



Shift To The Next Level

Shift Leadership Training Guide.

Shift To the Next Level Participant Guide

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Digital Version of the June 2024 STTNL Guide.

<https://gbsrestaurants.com/Training/Resources/STTNLGuides/June2024STTNLParticipantGuide.pdf>



Manager Training Agenda: Session 1 Introduction to Management

McDonald's Culture & Brand

*SHINE Hospitality Driven *Kindness Matters EVERY DAY. Actions & words speak loudly (+/-) to your crew.

GBS Vision and Core Values

*You are the Leader in your store: Shift to Next Level

1) Expectations for your Training 2) Technology/OTP Cert 3) Developing Others 4) Equipment Expert

*Be committed to not just serve internal and external customers well—WOW THEM!

*RDM Structure of your GBS Restaurant McDonald's

*Expectations for Shift Managers

*My Performance Development Goals

8 Leadership Behaviors

*Build's Teamwork

*Communicates Effectively & Honestly

*Develops Crew and Managers

*Influences by Example

*Organizes the Work

*Supports Change

*Puts Customer 1st

*Plans Beyond The Shift

Shift Manager Role Profile

*12 Restaurant Systems and YOUR RESPONSIBILITIES to impact on them

**Overview of Shift Management, Learning & Development Systems Maps

*Performance Targets/Expectations *Fred & CAMPUS Assignment

QSC&V

*Quality: 100% Gold Standard, HOTG

*Service: Voice, ETOF, Ask, Ask Tell, Pull 4Ward, BTBOT

*Cleanliness: Shift Cleanliness and Routines

*Value: Crew are the Experts on Promotions, LTO

*Training 101: FRY EXPERT TRAINING EXERCISE and FRY TASTE OF QUALITY

People Practices

*Its starts with YOU

*Leading Others

*Coaching, Feedback, PRAISE, REWARD!

*Retention: Your actions matter to your team! 30 Day follow-up Orientation and Exit Interviews

*Training: We can fix this!

*Do what you say you will

*Trust + Respect = Influence

Timeline of Training and Next Steps

Congrats on being selected to be a Shift Leader for GBS! This workbook is to help you learn and grow. Your class time and in-store training are something we hope you both value and appreciate. Please take this time to invest in yourself and grow in every area of leadership.

We are here to help and support your learning. We are investing in you! Each class period, each day training in store, every amount of coaching and development time given, is all an investment in your future and in ours. We hope that you make wise use of this time and opportunity. By the end of your training GBS will have invested a great amount into your learning and development. We are happy to invest in your growth. We also know that investing in you can help reap great results in your stores. Our goal is to achieve an end result of having a leader who is well trained, consistent and strives to achieve their best each day.

Once you have completed all of your learning and become a Certified Shift Leader you will be meeting with us again, this time to commit to continuing to learn and grow. Our investment in you comes with a responsibility that you to help each of your stores to successfully grow in all areas.

Please be on time for each class. Make sure you complete all of your assignments: in the book, online in Fred, on the floor activities, crew training requirements, equipment list training, ServSafe and attend and participate in all Shift to the Next Level classes. Once you successfully complete all of these, then you will become eligible to attend Leadership Transition Class in Greenwood.

Please work with your GM to develop a timeline for your training in your store. John is your coach in class, your GM is your coach in the stores. We all are here to help support you and your growth with GBS.



The role of the McDonald's Shift Leader

As a leader in a McDonald's restaurant, you are now a member of Leadership. You represent McDonald's and/or your Owner/Operator to the community, and the decisions you make will affect our brand, either positively or negatively. As a leader, you cast a shadow that falls on all those around you—customers, crew, and other managers. Make your shadow a positive one, a shadow where others feel good about themselves and about McDonald's.

If you have been promoted to manager from crew, your immediate challenge is to establish yourself as a leader. This does not mean bossing people around. True leaders inspire others to do a good job by the way they treat others and by the way they act themselves.

Be the leader that you would want to follow.

Be prepared to receive more constructive feedback. As a crew person, you knew your job and continually received positive feedback. Now that you are in a new position, you will receive coaching as you learn.

If you have been hired as a manager trainee, your immediate challenge is to learn McDonald's processes and systems. Others may resent showing you how to do things when they know you are being paid more than they are. Make it your first priority to learn quickly and treat others with respect, letting them know that you value what they know and that you appreciate their help.

Professional image

How we look matters. It is a fact of life that people make judgments about us that are based on our appearance. As a manager, your personal image is a reflection of the business image. Crew may think that if you are sloppy in your dress, they can be sloppy in their operations. Customers may think that if you do not care about your image, you do not care about the restaurant. So, dress in a way that supports your ability to lead others: Be neat; be clean. Have an image that your crew and your customers will respect.

Image is not just a professional appearance. It is also consistently displaying behaviors that represent the business and what it stands for. It is your responsibility to display positive behaviors that define leadership at McDonald's. You are expected to be a role model of honesty, dependability, respect, commitment, and customer service. You are accountable for your restaurant's image, both internally and externally.

What Is Expected of Me?

As a Shift Leader in a McDonald's restaurant, you will learn to run a multimillion-dollar business. You will be accountable for restaurant performance, increasing profit and sales growth, managing your people, and most importantly—**delivering outstanding Quality, Service, Cleanliness, and Value (QSC&V)** during your shift. You are also expected to manage your own development. Be prepared to ask for the time you need from your coach and others on the restaurant team. Know what tools and resources you need, and ask for them soon enough for them to be available for your training.

Performance expectations

You will be expected to consistently meet operational standards, customer expectations, and employee commitment levels during your shift by:

1. Delivering outstanding quality consistently to each and every Customer.
 - Food is hot, fresh, good-tasting, and attractively presented.
 - Raw product standards are maintained.
 - Procedures are followed.
2. Delivering outstanding service.
 - Employees are customer-oriented:
 - Friendly and courteous, creating a pleasant environment.
 - Responsive to customer needs.
 - You model outstanding service behaviors for others on your team.
3. Ensuring that the restaurant and lot are attractive, clean, well- maintained, and properly-equipped. While providing a safe and welcoming environment for customers and employees.
4. Demonstrating leadership by setting the pace, communicating and motivating effectively.
 - You support development of employees' capabilities to improve individual and restaurant performance, and you take advantage of opportunities to improve the restaurant.
 - You model the behaviors and values that create a high-performance work environment and employment reputation.
 - You ensure that McDonald's employment policies and procedures are followed, and you report any violations or complaints to the appropriate person.
 - You respond to changes in volume patterns and promotional activities by planning and making adjustments as needed to ensure that operational standards are maintained.
 - You display a positive, professional image of a McDonald's manager to both employees and customers.
 - You ensure profitability by managing costs of day-to-day
5. Driving the People Vision and Promise "*We value you, your growth and your contributions*" to build a strong, skilled and effective workforce capable of delivering service and satisfaction to our customers.
 - Communicate basic information about the commitment survey, including the purpose and specific time frames.
 - Demonstrate support and a positive attitude towards the use of the commitment survey.
 - Show initiative and take responsibility for specific follow-up actions in response to survey issues.
 - Treat all employees with dignity and respect, responding to their questions and needs in a timely, concerned manner.

What is a Leader?

At GBS a Leader is:

- 1) Is a customer champion.
(Role Models key hospitality behaviors and is customer-obsessed.)
- 2) Empowers others and builds the capacity of the leaders.
- 3) Builds ONE TEAM in the restaurant
- 4) Has a clear sense of direction, vision and priorities.
- 5) Encourages everyone to constantly look for ways to improve.
(Themselves, Yourself, and Others.)
- 6) Coaches and Develops.
(EVERY SHIFT, EVERY CREW MEMBER, EVERY DAY!)

Top 3 things GBS is known for:

- 1) SHINE Hospitality: A step ABOVE the rest!
- 2) Cleanliness: 100% Shift Cleanliness!
- 3) FAST! Focus on Fast:

Maintaining Value and Quality of Experience for OUR CUSTOMERS!

8 Key Success Factors for Leading GREAT Shifts

T- Travel path EVERY 30 minutes

O- Outstanding crew recognized

P- Pre-Shift Checklist

P- Positioning Crew (Game Plans)

A-Actively Managing from OBSERVATION post

T- Targets and Expectations communicated w/crew

C- Certified & Verified Leadership Transitions GRADs

H- Leaders are Hospitality Ambassadors: SHINE



It's VITALLY EMPORANT that you become a CREW STATION and EQUIPMENT EXPERT. You must be 100% on all stations and continue working on your equipment list before moving forward to the next level. The equipment list does NOT have to be totally completed during this phase. It can be completed any time before the end of your Shift to the Next Level training.

You and your GM must sign and date below when this phase is completed.

You must also train 2-3 crew members (based on sales volume) during this phase.

Names of Crew Trained and Verified on FRED:

- 1. _____
- 2. _____
- 3. _____

Additionally, before you begin you must login to Global Account Manager and accept the following agreements: Campus, FRED

EID _____ Password _____

Sign off below when you have trained and verified 3 people using your stores training plan. You may use Crew Training Roadmap on the next page to track completion.

Manager in Training _____

GM _____

Crew Training Roadmap

Crew Trainer Program



Learner Journal



Coach's Guide

Crew Member's Name: _____

Crew Trainer's Name/s: _____

1

Guest First



Hospitality

Additional Duties to Learn not on FRED:

- Towel Buckets
- Sweep
- Mop
- Deck Scrub
- Dishes
- Tea
- Stock
- Coffee
- Trays

2

Foundation



Food Quality & eProduction



Food Safety



Safety & Security



Safe & Respectful workplace

3

Jumping In



Fries & Hash Browns

4

Service



Dining Room & Kiosk



Beverages & Desserts



McCafé



Guest Experience Leader



FC Order Taking & Payment



FC Assemble & Present



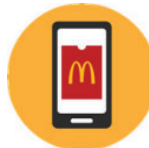
DT Order Taking & Payment



DT Assemble & Present

5

McDonald's App



Mobile Order & Pay



MOP with Ready on Arrival Technology



My Rewards Simulator



Hospitality in a Digital Environment



My Rewards: Engaging the Customer

6

Making our Food



Tempering & Prep



Baking



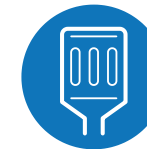
Breakfast Cooking



Breakfast Assembly



Frying



Grilling



Regular Menu Assembly

7

Verification & Tracking



Station Verifications & Tracking



Station Training Aids



Campus Training Tracker & Assign Skill Level Guide

Orientation/1st Day of Work Videos:

- Mitigating Workplace Violence (approximately 20 minutes)
- Safe & Respectful Workplace (approximately 30 minutes)
- Bullying Intervention (approximately 20-30 min)
- Bystander Intervention (approximately 15-20 min)

Manager In Training: _____

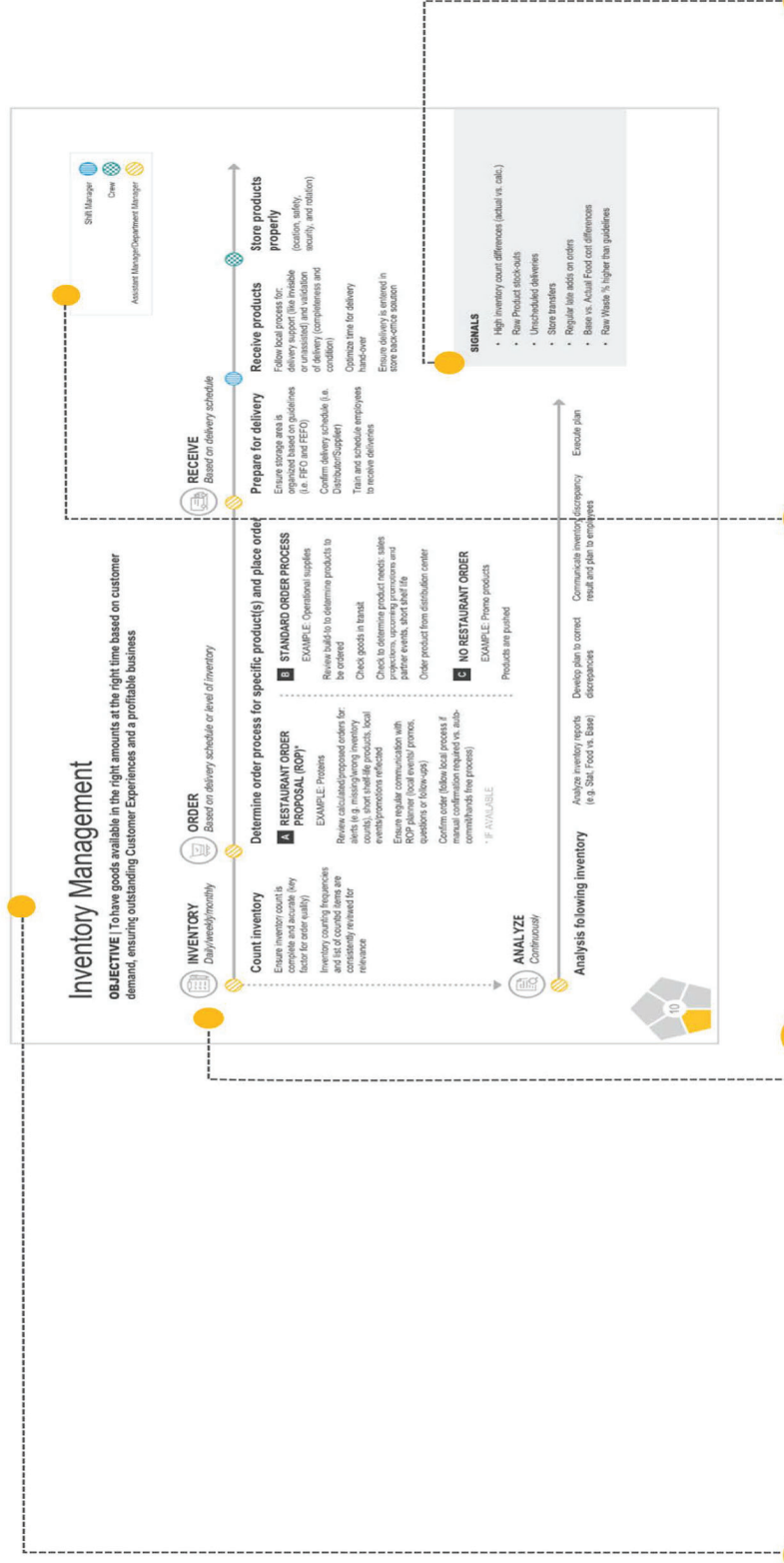
GM: _____

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- 15 Food Safety
- 17 Safety and Security
- 19 Planned and Daily Maintenance
- 20 Inventory Management



