 205-MANAGEMENT DAY 5 (OPEN or MID)

TRAINEE EXECUTES THE MIC ROLE FOR ENTIRE SHIFT. GM WILL GUIDE THROUGHOUT SHIFT WHERE NEEDED AND AT THE END OF SHIFT GIVES WRITTEN FEEDBACK ON:

- STANDARDS
- SYSTEMS
- LEADERSHIP

LEAD MANAGER IN CHARGE

Trainee can use the top checklists on this page as a guide throughout the shift. Build a pattern of shift leadership.

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.

MANAGEMENT SHIFT CHANGE

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

PERFORMANCE OBJECTIVE

Delegation and Coaching

Product QualityPost Rush

Restaurant has 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

MANAGEMENT SHIFT CHANGE Cont'd

- Use the Experience Checklist Post Rush section and the Deployment Guide as a reference 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
- Make sure sales, cooking & labor activity is complete
- Correct problems before leaving

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

GM: ASSIGN TRAINEE MIC ROLE FOR ENTIRE	
SHIFT AND OBSERVE PERFORMANCE. GUIDE	
THROUGHOUT SHIFT AND AT THE END OF	
SHIFT GIVE WRITTEN FEEDBACK ON THE	
PERFORMANCE OBJECTIVES BELOW.	
MANAGEMENT OBSERVATION	
MINIMOLIMIZATI ODDERVILLION	
PERFORMANCE OBJECTIVE	
Restaurant shift is well run in alignment with the procedures, tools and standards. Evaluate manager's shift running and give constructive feedback for improvement	
Plan post rush activities prior to rush	
Pocket Planner system in place	
Deployment Guide well planned and executed	
Experience Paths (Guest Zone, Service Zone) executed	
— Shift Control	
 Accuracy behaviors 	
 Speed behaviors 	



NAME:_	
DATE:_	

Instructions: Mark the line which best reflects the Trainee's performance during the week. Make specific comments on the reason for the rating.

 Communicates before, during, and after shifts motivated thoroughly. INSPIRING &miles Does not treat guests as the number one prior Provides the minimum required in guest service guest. 	some of the time. th communication. Executes TIPTOP consistently. to ensure restaurant is set and employees are ity.	SPECIFIC JOB PERFORMANCE
 Delivers on Arby's Brand Purpose. Consistently delivers on Arby's Brand Purpose beyond. 	e; sets the example for others; goes above and	
 complaint. Consistently delivers upon the We Make It Rig complaint. Is a Brand Champ who sets the example for or 	ight service promise when presented with a guest	
It Right service promise. POS Execution Unable to complete voids, comps, discounts of intervention. Completing some POS manager functions and times throughout day. Completing most POS manager functions, training issues troubleshooting. Completing all POS manager functions, training troubleshoot checkouts.	ning employees on correct procedures,some	
Cash & Banking Procedures — Does not follow all cash handling procedures. — Sometimes inaccurate in cash procedures. — Follows all cash handling procedures. Consist — Follows all cash handling procedures. Consist Takes steps to improve cash control.	ently accurate in cash procedures	
System Execution- — Does not use or understand the importance of — Makes an effort to use the systems;does requi of using the systems to ensure a well run shift. — Uses systems consistently to ensure a well run — Uses systems consistently to ensure a well run restaurant using systems.	re some prompting. Understands the importance a shift.	
Progress From Last Appraisal	Strengths	Opportunities

Progress From Last Appraisal	Strengths	Opportunities



SHIFT MANAGEMENT OBSERVATION CHECKLIST

NAME:	COMPLETED BY:		SCORE OUT OF 100	
DATE:	TIME IN:	TIME OUT:	(90% min):	

RVATION CHECKLIST	DAIL	_ 11ME IN11ME UU1		(30% IIIII)
INVALION CHLUNCIST				
PLANNING				
MIC GUIDE:		n executed properly klist completed prior to rush peri	od	1 2
POCKET PLANNER/SCHEDULE:	Plans shift in adva	ance		2
DEPLOYMENT GUIDE:	Completed before	rush and posted on front of fry	freezer	2
SHIFT CONTROL	Talks employees i Validates employe	ee appearance meets standards		2 2 2
MANAGEMENT EXPERIENCE PATH:				3 3 3
SALES, COOKING, & LABOR ACTIVITY:	Beef tracked follow Labor monitored a	wing schedule, adjusts as neces and controlled	ssary	3
MANAGER IN CHARGE (MIC):	Addresses any bo Demonstrates lea Monitors sandwic	s focused on guest service ottlenecks in product or service dership and direction to team th h & fry par levels & hold times I upholds Arby's Guest Service s		4 4 4 4
ACCURACY:	Four headsets in- Orders validated p If guest issue is ol	ccurately while following packag use by the appropriate positions prior to serving pserved, BLAST recovery execu s observed, role play BLAST rec	ited effectively	4 2 4 4
PRODUCT QUALITY: Feedback from guests and observations	Curly fries Produce Deli meats Sandwiches	Chicken tenders / fillets Beef Slice Beverages Snack item	1 1 1	1
FRONTLINE- 5 Guest Service Times				
FRONTLINE AVERAGE = <90 seconds = 10pts or 91-100 = 8pts or	ir 101-110 = 6nts or 1	11-120 = 4nte or 121+ = 0nte	Total=	 ÷ 5 =
DRIVE-THRU - Service Timer Average	7 101-110 - Opto or 1	111-120 - 4pts of 1211 - opts	Total—	=
LUNCH (12-2PM) AVERAGE <60 seconds = 10pts or 61-70 = 5pt DINNER (5-8PM) AVERAGE <75 seconds = 10pts or 76-85 = 5pt	•			
POST RUSH				
MIC:	Talks employees	out of position		2
	Zone/Post Rush o	luties followed up on		2
WASTE CONTROL:	Waste system in p	place and monitored as appropri	ate	1
SAFETY FIRST:	4-hour cleaning / temperature log		2	