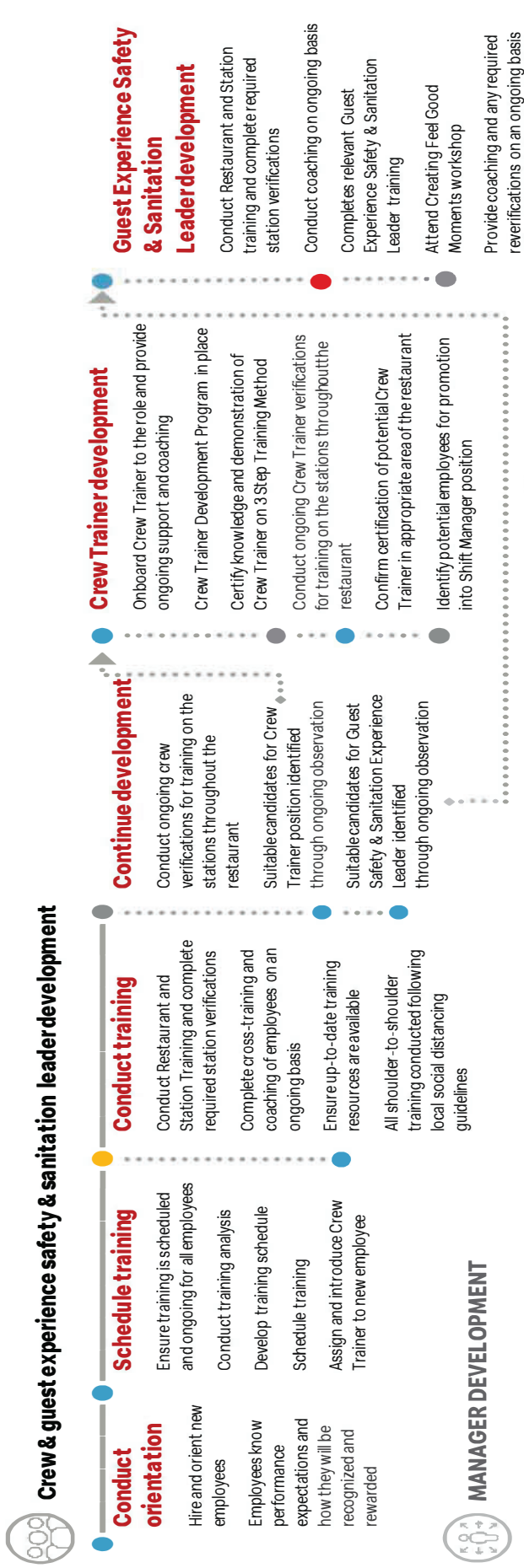
Reading the System Maps



- 1 System name + main objective**
 Each of the nine systems has its own core objective with the ultimate goal of Running Great Restaurants.
- 2 Main process/ categorization**
 Along the top of the map, you'll find the main organizing elements for the system—whether it's a process step, system element, or other categorization.
- 3 Roles and responsibilities**
 Each activity and role within the system can be completed by a variety of team members. A primary point person has been identified, and markets may adjust to suit their needs.
- 4 Signals**
 Each system has a set of signals to indicate where the system could break down—creating opportunities for growth and potentially triggering the need to update the action plan.

Learning and Development

Objective | To have engaged, high-performing and empowered employees delivering outstanding QSC and creating exceptional customer experiences



Signals

- Crew Development Plan in place
- Crew Training/Crew Trainer Hours are properly scheduled
- Appropriate number of certified Shift Managers
- Talent plan for Managers in place and development time scheduled
- Appropriate number of certified crew and crew trainers
- Ongoing training scheduled and completed
- Records or completed training matches scheduled training
- Training Needs Analysis in place

Here are some topics you need to train on and communicate about with your GM at your store after completing Session 1:

- 1) **Shift to the Next Level: Plan for your class attendance.**
- 2) **Crew Training Roadmap: Plan for you to conduct/oversee Crew Training for 3 new hires on your shifts.**
- 3) **Log in to FRED to Complete REQUIRED Shift Leadership Foundations Curriculum. (Get Started by going to: Shift Leadership Training on fredatmcd.com)**



- 4) **Equipment Expert List: Plan for your Equipment training with your GM**
- 5) **On and Off the Floor Learning Activities: Plan for when you will do theses. Discuss these with your GM as you do them.**
- 6) **Sessions Agenda Review: Go over the topics from today with Your GM. Talk about what you learned, what you want to learn, and any concerns, etc.**
- 7) **RDM Structure: Discuss who DMs are and what role they may play in your development journey.**
- 8) **CUSTOMER FIRST LEADERSHIP! Ask your GM what ways they expect HOSPITALITY to be delivered by you on your shifts.**
- 9) **Leadership Expectations: Running Great Shifts! Discuss with GM what time you will be running Areas of the store and/or shifts during your training.**

Review: Shift Manager Role Profile, 8 Leadership Behaviors Activity, and the 8 Proven People Practices with GM.

****Students can attend Leadership Transitions Class after successful completion of STTNL and with input from GM**

LEADING TALENT DEVELOPMENT

GM When Selecting / Meeting with each Manager trainee Think about:

- 1) What skills do I require this manager to have in order to support my business plan?
- 2) What development activities can I recommend that will help them with their present opportunity?
- 3) What are their career aspirations? What skills are required for them to advance?
- 4) What current strengths can they continue to leverage?

- 1) Leading talent starts with incorporating the right people into your business plan via IDP & Succession Planning
- 2) Developing talent requires identifying the right people for the job—best crew do not always make the best managers.
- 3) Leading development well requires continuous coaching & mentoring of each manager/crew through good routine.

How Managers Learn

***70% Experience:**

On-the-Floor during shifts. This is where the most important skills are learned and practiced.

***20% Exposure:**

A mentor or expert leading activities growth by:

- 1) Learning a new skill.
- 2) Encourage a new behavior.

Working with a mentor allows manager too discuss progress and gather feedback.

***10% Education:**

Classes, E-Learning & Certifications

Shift to the Next Level:

- o **STTNL Session 1:** Shift Leadership Expectations, 12 Store Systems Review, Your Choices Matter, Shadow of a Leader, Equipment Expert Checklist Assigned: GM will follow up, People Skills, Training Crew, FRED & Campus Assigned Learning
- o **STTNL Session 2:** SHINE HOSPITALITY & SERVICE AREA MANAGEMENT.
- o **STTNL Session 3:** Production Area Leadership: Pre-Shift in Production, Production Crew Positioning, Production Cabinet Management, PROFITABILITY, Coaching, and Gold Standard Quality.
- o **STTNL Session 4:** Shift Manager Routines & Coaching: Pre-Shift Checklists, Positioning, Planning for Crew Training, Targets: It's How WE WIN! Travel Paths, Delegating & Prioritizing, Self-Accountability, Post-Shift Analysis, TEAMWORK, Planning for the Next Shift 24hrs in Advance.
- o **STTNL Session 5:** On-the-Floor Leadership: Area Management, Leading Great Shifts, Building Peaks, DT Times, Targets & Service Reports, SHINE, GELs, EBI, Golden Moments, Be the BEST, Shift Manager Verifications: How will you be evaluated on your shifts.
- o **STTNL Session 6:** Closing the Store: What is expected of me, Security, Pre-shift, Peak, Post-Peak, Pre-Close, Close, Deep Clean.
- o **STTNL Session 7:** McDonald's Food Safety: Daily Food Safety Checklist, Unannounced Food Safety Visits and BSV Standards in Food Safety, Final Exam.
- o **Shift Manager Internal & External Verifications:** These will be scheduled once all E Learning, FRED and Equipment Lists are completed. Manager Verifications may be repeated if standard is not met

Leadership Transitions Class:

(The "ICING ON THE CAKE!" To be Considered / chosen to attend YOU MUST RUN GREAT SHIFTS, BE A TEAM PLAYER, complete all sessions of STTNL & Coursework in STTNL Book, and all e Learning on Fred/Campus.

1. Class starts at **8:30 am** each morning in the **Conference Room** of the hotel where the SMTs are staying.
2. SMTs share a hotel rooms (Tues. & Wed.). SMTs need to get Themselves there **On Time** Tuesday morning.
3. Class attire is your McDonald's UNIFORM w/name tag.
4. Take a TIME PUNCH SUMMARY REPORT & Daily Crew Schedule (SAME DATE). (Used in class on Day 3.)
5. Each SMT will be given a 3 DAY STIPEND to be used for gas, food, etc. We do not need receipts.
6. Breakfast is served compliments of the Hotel from 6am-10am
7. There is a pool in the hotel

Please remember **You're Representing GBS**. We will receive a participant report.

Like all of your Training, GBS is sending you to this class as an investment in you, your future, and the future of our organization. Go to Learn, but enjoy this opportunity, and do your part in class. Participate, ask questions, be part of the discussions, and help out your fellow students.

"Because we have Learned from Each Other, We Have Grown." ~Ray Kroc, 1965

Good Luck!

Hotel Info:

Holiday Inn Express
1180 Wilson Drive
Greenwood, IN 46143

Serv Safe:

- This is a Federal and State requirement for all Food Service Shift Managers.
- There is a 10 session ONLINE learning at servsafe.com that must be completed.
- 80% or Higher is passing.
- We highly recommend students take notes during their online learning and review time with Joey.



Opportunities Beyond Shift Leadership:

- PL Next
- Scheduling
- Hiring
- Profitability/Food Cost
- Hospitality
- Coaching
- Orientation
- Leading Departments
- Leading Great Restaurants

THERE'S NO END TO WHERE YOU'LL GO WITH GBS!

YOU HAVE THE ABILITY TO CREATE YOUR OWN CAREER PATH BY CONSISTENTLY DOING GREAT THINGS, EVERYDAY AT EVERY LEVEL AT GBS!

STEP ONE IS TO LEARN AND THEN LEAD GREAT SHIFTS. YOU'RE ALREADY ON YOUR WAY! CONGRATS!

How Will I Be Evaluated?

You will be evaluated in 2 ways: internal verification and external verification.

Internal verification is administered by your GM. He or she will check your skills and knowledge. You will be internally verified Upon completion of *Shift Leadership* training.

External verification is administered by someone other than your GM, most likely Your Supervisor. He or she will check your skills and knowledge related to shift Leadership. You will be measured against the restaurant targets for service and profitability.

Once you are shift certified, you are qualified to run the shift without supervision. (See Shift Leadership Roadmap for more details)

Your coach will provide feedback on your performance while you are learning, as a way of preparing you for these internal and external verification points.

Finally once you are Verified you will Complete a PCAP.

Action Planning is an integral part of Managing both personal, and store wide change. To get you started using this vital process the Post Class Action Plan (PCAP) is your last Required step to Becoming a Certified Shift Leader.

Shift Leader Performance Verification Tool

Restaurant Name: _____ Store #: _____ Shift Leader: _____ Date: _____ Daypart: _____

Shift Leader: _____ Completed by: _____

Operations Score: _____ Service Score: _____

Quality Score: _____ Cleanliness Score: _____ Score: _____ Verified: Y / N

Purpose

- To determine if the shift leader can lead the shift successfully.
- To assess the shift leader to establish what is working well and what would work even better by:
 - Setting performance expectations
 - Reinforcing standards of operations
 - Reinforcing effective people practices

Instructions

Step 1. The Coach and Participant

- Review the document to understand the behaviors of a successful shift leader.
- Set and record shift targets.

Step 2. The Coach

- Observes pre-shift, managing the area, and post-shift tasks.
- Complete points assessment for all four sections.

Step 3. The Coach

- Determine the result by totaling the questions answered “yes” for each section.

Step 4. The Coach & Participant

- Use the “Shift Leader Key Success Factors” page of this tool to discuss what the participant did well, and what they may need more practice with.
- Develop an action plan

Drive-Thru Targets				R2P Targets		Additional Targets (KVS)			
Cars	Actual	DT OEPE	Actual	Target	Actual	Target	Actual	Target	Actual

Operations Critical behaviors
Pre-Shift
Food Safety daily checklist complete
Restaurant safeguards (gloves, safety+ signage, etc.) in place/use Vests/Drink Carrier
Communicates with previous Shift Leader
Pre-shift checklist complete and actions prioritized
Items from the pre-shift checklist that could not be fixed during the shift are communicated
Restaurant is stocked for 24/2
Crew positioned correctly per the set-up- Second Side Open, Functions Split, Digital Ambassador, Digital Runner Assigned, Beverage Specialist if needed.
Secondary responsibilities and expectations assigned and communicated
Production Leader in place and effective
Targets set and communicated, Include digital
Conducts Shift Huddle with the team and set shift expectations with each employee
During Shift
Maintains Food Safety procedures and proper safe and secure environment safeguards
Leads from the observation zone (not in position)
Hand washing is taking place a minimum every hour, and timer set
Coaches crew using positive and developmental feedback
Travel paths completed every 30 mins and are effective & include Digital Order Points
Targets are updated and communicated throughout the shift
Appropriately reacts to and removes danger zones - works through area leaders
Management and Crew Appearance - proper uniforms, name tags, clean/well groomed
Post Shift
Communicates results to the team
Communicates with the incoming manager - sets them up for success
Reviews schedule for the next shift - sets up DSPT
Reflects on what went well and what can be improved
Operations - Need 19 out of 24 to pass

Y	N	Comments
		Total

Quality Standards	Y	N	Comments
Results vs targets: KVS targets			
Sandwich/Entrée – Hot, fresh, neat appearance, good taste, properly prepared			
Fries/Hash brown - Hot, fresh, good flavor, salted properly, & golden color – oil meets standards			
Beverages - Properly filled, proper temperature, good flavor, properly made. Bev stickers used			
Desserts - Properly prepared, good flavor and texture, holding time acceptable			
Grill slips are positioned correctly for accuracy			
Cabinet Charts - in place, up to date, and followed. Holding times adhered to eProduction			
All products within primary shelf life			
Secondary shelf lives marked / monitored			
Prep table times marked/monitored			
Tempered product properly marked / monitored			
Waste cans in place and counted			
Procedures observed and coached in the production area			
Quality - Need 10 out of 13 to pass			Total

Service Standards	Y	N	Comments
Results vs. targets: In Store GCs +/-			
Results vs. targets: Drive-Thru Car Count +/-			
DT service times - Restaurant targets			
R2P Restaurant targets			
Employees interact with customers in a polite, friendly and effective manner . Crew look for opportunities to create feel good moments			
Ensures Digital Ambassador is in place , maintain cleanliness, sanitation and engaging with guests			
Ensures Crew Members provide a digital prompt at all order points and uses customer's name when they use the app			
Orders accurately and properly assembled including condiments, napkins, straws etc.			
McDelivery orders are properly assembled, packaged, & double checked for accuracy			
Proper procedures for MOP Orders are followed – designated person to handle orders			
Guest Recovery Process in place, understood and followed using LAST.			
Use back to basics order taking, and proper pull forward procedures (including the 3 why's)			
Crew are attentive to the guest: table touch backs, assisting guests, greetings and farewells			
Cars - pull forward happening – and proper procedures used			
Service - Need 11 out of 14 to pass			Total

Cleanliness Standards	Y	N	Comments
Guest Conveniences - high chairs clean and sanitized, hand sanitizer dispensers in place and stocked, music on			
High Touch Point areas are cleaned and sanitized after each use (tables, chairs/booths, etc.) or every 30 minutes (door handles, push plates, etc.)			
Dining Room - floors, chairs, tables clean			
Kiosks and table locators clean and sanitized			
Playplace / Patio-seating – trashcans, floor, play unit, clean & well maintained, etc.			
Restrooms – Clean and sanitized, odor free, supplies stocked , hand dryer working			
Windows/Doors - All windows/mullions clean, Entrance doors and DT windows			
Outside Trash Cans/Sidewalks - Clean – not full			
DT Menu Board and DT lane clean - Promotions properly displayed, and DT window areas clean			
Landscape/Parking Lot/MOP spots free of litter, landscaping well maintained			
Kitchen - floors, walls, stainless, equipment clean, not cluttered			
Front Counter/DT - floors, walls, stainless equipment clean, not cluttered			
Fry station and Shake machine area cleaned			
Office / Crew Room/ Stock Room neat, clean and organized			
Cleanliness - Need 12 out of 14 to pass			Total

Discuss Shift Leader's Role and the Key Success Factors.
 Highlight **1-2** success factors you observed the Shift Leader successfully demonstrated, and **1-2** that appear to be the most important opportunities.
 Use them to coach the Shift Leader: What is a strength that they can leverage? What is an opportunity to improve?
 Discuss why all the factors are critical to the success of their shift.

Shift Leader Key Success Factors

Shift Leader Key Success Factors				
Pre-Shift	During Shift			Post-Shift
	Service Standards	Grill Standards	Cleanliness Standards	
24 hours in Advance	Adjust Positioning as conditions change	Maintain & Complete Food Safety Procedures	Hospitality Standards/Smiles/Tone of Voice/Eye Contact	Communicate Target Results / Recognition
Understand & use positioning guide (DSPT recommended)	Coaching team using positive & development feedback	Quality Products being served	McDelivery Standards	Reflect on What Went Well
Knows and Sets Targets and Expectations	Travel Paths every 15/30 Minutes	Product Prep & Pull Thaw Complete	DT Pull Forward Procedures followed / Park Runner & GESSL in place	Communicate Necessary Information to Management Team
Executes Pre-shift Checklist	Monitors & communicates progress towards targets	All Products within Code Dates	Role Models Hospitality and interacts with the guests	Transition Shift to Next Manager
Prioritizes Tasks and Assignments or training plan	Identify & Eliminate Danger Zones	HOTG Standards in Place	Dining Room/Beverage Station/Restrooms Clean and Stocked	Prepare Next Shift Positioning
Assist in Shift Management Transition	Customer Recovery steps are utilized as appropriate	UHC Cabinet Levels Correct	Exterior Clean	Continuous Improvement Mindset

Very Good Understanding:

- 1) _____

- 2) _____

- 3) _____

More Practice:

- 1) _____

- 2) _____

- 3) _____

Congratulations!
You have passed your Floor Verification.

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____

Floor Verification not passed.
Return Date: _____

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____

Goal Setting Individual Development Plan

Goals Should Be:

Specific
Here's what I'll do

Important – Values Driven
Here's why it matters, and how it contributes

Measurable
Here's how to tell

Name

People Manager's Name

Year

Department

Goal #1



Goal Deadline

Goal #2



Goal Deadline

Goal #3



Goal Deadline



Serve



Inclusion



Integrity



Community



Family



Optional Space to Record Progress

After you set your goals for the year as part of the Commit Conversation, you should keep track of the progress you've made towards your goals, including what you did and how you did it. You can use the optional space below to do so. At a few key times during the year, you should provide a formal update to your manager on your goal progress – between June and July as part of your [Connect Conversation](#) and around the October timeframe as part of [Preparing for Year End](#).

Share your McDonald's Story:

Why did you apply here?

What do you like about your job?

What are your career goals in the next 6 months, 1 Year, 5 Years?

How does McDonald's add value to your life? (Flexible Schedule, family, School, Etc...)

**What is your favorite menu item?
Why?**

**Here we love our Crew and
Management Teams**





People Practices

Objective | People feel supported and empowered to bring their authentic selves to work and deliver an elevated Customer Experience

Doing all these things helps position McDonald's to continue to attract high performing talent at a time when our restaurants need it most



Employee experience

People Manager executes system and General Manager verifies system is working

Attraction

- Determine staffing needs by reviewing the Staffing Calculator/Needs Analysis
- Execute a plan to enhance McDonald's employer reputation and attract the right candidates
- Implement an internal recruitment plan (e.g., referrals)
- Use an external recruitment campaign, where appropriate, to attract customer-centric candidates
- Use a career site and /or Applicant Tracking System to share open jobs

Interviewing

- Ensure there is a process in place to identify the most suitable candidates for each role
- Utilize all local selection tools
- Ensure appropriate managers are trained on selection tools
- Consider whether to hire an external candidate or promote from within for open positions
- Treat all applicants fairly and model an inclusive environment
- Hire for hospitality by evaluating applicants for customer-centricity

Onboarding

- Leverage the crew and management onboarding process and ensure that experience is engaging (e.g. experiential session rather than simply reading/watching)
- Communicate all local expectations, local policies, and procedures
- Communicate the importance of the employee's role creating a safe and positive restaurant experience for customers and other crew
- Complete all required administration tasks
- Provide necessary resources / gear (e.g. schedule, uniform, etc.)
- Conduct 90-day follow-up for each new hire

Training

- Train on tasks/stations
- Focus on making the restaurant a safe, respectful and inclusive environment for everyone by leveraging available market-provided training
- Focus on developing a connection with customers (e.g. Creating Feel Good Moments)
- Managers coach crew on customer service behaviors
- Empower employees to solve inaccurate orders independently

Reward & recognition

- Implement and transparently communicate about reward and recognition programs that reinforce expected behaviors
 - Reward hospitality (e.g. manager incentives for hospitality behaviors)
 - Peer-to-peer digital recognition for crew
- Host a crew outing / event every 6 months
- Ensure regular pay raises are given

Restaurant communications

- Leverage digital engagement platform to share key messages
- Conduct employee surveys at least once per year and implement an action plan based on the results
- Inform employees of new processes/technology being added to the restaurant, why, and how it elevates the customer experience

Career path & structure

- Ensure a transparent review system is in place
- Set goals and discuss future opportunities
- Position crew in stations that fit their personalities and skills
- Off-board (including exit interviews, administrative tasks etc.) to understand turnover impact and where action is needed
- Implement a restaurant succession plan and ensure pay is competitive relative to market standard



Legal Requirements

Ensure compliance

Ensure full compliance with all local laws and employment legislation at every stage of the employment cycle

Signals

- Crew applications
- Crew hires
- Crew average time to hire
- Crew application to hire ratio
- Crew terminations
- Crew short-tenured terminations
- Crew hire to termination ratio
- Shift Manager Terminations
- Shift Manager short-tenured terminations

Role Profile

Shift Leader



Overview

A McDonald's Shift Manager is responsible for providing leadership to crew and other managers during a shift to ensure great QSC to our customers.

Shift Managers plan for each shift, monitor performance during the shift, take action to ensure the team is meeting McDonald's standards, monitor safety, security, and profitability, and communicate with the next Shift Manager to help prepare him/her to run a great shift, too.

Shift Managers are also responsible for meeting targets during their shifts and for helping their assigned Departments meet their goals.

Responsibilities

FOOD SAFETY

- Complete and verify daily food safety checklist
- Monitor food safety procedures during the shift

INTERNAL COMMUNICATION

- Read messages from ISP and/or manager's Communication log
- Communicate with manager on shift and identify sales trends/problems
- Communicate shift targets and goals to all
- Monitor and communicate progress toward targets throughout the shift
- Communicate results and opportunities to the next manager

INVENTORY MANAGEMENT

- Maintain stock levels for 24/2
- Receive products by checking order accuracy, Quality, and condition
- Track raw and completed waste on each shift

PLANNED & DAILY MAINTENANCE

CLEANLINESS

- Identify and respond to equipment and physical plant failure/ unplanned activities
- Verify completion/follow-up on cleaning tasks
- Verify completion/follow-up on PM tasks

PEOPLE PRACTICES

- Check crew appearance
- Coordinate breaks for team
- Enforce all applicable labor and employment laws And McDonald's policies

PRODUCTION

- Monitor and correct production procedures
- Monitor cabinet levels
- Monitor UHC for correct holding times
- Monitor finished food quality

SERVICE

- Monitor and correct service procedures
- Seek customer feedback during travel path
- Document customer complaints and action taken in log book
- Follow customer recovery process when necessary

SCHEDULING (Crew)

- Review crew schedule for proper staffing
- Ensure labor controls are in place each hour and each shift

TRAINING (CREW)

- Complete follow-up SOC's and training
- Review training needs for crew
- Monitor execution of shift training

SAFETY AND SECURITY

- Ensure cash controls are in place for shift (safe contents, skims, deposits, cash +/-)
- Check security equipment for proper operation
- Maintain safety and security during the shift
- Use staggered method of open and close
- Enforce all applicable laws and policies

SHIFT MANAGEMENT

- Review sales projections
- Complete redshift checklist
- Complete positioning plan (shift prep tool)
- Manage from the Observation Post
- Identify danger zones and give direction
- Conduct QSC travel path every half hour
- Maintain/adjust positioning according to positioning guide

Performance Targets

- / Sales (actual vs. projected)
- / Driven thru Car Counts
TPCH
- / Cash (+/-)
- / Raw and Completed Waste %
- / Assigned SOC's, PM, and Cleanliness Tasks Complete
- / KVS, FC, DT Times
- / Redshift Checklists Complete
- / Travel paths Complete

Scavenger Hunt

This activity introduces you to just a few of the facts about the restaurant that you need to know as a Shift Leader. Ask as many people as possible—both crew and managers—to find out the answers. Verify the answers with your coach.

1 Is your restaurant McOpCo or Owner/Operator?

2 How many people are employed in your restaurant?

3 Weekdays the opening shift is from ____ am to ____ pm.
Weekends the opening shift is from ____ am to ____ pm.

4 How many people typically open your restaurant?

5 The closing shift is from _____ to _____.

6 How many people typically close your restaurant?

7 How many 14- and 15-year-old employees work in your restaurant? _____
How many 16- and 17-year-old employees work in your restaurant?

8

What is the average number of transactions in your restaurant during:

Lunch rush _____ ?

Dinner rush _____ ?

9

What is the seating capacity of your restaurant? _____

How many fire extinguishers are in your restaurant?

Where is the flashlight kept?

10

12

List 5 crew people and their favorite McDonald's sandwich.

11

List 5 crew people who have pets.

Name	Pets
1 _____	_____
2 _____	_____
3 _____	_____
4 _____	_____
5 _____	_____

13

Find out from 3 customers how often they visit your restaurant.

Name	How often visit
1 _____	_____
2 _____	_____
3 _____	_____

What is the name and phone number of the manufacturer of the following equipment in your restaurant (if applicable)?

Name	Number
Grills _____	_____
Fryer _____	_____
Toaster _____	_____
Shake/Sundae machine _____	_____
Point of Sale (POS) system _____	_____

14

Name 3 crew that you showed your appreciation to.

15

Lesson: Laws and Policies You Must Know

Consider the information in this section as company policy.

Owner/Operator employees

Licenses set their own policies in these areas. Your Owner/Operator may have additional policies or variations on these policies. You will need to get other policy information from your coach or your restaurant manager.

As a Shift Leader, you will be accountable for following and upholding laws and policies to the extent they exist in your restaurant. Your specific accountabilities are described within each policy.

Off-the-Floor Activity

Complete the following training with you GM.



- How to answer the phone.
- What to say to customers who have a problem. **B.L.A.S.T**
- Security on your shifts: Scam Alerts, Back door and safe count procedures
- Review the following specifics based on **your** GBS Restaurant.

What are the laws and Policies?

Discrimination and harassment

****Please check with your Organization on all rules and policies****

What are the laws and Policies?

In General

Federal laws (Title VII of the Civil Rights Act) prohibit discrimination or harassment on the basis of race, color, sex, religion, national origin, age (usually against people over age 40 but some states may differ), and disability. Federal laws also prohibit discrimination against employees or customers on the basis of physical or mental disability under federal law.

Most states have laws that parallel these federal laws. A few cities and states go further and prohibit discrimination based upon such things as height, weight, sexual preference, personal appearance and marital status. Your restaurant manager or Owner/Operator will advise you about any additional applicable laws for your state.

It is also illegal to retaliate against someone who has filed a charge of discrimination, who has testified or provided evidence to support a charge, or who has protested allegedly discriminatory practices. This is true even if you do not believe the charge or complaint has any merit.

Sexual harassment includes unwelcome remarks or jokes of a sexual nature, explicit propositions, obscene gestures, displays of obscene or lewd printed or visual material, as well as intimate or offensive touching. or other abusive conduct directed at employees because of their race, color, sex, religion, national origin, age, disability, sexual orientation, or other prohibited reason.

Service Animals

Under the Americans with Disabilities Act (ADA), restaurants are prohibited from discriminating against individuals with disabilities. McDonald's policy is to allow people with disabilities to bring their service animals onto our premises in any areas where customers are generally allowed.

A service animal is any guide dog, signal dog or other animal individually trained to provide assistance to an individual with a disability. Service animals perform some of the functions and tasks that the individual with a disability cannot perform for himself or herself.

Seeing-eye dogs are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar, but other types include animals that:

Alert people with hearing impairments to sounds.

Pull wheelchairs or carry or pick up things for people with mobility impairments.

Assist people with mobility impairments with balance.

What does this mean to me?

This means that it is illegal for you, as a Shift Leader, to discriminate or allow discrimination on the above grounds, in any aspect of employment, including recruitment, hiring, promotions, harassment, pay, job assignment, shift assignment, discipline, and termination. You also cannot allow unlawful discrimination by or against our customers.

How do I comply?

If you witness or hear about an employee being discriminated against or harassed for any unlawful reason, you must take immediate action to stop it and report it. Take all complaints of harassment seriously, and report them promptly. Seek immediate advice on how to deal with a complaint of harassment. Communicate and set a tone on your shift that harassment will not be tolerated.

Never ask an employee if he or she has a disability.

We may need to accommodate special requests of employees or customers based upon a number of reasons, including religion or physical/mental condition. In fact, federal and state anti-discrimination laws may require McDonald's to make reasonable accommodations to policies such as the grooming policy to accommodate an employee's religious belief or physical/medical condition. Thus, for example, McDonald's may be required to allow males to wear beards in accordance with religious beliefs, or if a medical condition precludes shaving.

How do I comply? (continued)

Other examples of situations which may give rise to requests for possible accommodations include: allowing employees to wear head scarves or other religious headgear, or long-sleeved shirts or skirts; providing extra breaks to allow a diabetic to test blood sugar levels; and, modifying work schedules to allow time for religious observance. If an employee or customer asks for a special accommodation, be polite and immediately consult with your restaurant manager, human resources or Owner/Operator.

From time to time, government investigators evaluate compliance for their area of responsibility. If an investigator comes to the Restaurant and asks to interview employees or go through the files:

Find out the investigator's name, the agency he or she works for, and what he or she wants.

Tell the investigator that someone will call to schedule an appointment. Immediately contact your restaurant manager or Owner/Operator.

What are the consequences of non-compliance?

An employee or customer can go to a government agency and file charge Or file a lawsuit in some instances. Currently, the federal Equal Employment Opportunity Commission (EEOC) has jurisdiction over discrimination or harassment based on race, color, sex, religion, national origin, age, and disability.

There can be a negative impact on employee satisfaction.

You could be subject to disciplinary action by your restaurant manager or Owner/Operator.

You could subject yourself to legal action by an employee.

Noncompliance can create negative publicity.

What are some examples of what not to do?

You observe some crew teasing another crew person about his national origin, and you do nothing to stop it. A crew person tells you that another employee groped her in the crew room, and you do not report this incident to the restaurant manager.

A visually impaired customer comes into the Restaurant with a guide dog, and you tell him to leave because pets are not allowed in the restaurant.

An employee complains about the types of jokes you tell, so you get even by enforcing the rules more strictly than usual for that employee.

You are uncomfortable around people of a different race, so you do not spend the time necessary to train them

Discuss These Topics with Your GM.

- Wages an hour.
- Family and medical leave.
- Thefts, Searches and Police Investigations.
- Employee Privacy and Personal Information.



GBS RESTAURANTS WORKPLACE CONCERNS REPORTING FORM

Date

Employee Name

General Manager

Supervisor

Employee Contact Information

Role/Title

Cell Phone

Email Address

Type of Complaint (Violence, Harassment, Discrimination, Bullying, Other)

Location of Occurrence

Store Number

Time of Occurrence

Details

Shift Manager Name

Other Manager Present

Date Reported

Report Filled out by

*The Shift Manager or GM needs to fill out this confidential form. Once completed please attach a copy of the daily line bar, put in a sealed envelope & address to GM, Supervisor, HR or Director(s). Also, inform your direct boss of incident.

Gold Standard People Visit



Store # _____ Date _____ Completed By _____

Reviewed With _____ Time _____ Score _____

Safe, Respectful & Inclusive Workplace 30 pts

- | | |
|---|------|
| 1. Harassment, Discrimination & Retaliation policy is in place and available to all crew | 5pts |
| 2. All new employees have completed training on Safe, Respectful and inclusive Workplace within 14 days of hire | 5pts |
| 3. Reporting and response protocols and procedures are in place for crew and managers to report harassment and discrimination | 5pts |
| 4. Restaurant has an Anti-Violence policy in place that is communicated to all new employees during onboarding. | 5pts |
| 5. Records indicate that crew and managers are completing Workplace Violence Prevention Training within 14 days | 5pts |
| 6. Reporting and Response protocols and procedures are in place for crew and manager to report any incidents of violence | 5pts |

Restaurant Listening 15pts

- | | |
|--|------|
| 7. An anonymous employee survey is completed at least once a year by Crew and Managers. | 5pts |
| 8. After each employee survey, an action plan is created, posted | 5pts |
| 9. Restaurant has mechanism in place, that Crew and Managers are aware of, to freely raise comments, suggestions or concerns (ie: GM Open Door time Scheduled weekly, "Crew Lead Listener" shares feedback | 5pts |

Hiring & Staffing 35pts

- | | |
|--|------|
| 10. Open roles are updated on a regular basis on McHire, In store, Media | 5pts |
| 11. Restaurant has a staffing plan in place with goals for the month, year | 5pts |
| 12. Restaurant advertising, hiring through digital, in-store and internal crew referral program | 5pts |
| 13. Restaurant uses McHire to hire employees. Keeping an active profile Posting openings quickly , scheduling interviews and following up with with all candidates | 5pts |
| 14. Restaurant has an interview guide that has a list of standard questions and has enough people ready to interview to meet needs | 5pts |
| 15. Restaurant has a WOW! Orientation program for new hires and schedules adequately trained person to deliver WOW! Orientation, Shares Vision of Org and I-Story | 5pts |
| 16. All newly hired crew have an executed training plan in place, on file, for their first 30 days training | 5pts |

Training & Education

50pt

17. Training program includes "Individual Crew Development Plan" for each crew hired, Plan is reviewed in detail at orientation & questions answered before 1st day of training	5pts
18. New crew are partnered with certified crew trainers for shoulder to shoulder training during their training each shift and given schedule at orientation. Weekly Onboarding Schedule is communicated to Crew Trainers, Shift Managers and team	5pts
19. Verification is completed for all crew after training and is required based on RGRV-identified opportunities.	5pts
20. Restaurant has a succession plan in place for the development of Crew Trainers, Area Leaders, Shift and Department Leaders	5pts
21. Shift Leaders have completed required FRED, In-house 8-session MIT	5pts
22. Crew Trainers have completed required FRED and 4 session In-house classroom training and are "Crew Trainer Verified"	5pts
23. Shift, Department, and Restaurant Leaders have completed or are scheduled to complete all required FRED and classroom training.	5pts
24. Shift Managers are fully trained and certified within 9 mos of assuming their position (only if hired after Jan 01, 2022)	5pts
25. Crew Trainers have attended "Crew Trainer Boot Camp"	5pts
26. Campus is being utilized by restaurant, achievements there communicated to all the team and are highly recognized	5pts

Recognition

20pts

27. Monthly "Thank You" time is planned, Celebrating milestones & wins	5pts
28. "Connect Conversations" conducted with Crew weekly	5pts
29. Employees received timely reviews and has "Career Conversations" 1:1 with their GM	5pts
30. The restaurant offers rewards and incentives programs to crew and managers using different channels for activities(Social Media, In Person)	5pts

Page 2 totals out of 70pts

Total points achieved out of 150 points

Score

Human Resources: US

Directions:

- Read the sections in the O&T Manual chapter titled *People Practices, Internal Communication* – McDonald’s Zero Tolerance Policy, McDonald’s National Dating, Nepotism and Fraternization Policy, and McDonald’s Diversity Policy.



- List the concepts that you would like to discuss further with your coach.
- Make a note of questions to ask your coach.

** Licensee employees: Read your company’s*

policies. Human Resource concepts to discuss:

Questions for my coach:

Commitment to My Crew and Leadership Team

I completed the *Respectful Workplace* e-Learning, read and agree to comply with the policies for my restaurant.

I will not violate my restaurant's policies. I will immediately take appropriate steps to enforce the policies and report possible violations that I may experience or witness.

I will ask questions about any policies to better understand how they apply to my restaurant.

I understand the importance of setting a good example, and agree to support and enforce all laws and policies.

I will strive to do my part to promote a professional business environment of mutual respect at the McDonald's restaurant where I work.

Date

Employee signature

Employee name (print)

Make a copy of this signed commitment from your workbook and give to your GM to add to your employment file.

Shift Manager Leadership Behaviors

Completing assigned responsibilities for shifts and systems is critical to being a great manager. But so is using the right leadership behaviors to get results. McDonald's Managers use specific leadership behaviors to lead their teams, serve their customers, and get great restaurant results. Below are the leadership behaviors critical to being a great Shift Manager. These aren't all the things Shift Managers need to do to lead, but they are some of the behaviors that are most important at McDonald's. By demonstrating these behaviors, the Shift Managers will set the right example and improve results.

1) BUILDS TEAMWORK

- *Participates actively and willingly as a team member; Volunteers to help others when it is important to the restaurant's performance.
- *Addresses conflict in a timely manner; does not avoid dealing with situations that might impact crew or customers during the shift
- *Finds ways to work well with others, even when there are differences in approaches or viewpoints
- *Discourages "we vs. they" thinking in the restaurant by providing coaching and team encouragement

2) COMMUNICATES EFFECTIVELY & HONESTLY

- *Uses a positive, high-energy tone when leading others
- *Speaks calmly and professionally with customers, employees, and vendors, even in situations where there is disagreement or conflict
- *Communicates "with" others, not down to them; shows empathy and understanding
- *Listens carefully to others' opinions and ideas during discussions; asks questions to help clarify others' point of view
- *Keeps the personal or private issues of others confidential
- *Accepts personal feedback professionally and nondefensively
- *Keeps the team updated on targets and results

3) DEVELOPS CREW & MANAGERS

- *Works to make sure training and development happen during the shift, even when things get hectic.
- *Proactively coaches crew and other managers when they want to or need to learn something new.
- *Acknowledges others' efforts and accomplishments on a daily basis.
- *Delegates daily tasks and demonstrates trust in others' ability to perform them.

4) INFLUENCES BY EXAMPLE

- *Influences by being credible; shows consistency in words and actions by following through on what he/she says.
- *Keeps performance consistent, even when the restaurant environment is challenging
- *Influences others to do things the right way by personally standing behind them; not by "blaming" other people or reasons for why things need to be done
- *Communicates expectations to others by explaining the "why" of them (not just the "what").

5) ORGANIZES THE WORK

- *Prepares and organizes for work (e.g., completes shift prep and pre-shift checklist).
- *Uses work routines consistently to keep self and others on track. (e.g., travel paths, following up)
- *Proactively addresses barriers during the shift (e.g., staff conflict, dissatisfied customers, equipment issues) to minimize disruptions.
- *Sets and reinforces minimum standards of performance for self and others.
- *Creates a sense of urgency for achieving goals.
- *Conveys clear expectations for assignments and follows-up to make sure there is understanding.
- *Asks questions of his/her boss to clarify priorities when there are competing demands.

6) PLANS BEYOND THE SHIFT

- *Shows an ability to think "beyond the shift" by reviewing past shift information to plan for the current shift. (e.g., manager's logs)
- *Records important information about the shift to help with planning for the next or future shifts. (e.g., record the impact of promotions or community events in the manager's log)

7) PUTS THE CUSTOMER FIRST

- *Makes self-visible and accessible to customers when on the floor by: addressing them, responding to them promptly, and resolving problems respectfully and professionally.
- *Is observant of customers in the restaurant so that he/she can improve a customer's level of service or prevent a customer from being dissatisfied.
- *Takes actions that clearly show a commitment to total customer satisfaction. (e.g., holding doors, helping with highchairs, complimenting customers, refilling drinks)
- *Coaches others to provide high levels of customer service.
- *Follows up with customers to ensure problems are solved.

8) SUPPORTS CHANGE

- *Shows a positive attitude about change when being asked to do something new or when explaining new things to others.
- *Quickly picks up on and adapts to different or new ways of doing things.
- *Explains to others why changes are important.

Session 1 Activity 8 Leadership Behaviors: Your Role-Leadership Competencies
Manager in Training and GM EACH fill this out. And then review together.

Please take time to reflect on your behavior and rate yourself honestly.

Grade yourself on a scale of 1-5. (5 4 3 2 1)

5=Strong area of Leadership, 1=Need to work on this area (4-2) in the middle.

Communicates Effectively and Candidly: Demonstrates strong 2-way communication skills. Conveys information & ideas in an open, articulate, and timely manner. Considers cultural differences and others' perspectives when communicating

MIT (1-5)	Comments	Expected Behaviors	GM (1-5)	Comments
		Conveys written and spoken information clearly and in a timely manner.		
		Listens carefully to different opinions and ideas.		
		Communicates in a way that demonstrates respect for individual differences.		
		Shares viewpoints openly, even if they are contrary to the majority.		

Leads Change Innovation Identifies the changing needs of our customers, employees, and system. Successfully leads innovation that improves business

MIT (1-5)	Comments	Expected Behaviors	GM (1-5)	Comments
		Approaches problems with curiosity and open-mindedness.		
		Picks up on and adapts to different or new ways of doing things.		
		Identifies and surfaces opportunities to improve.		

Builds and Leverages Talent! Builds the quality of McDonald's employee base by seeking out high performers, helping others develop and grow, rewarding high achievement, and supporting diversity of thought and perspective

MIT (1-5)	Comments	Expected Behaviors	GM (1-5)	Comments
		Provides constructive feedback to others to help improve their performance.		
		Shares own expertise and experience with others.		
		Acknowledges others' efforts and accomplishments.		
		Demonstrates respect for the diversity of talent on a team.		

Plans and Acts Strategically! Develops a clear and compelling vision, strategy, or action plan that is aligned with the organization's goals.

MIT (1-5)	Comments	Expected Behaviors	GM (1-5)	Comments
		Aligns own activities with the work group's goals and strategies.		
		Promotes and demonstrates commitment to the organizations vision, values, and direction.		
		Develops plans for completing work, including the sequence of activities, realistic time estimates, and required resources.		
		Breaks assignments down into manageable tasks.		
		Coordinates planning efforts with other areas of the business.		

Achieves through Teamwork! Works cooperatively as a member of a team and is committed to the overall team objectives rather than one's own interests. Is open to other's diverse ideas and leverages the team's differences to achieve results

MIT (1-5)	Comments	Expected Behaviors	GM (1-5)	Comments
		Readily involves others, as appropriate, to accomplish individual and team goals.		
		Volunteers to help others.		
		Proactively shares updates and information with others.		
		Seeks opportunities to collaborate with others, even when their own viewpoints may not align.		

Leads through Influence! Positively influences others and works with team in ways that inspire others to take new action and or change perspective.

MIT (1-5)	Comments	Expected Behaviors	GM (1-5)	Comments
		Builds networks to increase personal effectiveness, willing to learn from superiors and others.		
		Engages others in own work by demonstrating a sense of optimism, ownership, and commitment.		
		Influences by being credible, shows consistency in words and actions by following thru on what u say.		
		Impacts others behavior by doing things the right way, stands behind them, not blaming others for things that need done.		

Executes for Results! Relentlessly pursues the achievement of goals and sustained profitable growth, while upholding the highest possible standards of fairness, honest and integrity.

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Sets high standards for own performance.	
		Asks questions to clarify assignments and priorities as needed.	
		Uses work routines consistently to keep self and others on track.	
		Conveys clear expectations for assignments, asks questions to ensure others understand their tasks.	
		Proactively addresses barriers during the shift, (conflicts, dissatisfied customers, equipment) to minimize disruptions.	

Puts the Customer First! Strives to deliver high quality menu items and superior service that exceeds the expectations of McDonald's internal and external customers

Manager In Training (1-5)	GM (1-5)	Expected Behaviors	Comments
		Makes self-visible and accessible to customer on the floor by responding to them promptly and resolving problems respectfully and professionally.	
		Responds to ALL customers respectfully and professionally and treats them with dignity.	
		Takes actions that show 100% commitment to customer, Coaches others to provide high level of customer service.	
		Is observant of customers in the restaurant so he/she can improve the level of hospitality and customer satisfaction.	
		Proactively addresses barriers during the shift, (conflicts, dissatisfied customers, equipment) to minimize disruptions.	

Dear Manager in Training,

Congratulations on being chosen to attend shift to the next level classes. This is the first step in what we hope is a long career with GBS Restaurants. I am excited and happy to be your instructor as you begin your journey into management training.

Take your time and be diligent to do your work each week and communicate with your GM's each regularly.

Here are some BEST BETS to make the most of your training:

Activities are best completed when YOU schedule a meeting with your GM each week. It is your responsibility to contact them to arrange a time at their convenience.

All FRED learning is accessible with your EID and Password.

All CAMPUS courses are accessible through your LEARNERS Journal in FRED.

Always start with FRED first!

All videos & courses are best when viewed on a laptop computer.

We are happy to welcome you to the team!

Thank you for taking the next step into Leadership at your GBS Restaurant.

If you encounter any problems, you can reach us at:

Joann Morgan

Director of People

Initiatives and Development

GBS Restaurants

sojomorgan@aol.com

John Campbell

Shift Manager Development Lead

GBS Restaurants

812-896-4115

gideon611@hotmail.com



**The quality of a leader is
reflected in the standards
they set for themselves.**

– Ray Kroc



SHIFT MANAGER TRAINING: EQUIPMENT EXPERT

All Managers, regardless of what shift they work, must be verified in proper cleaning (Out-of-The-Box Clean) and PM according to the Kay Cards and PM Cards on the following Equipment:

****Vats:** *Daily Filtering *Changing Pad *Add/Change Oil

****Grills:** *Clean *Replace Teflons *Change Product Selection and Cooking Times

****Clean Filters:** *Grill and Vats

****Clean UHC:** Daily & Monthly Cleaning Procedures

****Clean Ovens**

****Toaster:** *Clean and Change Release sheets and Belts

****Clean and delime filet steamer**

****Clean HLZ (take apart) Detail Clean**

****Clean Egg Cooker**

****Shake Machine:** *Bi-Weekly cleaning, *Clean Filters and Drip Pans, *Clean & calibrate shake lines *Clean topping pumps, *Troubleshooting

****OJ Machine** *Clean, *Change bag, *Calibrate

****Blended Ice Machine:** *Daily & Weekly cleaning *Calibrate

****Clean McCafe Machine** Daily, Weekly, PM *Coffee/Tea Brewer Cleaning

****Clean Pie Merchandiser**

****Drink Towers/ABS** *Clean nozzels & diffusers, *Clean Tower, *Clean ice chutes

****Clean and Replace Creamer Machine Bag**

****Change all BIBs**

****Change Bulk Coke**

****Sanitize Bulk Coke**

****Know Pre-Delivery Process for Coke**

****Clean Small Coolers and Freezers**

****Clean Small Coolers & Freezer Coils**

****Check Small Coolers & Freezer Gaskets**

****Clean Bulk Ketchup Pump**

****Replace Bulk Ketchup Bag**

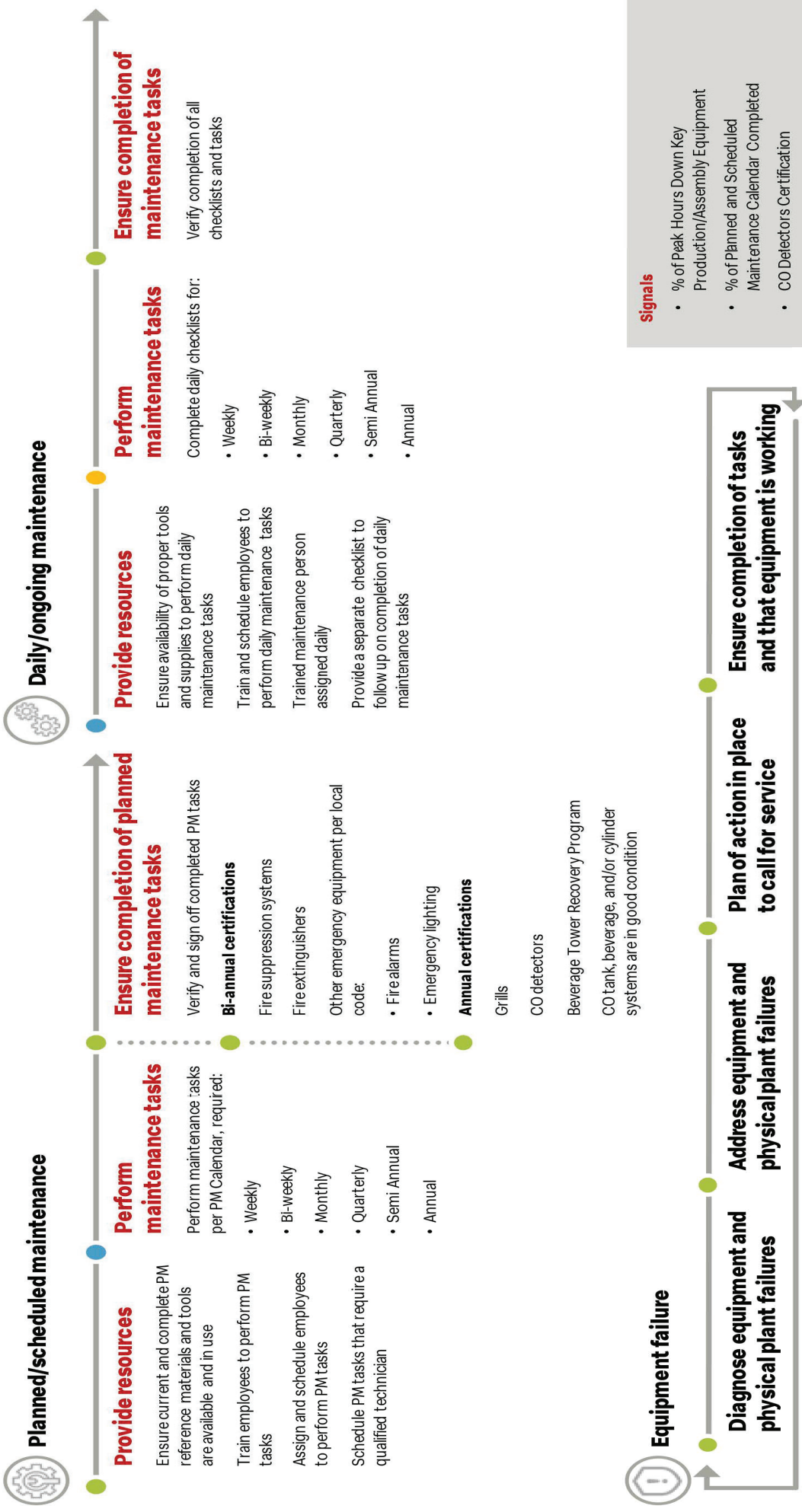
Managers Signature _____

GM Signature: _____

●	General Manager
●	Crew
●	Department Manager

Planned & Daily Maintenance

Objective | Ongoing care and maintenance of equipment improving quality, service, and cleanliness, that minimizes downtime, reduces operating costs, ensures food/employee safety, and extends the life of equipment



Signals

- % of Peak Hours Down Key Production/Assembly Equipment
- % of Planned and Scheduled Maintenance Calendar Completed
- CO Detectors Certification
- Fire Suppression Systems Certification
- Annual Grill Certification



Homework

1. Practice Workmen's Comp Incident Report.
2. Practice Customer Incident Report.
3. Practice Safe Respectful Workplace Compliance Report.
4. Review Shift Leadership Foundation Verification. (With GM)
5. Review Post Class Action Plan. (With GM)
6. Have GM Complete Leadership Behaviors Assessment and discuss.
7. Plan to / Start Equipment list Training.

Must be filled out by GM or HU Grad

Calling in an Insurance Claim for:

- 1) Workers Compensation (When an Employee is injured)
 - a. Fill out “Employee Injury” form *Must have SSN.*
 - b. Call (866) 272-9267
 - c. Explain you are calling in a “*First Report of Injury*”
 - d. Ask for Claim# and record on form
 - e. Make a copy and put in Gerry’s box/folder
- 2) Customer Incident (Customer fall, property damage, food complaint.)
 - a. Manager fills out form.
 - b. Customer fills out form (manager can record while talking to customer.)
 - c. Call (800) 323-5650
 - d. Explain you are calling in a customer injury.
 - e. Record claim# on form
 - f. Make a copy and put in Gerry’s box/folder

Workman’s Comp.



AmTrust North America

An AmTrust Financial Company

Provide 24/7 Toll-Free Claim Reporting

For ALL States

Phone: (866) 272-9267 Fax: (775) 908-3724 or (877)669-9140

Email: Amtrustclaims@qrm-inc.com Online: www.amtrustfinancial.com (Must Register)

Information Required for All Claims reported.

1. Name of the insured and policy number.
2. Date, Time & Place of Accident.
3. Description of accident or incident.
4. Name, phone and/or e-mail of person making the report.

Policy # SWC13266342

Additional information Required for Specific Claim Types.

A. For Workers’ Compensation

1. **MUST have the injured employee’s social security number as it is required by law.**
2. Description of injury.

Workers' compensation report form

Phone: 866-272-9267

Insured: GBS restaurants Policy# swc1326342

Claim # of incident _____

Name of employee: _____

SS# of employee: _____

Address of employee: _____

Phone # of employee: _____

Date of incident: _____

Time of incident: _____

Place of incident: _____

Description of incident: _____

Description of Injury: _____

Name of any witness: _____

Name of reporting MGR. _____

Date of report _____

(Keep filled out form in insurance file. Make 1 copy for the office & place in bills file.)

(Make sure claim # is recorded that is given by the claims center.)

Claim# _____

Store Incident Report Form***Manager MUST Fill Out*****IMPORTANT!! PLEASE CALL IN CLAIMS TO 1-800-323-5650******DO NOT PROVIDE CUSTOMER A COPY OF THIS FORM OR AN MEDICAL OR LEGAL ADVICE******GENERAL INFORMATION**Manager on Duty
(First & Last Name):

Store#:

Today's Date:

Date & Time of actual incident:

Date & Time reported to store:

Who was the incident reported to:

Name of person the insurance company will contact for this incident:

Phone:

Email:

Report completed by: _____

CUSTOMER INFORMATION

Name:

Physical Address:

Parent/Guardian (if Minor):

City, State, Zip

Date of Birth:

Phone cell: () other: ()

Were There any witnesses? () Yes () No

Ambulance Used: () Yes () No

List names & Phone # if other than employee:

Reported to Police: () Yes () No

Wit: _____ PH# _____

Police Dept: _____

Relationship: _____

Report#: _____

Wit: _____ PH# _____

Relationship: _____

EVIDENCE TO GATHER FOR THE INSURANCE COMPANY

Did customer fill out Incident Report Form () Yes () No If No, why?

Location of incident (be specific as to where, in what room or part of the property, etc.):

Describe the conditions of the location (i.e. wet floor, uneven, etc.)

Name of Worker at time of incident: (i.e. the name of the person that mopped that day, employee that gave coffee at drive through, who cleaned the restroom, etc.)

Can be seen on camera? () Yes () No

Camera #s & Time:

Did you save a copy of the video? () Yes () No

If no video explain why:

Please take photos of the are where incident took place – check if completed: Photos taken () Yes () No
(If customer alleges defective item, i.e. chairs, stalls, etc. take photos of them.)Type of incident: () Fall () Beverage Burn () Foreign Object () Food Borne Illness () Restroom () Play Place
() Property Damage

Customer Incident Report Form

Customer is to Fill Out

(Please Fill out Completely and return to manager on duty)

CUSTOMER INFORMATION

MUST FILL OUT AREAS OF FORM

Name: _____

Email: _____

Physical Address: _____

Height: Weicht: Hair: _____

City, St, Zip: _____

Occupation: _____

Date of Birth: _____

Type/color of Shirt: _____ Pants: _____

Phone cell: () _____ Other: () _____

Type/Color of Shoes: _____

Best time to call: _____

Reported to Whom: _____

The following sections should be completed for all incidents:

Date of incident: _____ Approximate time of incident: _____ AM/PM _____

Location of incident: () Drive Thru () Lobby () Dining Room () Play Place () Restroom () Parking Lot
() Foyer () Beverage Station () Other (Be specific as to where, in what room or part of the property, etc.)

Describe the condition of the location circled above:

What Happened, what was the cause of the injury (Please print neatly, use back page to continue more room is needed.)

If vehicle:

Year: _____ Make: _____ Model: _____ Color: _____ License Plate #: _____ State: _____

Explain Injury / Property Damage:

If injuries were involved Please indicate action taken: () Ambulance used () Will seek medical attention
() Medical attention not being sought at this time.

(Checking the last choice does not prevent future medical attention should you change your mind.)

Were their witnesses? () Yes () No

List names (& Phone # if other than employee):

Name: _____ Phone: _____

Name: _____ Phone: _____

Involved Party Signature: _____

Date: _____

Course Title	Length	Course Description
Welcome to Shift Leadership	5 min	Get an overview of the learning experiences in store for you during the Shift Leadership Curriculum learning journey. Explore your responsibilities to control and manage your own learning.
Stepping up to Leadership	10 min	Explore the shadow of a leader and the common concerns new shift leaders face as they step into their new role. Learn about leadership styles and the guiding principles that underlie effective shift leadership practices for creating feel good moments for guests and crew.
Creating Feel Good Moments	20 min	Learn how your positive influence can create feel good moments that keep guests and their families coming back for more. Explore ways to retain, regain and convert customers.
Leading Operations Pre-Shift	20 min	Learn to prepare for leading shifts by conducting pre-shift routines that ensure you, the restaurant and the shift crew team are prepared to delight guests and achieve shift targets.
Leading Operations During Shift	10 min	Learn to conduct the important routines that keep your shifts running. During the shift, effective shift leader routines ensure you, the restaurant and the shift crew team continue to delight guests and achieve shift targets.
Leading Operations Post-Shift	20 min	Learn to conduct effective post-shift hand-offs. Effective post-shift routines ensure you transition leadership to the next shift leader to ensure the restaurant and the shift crew team are prepared to delight guests and achieve shift targets.
Engaging Crew on Your Shifts	20 min	Learn how to elevate the crew experience on every shift. Effective shift leader behaviors and practices are key to creating feel good moments for guests and crew.
Using Emotional Intelligence	20 min	Explore emotional intelligence and how to build awareness of your own emotional triggers and that of others. Learn strategies for managing and leading with emotional intelligence creating a shift environment that delivers feel good moments for guests and crew built on hospitality and operational excellence.
Maximizing Team Strengths	15 min	Learn effective ways to maximize the strengths of crew teams working each shift. Explore how to create an authentically motivating environment for crew members by knowing who they are and their personal goals.
Coaching for Success	20 min	Learn effective ways to coach crew members working shifts. Explore how to create mutual trust and respect by coaching for improvement with positive practices while avoiding punitive approaches and practices.
Delegating	20min	Learn effective ways use the power of delegation to ensure operational excellence on each shift. Explore practices to prioritize activities and determine when and which things are right for delegation and which are not.
Making Effective Decisions	15 min	Learn ways to make effective decisions to ensure operational excellence on each shift. Explore why and how effective decision-making is such a critical tool for success when leading shifts.
Inclusive Shift Leadership	10 min	Get an overview of diversity, inclusion and bias. Explore why we create stories in our heads based on the judgements we make about others
Safety and Security on Shifts	15 min	Get an overview of safety and security situations that can occur on shifts. Explore how to use routines and best leadership practices to prevent safety or security risks and identify red flags and respond early to limit escalation when situations do occur.
Digital Food Safety for Shifts	15 min	Learn why the Daily Food Safety Checklist is a critical toolset that fortifies the McDonald's Food Safety culture and will address gaps in understanding and performing Food Safety checks as well as provide resources for corrective actions when food safety issues are detected.

Session 2

S.H.I.N.E.

Hospitality Coaching

- I. **Shine Hospitality Experience. (What, Why, How).**
- II. **S.H.I.N.E**
 - A. Smile, Host (Not serve), I am Not Rude, Names (Yours & Theirs), Execute as Designed.
- III. **B.L.A.S.T.**
 - A. Believe the Customer, Lesion (No interruptions), Apologize (Paraphrase), Solve (Make It Right), Thank (Show Appreciation for the opportunity to handle the issue ourselves.)
- IV. **Insure Accuracy (3 Cs)**
 - A. Clarify (Back to basic order Taking), Confirm (Did you have the order with?), Complete (Present, Anything else?, Thank & Farewell)
- V. **Brand Fan, Food Fan, People Person, McDonald's Personality.**
- VI. **Voice Survey.**
 - A. Where / How to get & use reports.
- VII. **Feel Good Language (How we Say it)**
 - A. LY's, Flip the Negative, 3 F's (Feel Felt Found)
- VIII. **Congratulations!**
- IX. **Home Work**

hello!

Welcome to SHINE

Hospitality

Experience

Coaching Session



By the end of this coaching session, you should...

What?



Know what
SHINE
HOSPITALITY
Experience is.

Why?



Understand
the importance
of **SHINE**
HOSPITALITY
Know why it
matters.

How?



Be clear on the
vital role you
play in delivering
a fantastic
SHINE
HOSPITALITY
EXPERIENCE to
our customers.

What?

IS SHINE HOSPITALITY EXPERIENCE?



SHINE



HOSPITALITY EXPERIENCE incorporates **every touchpoint** customers have with our brand. From seeing and engaging with our teams of crew and managers who work to **PROMOTE** our incredible brand. To the physical and digital **PLACES** customers experience the brand in the restaurant, (Mobile Order, Curbside, McDelivery, Drive-Thru etc.)

And of course, when they eat & drink our delicious **GOLD STANDARD PRODUCTS**. Whenever they encounter **SHINE HOSPITALITY** done right by our **WELL-TRAINED PEOPLE**. Our **CUSTOMERS FEEL** welcomed, hosted, and valued by our entire restaurant! **SHINE EXPERIENCE** is about **EVERYTHING** that we **DO!**



SHINE

HOSPITALITY EXPERIENCE incorporates
every part of our BUSINESS...



**Promoting
 Our Amazing
 Brand.**



**Providing a place/platform
 to experience the Brand.**



**Preparing & presenting
 the most delicious
 product.**



**Positively
 engaging with people.**

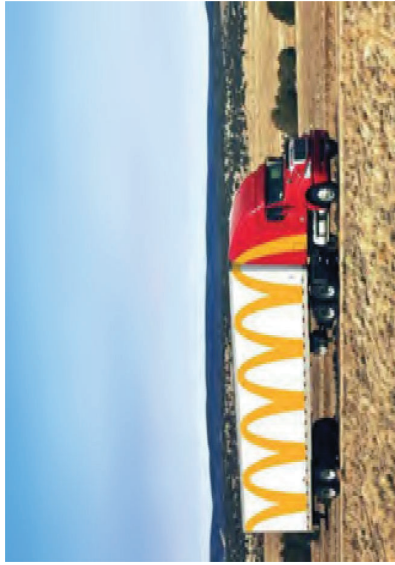
**SHINE is at the heart of every interaction a
 customer has with our brand.**

Why?

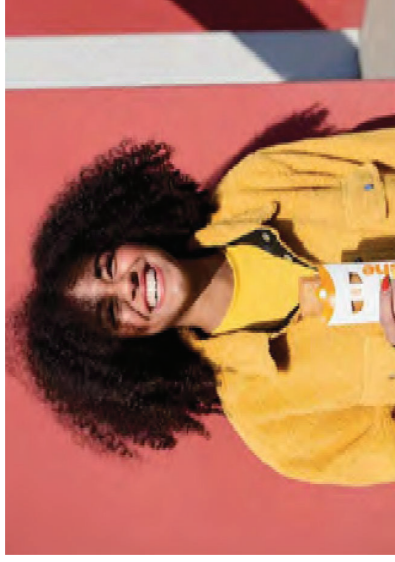
It is important to make sure our customers
receive an excellent SHINE HOSPITALITY
experience, Every visit, every day, from every
member of the team.



At GBS, we are focused on delivering a great experience to our customers.



It's how we stand out from the competition.



It makes it more likely more customers will visit us more often.



It's really good for business and helps to drive sales.

Our McDonald's global brand vision, what we all should strive to achieve every day is to...

**Make
delicious
feel-good
moments
easy for
everyone**



How?

do you play a part in
delivering a fantastic

SHINE

HOSPITALITY Experience?



Your role is absolutely vital in making sure our customers receive a fantastic **SHINE HOSPITALITY EXPERIENCE**.
You **make delicious feel-good moments easy for everyone** every time you work a shift.

You represent the Mc Donald 's brand through how you look, what you say and what you do.

You have a direct impact on whether customers come back and see us again.



Our **S.H.I.N.E Customer Commitment** is the way we can all make sure we are constantly delivering a fantastic **SHINE HOSPITALITY EXPERIENCE** to our customers every day.

The **S.H.I.N.E Customer Commitment** was designed to meet the needs and wants of our customers.

Input from crew, restaurant managers, supervisors, directors, and our franchise owners all helped to develop our customer commitment.

S°H°|°N°E

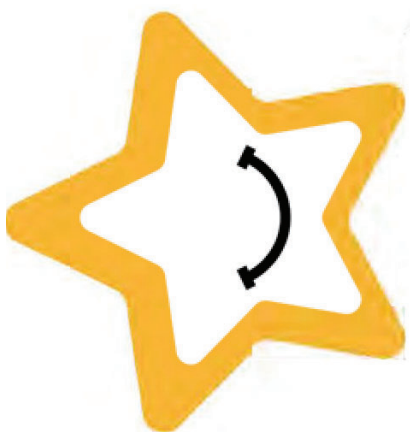
CUSTOMER COMMITMENT

pledge.



S·H·I·N·E·

customer commitment



S.H.I.N.E

customer commitment

Smile, when on stage!

Host, not serve.

I am not rude.

Names, greet each customer using your name.

Execute service, as designed.

STEP ONE: SMILE!

S.H.I.N.E Customer Commitment

“Long after people forget what they’ve eaten they will remember how we made them feel.”

Smile, **What** when you are on stage, when greeting each customer!

Why?

The first 10 seconds of a customer’s visit are vital and set the tone for the rest of their experience.

How?

We clean & tidy the restaurant.

We look our best.

We smile.

We say hello first.

Great customer service triggers the same psychological reactions as feeling loved.



STEP ONE: SMILE!

SHINE customer commitment

“Long after people forget what they’ve eaten they will remember how we made them feel.”

What?

Smile, as you
acknowledge **everyone.**

People feel valued when they are seen.

How?

We smile & say hello.

We never pass by (2m rule)

We say hi to the kids,

Great customer service triggers
the same psychological reactions
as feeling loved.



STEP TWO: HOST, NOT SERVE! SHINE customer commitment

“Long after people forget what they’ve eaten they will remember how we made them feel.”

What?

Host, not serve.

Why?

People may be going through moments of joy or hardship.
Genuinely welcome, everyone! Prepare for their visit!

How?

We pay attention and get to know our
customers.

We focus on the details to make them feel
valued.

We don’t underestimate the impact we have
We help customers with any issues (L.A.S.T)

Great customer service triggers
the same psychological reactions
as feeling loved.



Do steps 1, 2, & 3 for great customer recovery

S · H · I · N · E ·

customer recovery & commitment



Believe the customer
No questions asked

Listen attentively to the customer

Apologise while demonstrating understanding

Solve the problem.
Offer a solution

Thank the customer for the feedback

STEP ONE: SMILE!

STEP TWO: HOST, NOT SERVE!

STEP THREE: I AM NOT RUDE



STEP TWO: HOST, NOT SERVE!

SHINE customer commitment

“Long after people forget what they’ve eaten they will remember how we made them feel.”

What?

Host, by showing you
care about the food

Why?

Our delicious food and drink is the primary reason customers come to us.

How?

We check the order (Clarify & Confirm).
We invite “to try” & make suggestions.

We prepare with care.

We present with pride.

If it’s not right, we don’t serve it.

We “Just say Yes!”

Receiving great customer service
triggers the same psychological
reactions as feeling loved.

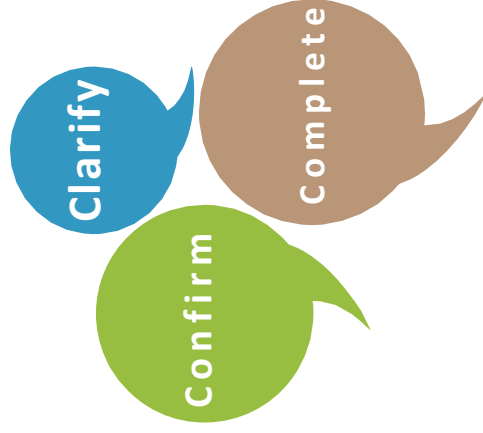


Clarify, Confirm, Complete

There are specific behaviors and tasks that you will learn when you complete your station training - we call this Clarify, Confirm, Complete. This ensures our customers get the right order, with everything they ordered.



So, we
don't
have to



Getting the order wrong sends a message to customers that we don't care about them.

When it's wrong it doesn't matter who made the mistake, the order taker, the assembler, the kitchen crew or even the customer. Every customer wants what they ordered and, in an environment where there are so many distractions, we have to be a little more patient to check that we have it right at each step of the process.

STEP TWO: HOST, NOT SERVE!

“Long after people forget what they’ve eaten they will remember how we made them feel.”

What?

Host, by assisting before being asked.

Why?

People feel valued and understood if we establish their needs and share helpful information.

How?

We open doors.

We ask how we can help.

We tell customers about the My Rewards App.

We tell customers what’s new, special, and different.

Great customer service triggers the same psychological reactions as feeling loved.



STEP FOUR: NAME

SHINE customer commitment

“Long after people forget what they’ve eaten they will remember how we made them feel.”

What?

Name, use your name when greeting customers.

Our actions and words have a **big** impact on whether the customer comes back to see us again.

How?

“Hi! My name is...”

We show our appreciation.

We say, “Thank you, _____.”

(Call customer by name too!)

We invite feedback, they know us!

Great customer service triggers the same psychological reactions as feeling loved.



**How else can you make sure you deliver
a fantastic S.H.I.N.E hospitality
experience?**



Are you a...



shine

customer commitment

Brand Fan

You are a vital brand Touchpoint? A visual and audio representation of our brand purpose, personality and values.

Find 3 McDonalds facts that make you proud / excited.

Food Fanatic

Our Food & Drink is the leading reason customers visit.

Are you passionate about our product and take pride in its creation, promotion, and presentation.

Try something new from the menu and describe it's delicious taste.

People Person

Our brand is a people brand.

We have 100,000 people who make an impact on someone 560m times a year.

How many ways can you say Hello or Goodbye to a customer?

Do you know what our McDonald's personality is?



i'm lovin' it

fun

light-hearted

unpretentious

generous

warm

friendly

welcoming

Confidently Humble Dependable Playful



VOICE CUSTOMER SURVEY

We ask our customers to tell us about their experience through the Voice customer feedback website. We listen to what they say, find the things that are making them feel good or not and take action to improve.

Make sure you invite customers to tell us about their experience so we can work to make it a GREAT SH.I.N.E. EXPERIENCE.

@DT (Present)

Use the receipt.
As you hand over the last product Say...

We'd love to hear feedback on your experience today – here's a VOICE survey with the details. Thank you so much.

@DT (Parked Car)

Use the lanyard as you hand over the last product Say...

We'd love to hear your feedback. Simply go to the VOICE site on your receipt, it will take you straight to a short survey.
Thank you so much!



Do you have your
CREW SHAREHOW TO
GET TO VOICE
CUSTOMER SURVEY?

Smile

Host,
not
serve
.

I,
am
not
rude



Name,
use to
greet.

Execute,
as
designed.



Most of the positive feedback we receive from customers is about... YOU! Customers tend to give us great feedback when they've had a good interaction with a crew person.

Let's create some more

GREAT SMILES like these!



Voice Customer Comments are a great way to recognize outstanding crew! Encourage them to show how they love what they do! Reward them by giving \$5 for every customer complement each week.

See how many compliments you can receive. And “Feel Good”!

**Try it out! Use the following
cards to practice SHINE
HOSPITALITY**



Feedback Profile Activities

GATTON CENTRAL QLD

5 

Multi-Channel

Additional Comments
Nope

Reason for Score
It was the best burger I've had from them in ages.

Issues Faced?

Fulfillment Delivery Behaviors

Order Accurate Yes

Issues No

shine
ACTIONS

Feedback Profile Activities

MORANDA QLD

5 

Multi-Channel

Reason for Score
Great service by Paula
Lovely lady makes great coffee.

Issues Faced?

Fulfillment Delivery Behaviors

Order Accurate Yes


Issues No

Experience An Issue No

shine
ACTIONS

Feedback Profile Activities

BURLEIGH HEADS QLD

5 

Multi-Channel

Additional Comments
Wish it's the same every day. Gives a good start to the morning.

Reason for Score
Outstanding Customer service from the manager, greeted me with a smile, asked about my morning, even though few cars behind, he made sure I was not rushed once I received my food. Will be back.

Issues Faced?

Fulfillment Delivery Behaviors

Order Accurate Yes

Issues No

shine
ACTIONS

How?

Can the words you use make you feel more confident, credible and have an even more positive impact on customers?



There are some easy tips and tricks you can try to make it more likely that you will be more successful when helping customers.

The words you say not only have a big impact on customers but also on your own mindset.

It's important that you be you so you should practice and find what works best for you as an individual.

**How to
shine**



S.H.I.N.E “Feel Good” language



shine

feel good language.

What we say

‘LY’ Words

Flip the negative

The 3 F’s

How we say it

Confidently, Knowledgeably

Genuinely, Sincerely, Respectfully

Warmly, Kindly, Cheerfully

Energetically, Enthusiastically,

Politely, Courteously, Graciously

Timely, Clearly, Carefully

Intently, Positively, Proudly

Thoughtfully, Sincerely, Considerately

Mindfully, Compassionately, Appropriately

S.H.I.N.E “Feel Good” language.

‘LY’ Words Flip the 3 F’s
negative

shine 
feel good language

“Feel Good” Language



shine

feel good language

‘LY’ Words

“Surprisingly, if you start a sentence with a word ending in LY, then what follows is regarded as the truth”.

**It’s more confident, credible and adds
“weight” to what you say.**

“Feel Good” Language



shine

feel good language.

“LY” Words

I’ll **definitely** make sure that it gets sorted...
I **absolutely** can / will

I can / will **certainly** help you...

That is **exactly** right...

I **completely** agree with you...

I will **quickly** run through this with you...

You **certainly** are...

It would **definitely** be ideal / a good idea if...

I **highly** recommend...

“Feel Good” Language



shine

feel good language.

Flip the negative

Positive mindset for crew & positive impact on the customer. Use more positive words and eliminate negative words from our vocabulary.

Sometimes we use negative words even when our intention is to say something positive.

If we flip the language we use to be more positive we will generally get better outcomes in whatever we are doing.

“Feel Good” Language



shine

feel good language.

Flip the negative

Sorry for the wait

> Thank you for your patience

No problem.

> My pleasure / Happy to help / Certainly

Don't forget.

> Please remember.

You won't be able to / You Can't

> When you < __ > you'll be able to / If we __

I don't know

> I'll find out right away.

You shouldn't be seeing that error

> That's definitely an unusual error, let's get that sorted right away.

“Feel Good” Language



shine

feel good language.

Flip the negative

The <shake /sundae machine> is broken.

> The <machine> is being cleaned.

May I offer you an alternative?

I can't

> I'm going to take care of this.

The <product> isn't ready, pull forward and I'll bring it out when it's ready.

> We're making your <product> fresh. It will be <time>. I'll bring it directly to you at DT bay Slot___.

Thank you for your patience.

The <frozen coke machine> isn't working.

> Our frozen coke machine is undergoing daily maintenance. May I offer you an alternative?

“Feel Good” Language



shine
feel good language.

Flip the negative

What are you waiting on?

> What are we making for you today?

We don't have any <product> / We've run out of
<product>

> The <product> has been so popular today.
May I offer you an alternative?

Cheese Burger Plain! (The product being the first
thing said to the customer)

> Hi there, here's your <product>

Sorry, those are the only Happy Meal Toys we have

> These are our current Happy Meal toys.
We update them regularly and you're welcome
to bring yours back to swap!

“Feel Good” Language



shine

feelgood language.

Flip the negative

We don't do that anymore.

- > The <product> was a special, limited time promotion. It's come to an end now but keep an eye out for our next promotion. May I offer you an alternative suggestion?

You're waiting 3 minutes on McChicken patties for your order.

- > We're cooking fresh McChicken patties for your order. They should be ready in approximately <time>. I'll bring your order over to you when it's ready.

“Feel Good” Language



The 3 F's

Useful when dealing with issues in the restaurant. Demonstrates empathy to the customer, that you understand where they're coming from. Puts you and them against the problem.

“Feel Good” Language



The 3 F's

I completely understand how you **FEEL**.
A couple of other people have **FELT** the same.
However, what they've **FOUND** is ...

“Feel Good” Language



shine

feel good language.

More useful language when dealing with issues.

- Yes, that would certainly frustrate me too.
- What I would do in this situation is ...
- How do you feel about...?
- I know when other customers have been in this situation,
 - what we did to successfully help them was...
- What would be the best scenario for you?
- Absolutely, I can certainly fix that for you.
- I really appreciate you bringing this to our attention.
- Definitely, you are making perfect sense.
- I can assure you that this will absolutely happen.
- We / I will help you to get this issue resolved.

“Feel Good” Language



shine

feel good language.

More useful language when dealing with issues.

- That’s totally fine, I understand.
- To clarify and so I can help you efficiently, the problem is...
- What I can do for you is ...
- That does sound frustrating, let me see what I can do to help.
- I would feel the same, we will sort this out.
- I appreciate how difficult it can be to ___.
- We are / I am really keen to resolve this.
- May I ask what happened / for some more details
- Can I pass some feedback?
- How can I make this right for you?

Time for you to share a story...

Think about the most recent customer issue you had to deal with in the restaurant.

What did you say (try to remember as specifically as possible), what did the customer say? Work through the entire issue. Discuss with your crew coach.

Now, go back and use the 'LY' words, Flip the Negative and / or 3 F's and see how you could change the scenario into a more positive one for you and the customer.

S.H.I.N.E “Feel Good” language



feel good language.

Flip the ‘LY’ Words negative 3 F’s

I’ll **definitely**...

I **absolutely** agree...

I can **certainly**...

That is **exactly** right...

I **completely** agree ...

I’ll **quickly /immediately**...

Sorry for the wait

> Thank you for your patience.

No problem

> My pleasure

Don’t forget.

> Please remember.

You won’t be able to

> When you ___ / you’ll be able to

I completely understand
how you **FEEL**.

Some other people have
FELT the same way.

However, what
we’ve **FOUND** is
that...

Genuinely, Kindly, Confidently

Try it @The DT



Learn to do S.H.I.N.E Hospitality



Now, watch the “Creating Feel Good Moments” video in FRED and role play the service greeting procedure.

Think about the S.H.I.N.E Customer Commitment and “Feel Good” Language” and have a go at the Drive Thru yourself with some customers.

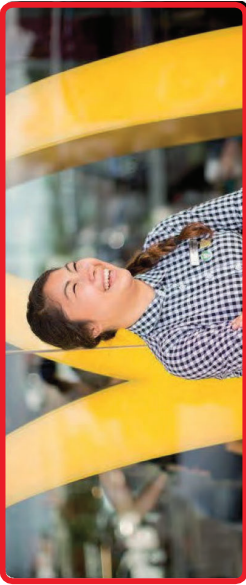
Try it out at the different stations, with the usual procedure and some of the common DT scenarios.

Ask your crew coach for feedback on how you did and talk about what felt most comfortable for you and seemed to have the best impact on the customer.

It will definitely take some practice, so stick with it!

S.H.I.N.E hospitality experience

Make Delicious Feel-Good Moments Easy for Everyone



PROMOTION

PLACE /
PLATFORM

PRODUCT

PEOPLE

S · H · I · N · E ·
customer commitment

S · H · I · N · E
feel good language.



The DT



McDelivery



McCafe



The Dining Room



The Kitchen

S · H · I · N · E

Congratulations!

You've completed your

**SHINE HOSPITALITY
EXPERIENCE**

coaching session for today.

Continue to practice what you've learnt, ask for feedback from your coach, have fun and Feel Good!





1. Pass Drive Through Area Leader Verification.
2. Pass Service Area Leader Verification..
3. Practice Table Touches.
4. Practice Using LY, Flip the negative, the 3 F's.
5. Practice Printing & Sharing Voice Comments.
6. Practice using the Customer Recovery Process.
7. Coach Accuracy (3 C's) Procedures.



Drive-Thru Area Leader Verification Form

101
Passed: Y / N

Name: _____ Coach: _____ Date: _____ Time: _____ Total: _____

Purpose

- To determine if the area leader can lead the area successfully.
- To assess the area leader on what is working well and what would work even better by:
 - Setting performance expectations
 - Reinforcing standards of operations
 - Applying basic people practices

Targets

Determine 2-3 targets to measure, and set the goals for the shift:

Target:	Goal:	Actual:
_____	_____	_____
_____	_____	_____
_____	_____	_____

Plan for the shift	Y/N
1. Communicates with previous/current Shift Leader about successes and opportunities	
2. Completes Drive-thru travel path and DT Pre-Shift Checklist	
3. Sets and communicates targets and expectations	
4. Restaurant safeguards are in place in the Drive-thru and being used properly (masks, gloves, protective panels, PED paddles, safety+ signage, etc.)	
5. Positions according to DSPT and Pull Forward Runner Identified	
6. Communicates secondary duties and promotional information	
7. Ensures equipment is functioning properly and being used <ul style="list-style-type: none"> Headset batteries charged Coin changer Scanner & printer Contactless payment – PED paddles in use 	

Step 1. The Coach and Area Leader

- Review the document to understand the behaviors of a successful area leader. **Critical behaviors are highlighted.**
- Set and record area targets.

Step 2. The Coach

- Observes pre-shift, leading the area, and post-shift tasks.
- Complete points assessment for all three sections. Each question is worth one point.

Step 3. The Coach and Area Leader

- Determine the result by totaling the points scored across all 3 sections.
- Discuss the shift and summarize what the area leader did well, and what they could do better next time.
- Review the results with the area leader to identify needs for performance improvement.
- Develop an action plan.

Post shift Analysis	Y/N
18. Compares results to targets and identifies strengths and opportunities	
19. Determines plan to address opportunities and blockages	
20. Discusses successes and opportunities with Shift Leader and seeks feedback	
21. Provides appreciative and/or constructive feedback to the Drive-thru Team	
22. Resolves or communicates outstanding issues before leaving shift	

Leading the Area	Y/N
8. Positioned to focus attention on entire Drive-thru area	
9. Observes and provides feedback to ensure correct procedures: <ul style="list-style-type: none"> Pull forward/Roll forward (Why/Wait/Where) Back to Basics Order Taking Split functions Contactless operations (including PED paddle) MOP 	
10. Identifies, prioritizes, and solves problems/blockages effectively (uses DT timer where applicable)	
11. Maintains positioning according to DSPT, repositions to meet customer demand, and ensures social distancing positioning	
12. Maintains shift cleanliness/sanitation inside and outside	
13. Model and coach to elevated hospitality behaviors to ensure customer satisfaction throughout the shift	
14. Follows customer recovery process when necessary	
15. Monitors and communicates progress toward targets throughout shift	
16. Prioritizes to eliminate any potential risk to customer or crew safety	
17. Follows security and food safety procedures	

Total Critical: ___ out of 12 **Total Answered Yes:** ___

Verified:

- Area lead must have scored **18** or more **AND**
- Area lead has **100%** of the **critical** behaviors
- Coach recognizes area leader for successfully completing the verification

More Steps Required to be Verified:

- Area lead scores between **16-17** points **AND**
- Area lead has **100%** of the **critical** behaviors
- Area lead can work with their coach to correct remaining behaviors and sign off when complete

Schedule Another Verification:

- Area lead scores between **0-15** points **OR**
- Area lead misses **1 or more critical** behaviors
- Area leader to review feedback from verification and practice demonstrating missed behaviors

Feedback:

Coach Signature: _____

Learner Signature: _____



In-Restaurant Service Area Leader Verification Form

Name: _____ Coach _____ Date: _____ Time: _____ Passed: Y / N Total: _____

Purpose

- To determine if the Area Leader can lead the area successfully.
- To assess the Area Leader on what is working well and what would work even better by:
 - Setting performance expectations
 - Reinforcing standards of operations
 - Applying basic people practices

Targets

Determine 2-3 targets to measure, and set the goals for the shift:

Target:	Goal:	Actual:
_____	_____	_____
_____	_____	_____
_____	_____	_____

Instructions

- Step 1.** The Coach and Area Leader
- Review the document to understand the behaviors of a successful Area Leader. Critical behaviors are highlighted.
 - Set and record area targets.
- Step 2.** The Coach
- Observes pre-shift, leading the area, and post-shift tasks.
 - Complete points assessment for all three sections. Each question is worth one point.

Step 3.

- The Coach and Area Leader
- Determine the result by totaling the points scored across all 3 sections.
 - Discuss the shift and summarize what the Area Leader did well, and what they could do better next time.
 - Review the results with the Area Leader to identify needs for performance improvement.
 - Develop an action plan.

Leading the Area	Y/N
10. Monitors/Communicates progress toward targets	
11. Observes and provides feedback to ensure correct procedures, including contactless operations	
12. Identifies, prioritizes, and solves problems effectively	
13. Creates Feel Good Moments with guests and employees	
14. Ensures the GESSL is maintaining cleanliness and sanitation and engaging with guests	
15. Follows customer recovery process when necessary	
16. Table touch backs (after food has been delivered)	
17. Maintains positioning according to DSPT and repositions to meet customer demand, maintains social distancing positioning	
18. Prioritizes to eliminate any potential risk to customer or crew safety	
19. Positioned to focus attention on entire Service and dining area	
20. Gives appreciative feedback and recognition	
21. MOP executed effectively	
22. Maintains shift cleanliness/sanitation	
23. Responds to danger zones accordingly to ensure a positive customer experience	
24. McDelivery executed according to standard	

Post shift Analysis	Y/N
25. Communicates with Shift Leader and seeks feedback	
26. Compares results to targets	
27. Resolves or communicates issues before leaving shift	
28. Gives feedback and recognition to Service and Dining area team	

Plan for the shift	Y/N
1. Communicates with the Shift Leader about problems/issues	
2. Complete travel path and Pre-Shift Checklist	
3. Sets and communicates targets	
4. Restaurant safeguards are in place at the front counter and being used properly (masks, gloves, protective panels, safety+ signage, etc.)	
5. Positions according to DSPT, maintains social distancing positioning	
6. Communicates secondary duties and promotional information	
7. Ensures Guest Experience Safety and Sanitation Leader is in position	
8. Ability to demonstrate procedure for product outage	
9. Ability to demonstrate how to troubleshoot all EOTF equipment	

Total Critical: _____ out of 12 Total Answered Yes: _____

Verified:

- Area Leader must have scored **23** or more **AND**
- Area Leader has **100% of the critical** behaviors
- Coach recognizes Area Leader for successfully completing the verification

More Steps Required to be Verified:

- Area Leader scores between **20-22** points **AND**
- Area Leader has **100% of the critical** behaviors
- Area Leader can work with their coach to correct remaining behaviors and sign off when complete

Schedule Another Verification:

- Area Leader scores between **0-19** points **OR**
- Area Leader misses **1 or more critical** behaviors
- Area Leader to review feedback from verification and practice demonstrating missed behaviors

Feedback:

Coach Signature: _____

Learner Signature: _____

Manager Training Agenda:

Session 3

PRODUCTION LEADERSHIP EXCELLENCE

Food Safety/Cleanliness - Food Safety Book, Handwashing, Glove Procedures, Time & Temperature, Safe Employees

Food Quality- Prep Person Schedule/R2D2 Charts, Procedures, Gold Standard Equipment, Time & Temps

Food Fast - Cabinet Management, Second Side Open, R2D2 Charts, GOLD STANDARD QUALITY

Food Cost - Stocking, Waste Control, Employee Meals, FOB, Food Cost Audit

Pre-shift PRODUCTION

1. Pre-rush checklist completed for grill area
 - a. Communicate with Prep Person re: timeline of prep
 - b. 2-hour stock levels maintained
 - c. Products properly tempered (correct amounts)
 - d. Set targets and communicate them to the crew
2. Coordinate people, equipment and product (PEP)

During The Shift PRODUCTION

1. Position self
 - a. Positioned as a manager according to DPST tool
 - b. Objective to keep the kitchen manager as free as possible- in the grill area observation zone, so they can address danger zones(KVS), cabinet levels, and are in position to coach
2. Position Crew
 - a. Strongest grill person should be primary - side assembler (also manage UHC cabinets)
 - b. General rule- strongest team members should be positioned as assemblers
 - c. Keep the crew in position
3. Use the second side of the prep table effectively
 - a. Ensure the second side of the prep table is open during ALL peaks
 - b. Observe and coach the crew on when to serve order
4. Manage from the Production Area Observation Zone: COACHING &FEEDBACK...ITS YOUR JOB NOW!
 - a. Monitors UHC levels to match R2D2 charts
 - b. Monitor equipment operation
 - c. Observes the KVS danger zones
 - d. Coach crew
 - e. Communicate with shift manager throughout the shift
 - f. Communicate production levels based on R2D2 charts to the Grilled Products Person and Fried Products Person
 - g. Communicate with Prep Person throughout the shift
5. Monitor Targets

Post - Shift PRODUCTION

- a. Reward and recognize the crew for achieving targets
- b. Compare results versus targets
- c. Plan for production are for the next shift
- d. Communicate with the current shift manager, the next shift manager and the restaurant Manager

Our vision

Our vision is to be the world's **best** quick service restaurant experience. That means that our restaurants will be the best place for our customers to enjoy fast, friendly service...fresh food favorites...a clean, welcoming environment... and a fun experience at a fair price.

Our core values

Our vision is supported by a set of core values:

We are dedicated to providing customers unparalleled levels of Quality, Service, Cleanliness, and Value.

It is what Ray Kroc taught us.

We are committed to our people.

We know that a diverse team of well-trained individuals working together is the key to our continued success.

We believe in the “3-legged stool,” the partnership of our Owner/Operators, employees, and suppliers working Together.

To be successful, each of the three legs of the stool must be strong.

We are committed to franchising.

We maintain a highly collaborative relationship with our Owner/Operators and make franchising decisions based on what's best for customers.

We lead through innovation.

Innovation in menu, facilities, people practices, marketing, operations, and technology.

We approach all aspects of our business with honesty and integrity.

We always give back to the communities in which we do business.

We grow the business for our shareholders.

Our People Vision

Our People Vision defines what we strive to be as an employer. Simply put, we aspire to be:
The best employer in each community around the world.

People Promise

**We value you,
your growth, and
your contributions**

Our People Promise

To the 1.5 million people who work at McDonald's in over 100 countries around the world, we want you to know:

We value you, your growth, and your contributions.

5 People Drivers

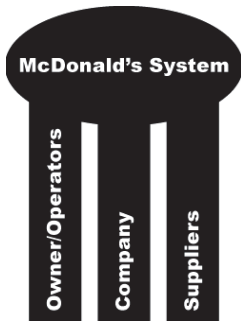
Respect and Recognition

Values and Leadership Behaviors

Competitive Pay and Benefits

Learning, Development and Personal Growth

Resources to Get the Job Done



"None of us is as good as all of us." ~Ray Crock

McDonald's success comes from special partnerships among its employees, Owner/ Operators, and suppliers. This partnership is often referred to as the 3-legged stool.

Did you know that approximately 85 percent of McDonald's restaurants around the world are operated by nearly 4,500 Owner/Operators? They are the first leg of the stool.

Owner/Operators sign a contract to operate a restaurant for a period of years, usually about 20, and go through about 2 years of training to learn all aspects of operating a McDonald's restaurant. As an employees of a McDonald's Owner/Operator, you are a part of the McDonald's System and the 3-legged stool.

Our suppliers provide another leg of the stool. For a company that serves millions of customers every day of the year, finding quality suppliers is a major factor for success. Our suppliers are constantly searching for new ways to improve the products and the services they provide us. For example, the kind of potatoes we use for making our world-famous french fries is usually not in season during the summer months. Our french fry supplier invested millions of dollars in a processing plant for frozen french fries so that our great-tasting fries are not only available year-round, but the quality of the fries is more consistent.

The company is the third leg of the stool. As a major US corporation, McDonald's home office includes all the departments that are needed to run a large public organization.

The McFamily

McDonald's or McDonald's Owner/Operators employ over 750,000 people at any one time to run our restaurants and serve our customers. Working at a McDonald's opens up a world of opportunity to people both inside and outside the company.

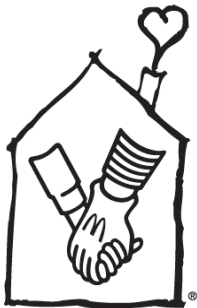
- ◆ Over half of Courprate middle and senior Leadership started their Careers at McDonald's in restaurant positions.
- ◆ Nearly half of our franchisees started as restaurant employees.
- ◆ 1/8 of the current American workforce has worked at McDonald's.

People who have taken many different career paths, from Olympic medalists to movie stars to politicians, credit a first job at McDonald's for giving them the ingredients for success.

McDonald's values diversity. Aside from a workforce made up of many different cultures and ethnic groups, McDonald's and McDonald's Owner/Operators are also leading employers of individuals who are both physically and mentally challenged.

McDonald's also has a program to recruit and train senior citizens who are re-entering the workforce or working for the first time.

Our business thrives on the valuable contributions made by the many different people who work in our restaurants and provide service to our customers.



RONALD MCDONALD
HOUSE CHARITIES








A good neighbor

Ray Crock believed that "we have an obligation to give something back to the communities that give us so much." McDonald's is involved in many different ways with the communities in which we do business, such as:








- Being a leader on issues such as the environment.
- Supporting programs that improve the lives of children and their families worldwide through Ronald McDonald House Charities.
- Partnering with community groups that support programs about education, health, diversity, and many other issues.

Ask your General Manager what your restaurant is doing to give back to the community.

A short history of McDonald's

Date		Event
1940		Dick and Mac McDonald open McDonald's Bar-B-Q restaurant on Fourteenth and E streets in San Bernardino, California. It is a typical drive-in featuring a large menu and car hop service.
1948		The McDonald brothers shut down their restaurant for three months for alterations. In December it reopens as a self-service drive-in restaurant. The menu is reduced to nine items: hamburger, cheeseburger, soft drinks, milk, coffee, potato chips and a slice of pie. The staple of the menu is the 15 cent hamburger.
1949		French Fries replace potato chips and debut Triple Thick Milkshakes on the McDonald's menu.
1955		Ray Kroc founds McDonald's Corporation and opens his first restaurant.
1956		Ray Kroc hires Fred Turner as a counter man in his #1 Restaurant in Des Plaines, Illinois.
1960		Lillian McMahan becomes the first woman to be franchised directly when she opens her McDonald's restaurant in Pontiac, Michigan.
1961		Hamburger University opens in the basement of the Elk Grove Village, Illinois, McDonald's restaurant and confers Bachelor of Hamburgerology degrees on the first graduating class.
1965		The Filet-O-Fish sandwich was the first item added to the national menu. Created by Lou Groen, McDonald's Cincinnati franchisee
1966		Ronald McDonald appears in his first national television commercial.
1967		McDonald's expands outside the US to Canada and Puerto Rico.
1968		A Chicagoan named Herman Petty becomes McDonald's first African-American Owner/Operator. The Big Mac, developed by Owner/Operator Jim Delligatti of Pittsburgh, is added to the national menu.
1969		The International Division is formed.
1971		Henry Garcia becomes McDonald's first Hispanic Owner/Operator when he opens his restaurant in Los Angeles.
1973		The Quarter Pounder and the Quarter Pounder with Cheese are added to the menu.
1974		The first Ronald McDonald House opens in Philadelphia, Pennsylvania. Fred Turner becomes President and Chief Executive Officer of McDonald's Corporation.

A short history of McDonald's (continued)

Date		Event
1975		Egg McMuffin is added to the national menu. The first Drive-thru is established in Sierra Vista, Arizona.
1978		McDonald's restaurant number 5,000 opens in Kanagawa, Japan. The 25 billionth McDonald's hamburger is served.
1981		The first Ronald McDonald House outside the US opens in Toronto, Canada.
1983		McDonald's restaurants are located in 32 countries around the world. Chicken McNuggets are introduced into all domestic U.S. restaurants.
1987		Jim Cantalupo becomes President, McDonald's International.
1988		McDonald's restaurant number 10,000 opens in Dale City, Virginia.
1993		The world's first McCafé opens in Melbourne, Victoria Australia.
1994		The prestigious Catalyst Award is given to McDonald's in honor of our program to foster leadership development of women. McDonald's opens in 4 more countries, bringing the number of countries to 79 in which McDonald's does business.
1995		McFlurry Desserts, invented by Ron McLellan, O/O Canada are added to McDonald's Canada menu.
1996		McDonald's opens in Croatia, Western Samoa, Fiji, Liechtenstein, Lithuania, India, Peru, Jordan, Paraguay, Dominican Republic, Belarus, and Tahiti, bringing the total number of countries to 101.
2003		"i'm lovin' it" advertising campaign launched worldwide.
2015		McDonald's USA launched All Day Breakfast.
2017		Global McDelivery Day is celebrated on July 26 to support the global launch of McDelivery with UberEATS.
2020		McDonald's opens its first net "zero-designed" restaurant at Walt Disney World Resort, which creates enough renewable energy on-site to cover 100% of its energy needs on a net annual basis.



Off-the-Floor Activity

Performance Expectations Actions

Describe what specific behaviors you have done recently during your shift to demonstrate each performance expectation listed below.

Example of delivering outstanding service: I helped a mother and her children carry their food to the table.

Delivering outstanding quality consistently to every customer:

Delivering outstanding service:

Providing a safe and welcoming environment:

Demonstrating leadership by setting the pace and communicating effectively:

Driving the People, Vision and Promise:

*Review with GM after completing



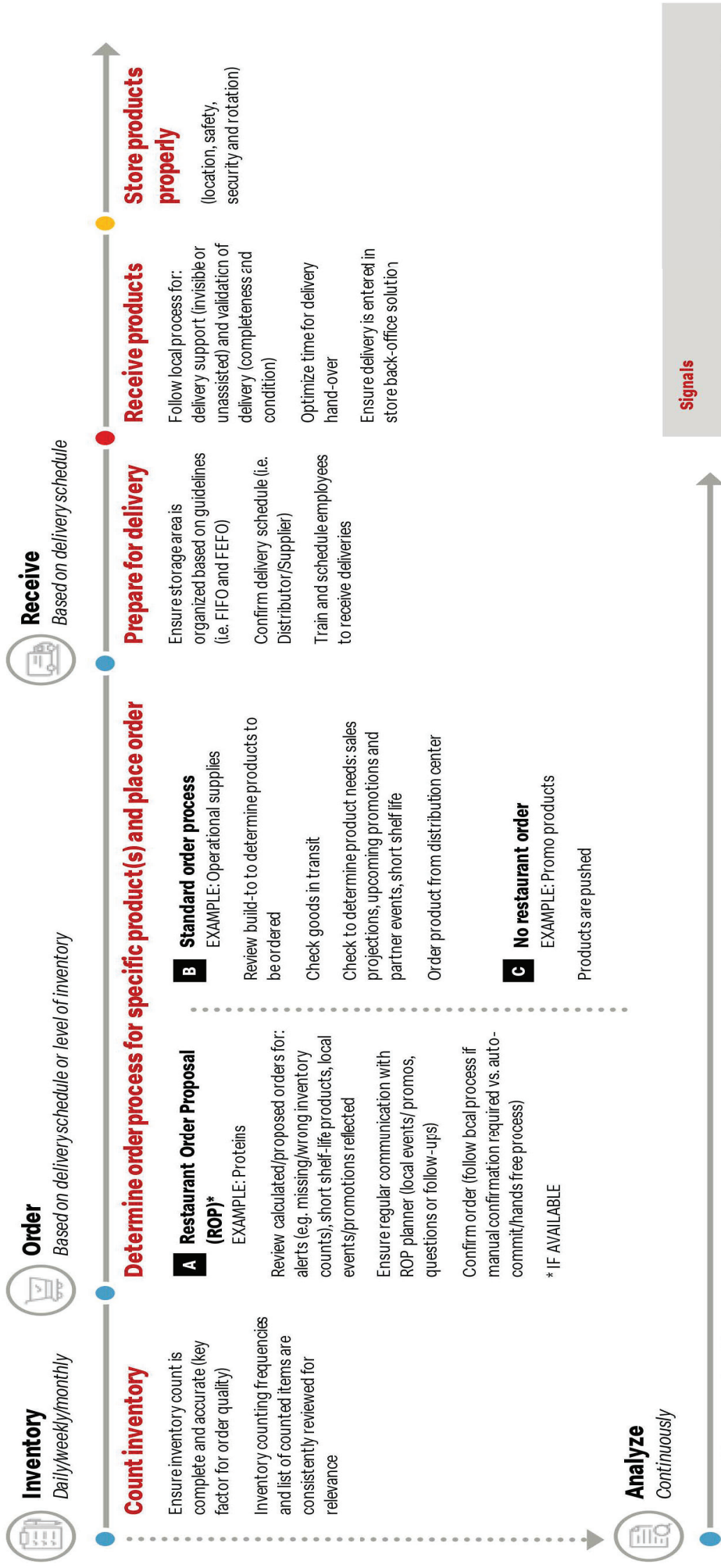
DIALING IN TO ADJUST COOKING TIME

1. HOLD PROG KEY FOR APPROXIMATELY 6 SECONDS UNTIL
DISPLAY IS FLASHING PROG
2. PUSH MENU
SELECT UNTIL YOU FIND THE PRODUCT TO BE CHANGED
3. PUSH TEMP KEY
4. USE → TO MOVE CURSOR ALONG EACH DIGIT
5. USE ↑ TO CHANGE THE DIGIT
6. PUSH MENU
SELECT
7. PUSH PROG
8. PUSH →

Shift Manager ●
 Crew ●
 Department Manager ●

Inventory Management

Objective | To have goods available in the right amounts at the right time based on customer demand, ensuring outstanding Customer Experiences and a profitable business



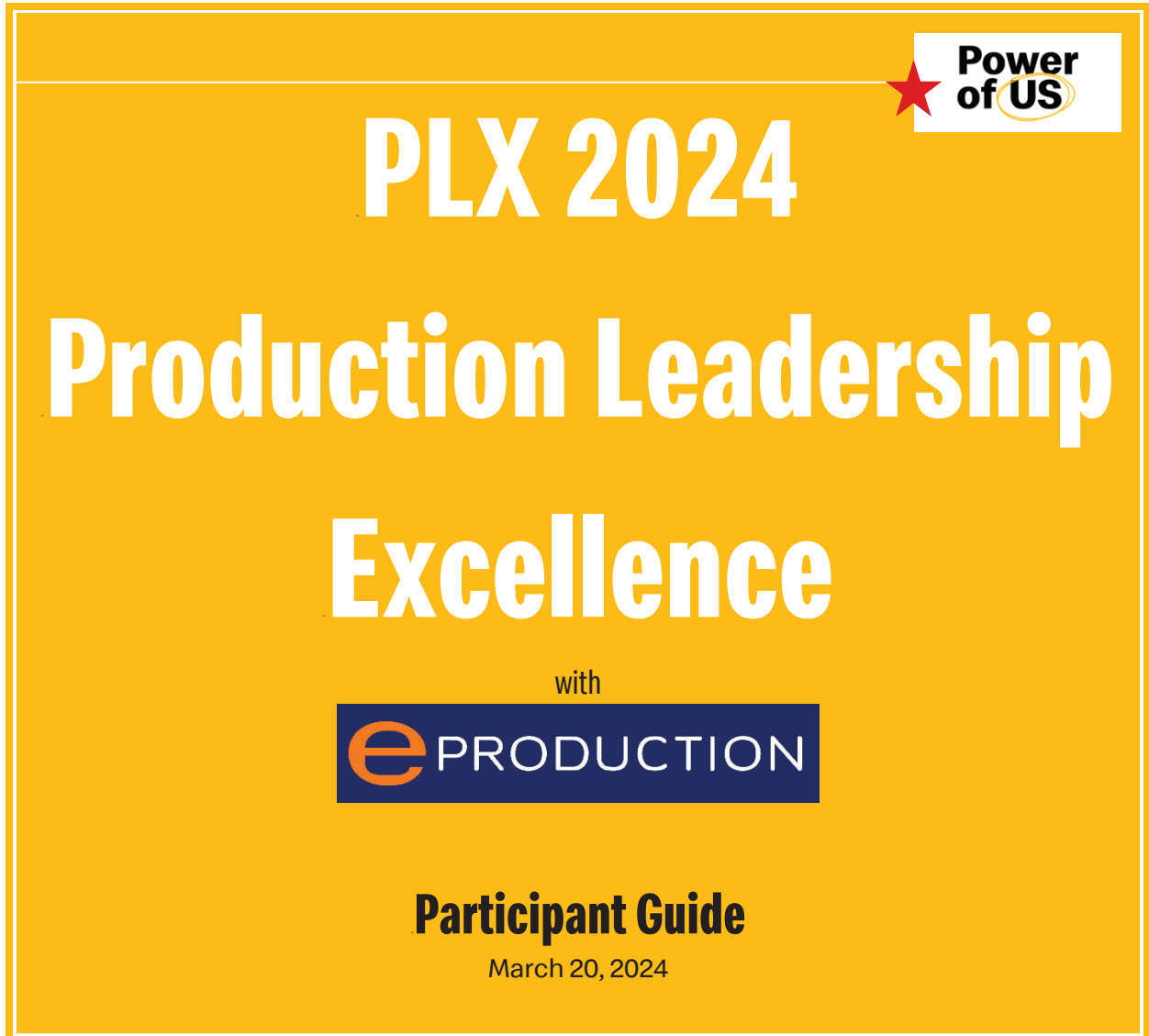
Analyze
Continuously

Analysis following inventory

- Analyze inventory reports (e.g. Stat, Food vs. Base)
- Develop plan to correct discrepancies
- Communicate inventory discrepancy result and plan to employees
- Execute plan

Signals

- High inventory count differences (actual vs. calculated)
- Raw Product stock-outs
- Unscheduled deliveries
- Store transfers
- Regular late adds on orders
- Base vs. Actual Food cost differences
- Raw Waste % higher than guidelines




Power of US

PLX 2024

Production Leadership Excellence

with



Participant Guide

March 20, 2024

Welcome to the Production Leadership Excellence workshop!

Creating Production Leaders who are “Pros” in the kitchen that are trained and excited about driving this critical area of the business. This workshop will provide you with the knowledge and skills needed to execute the basics of production leadership, while maintaining excellence in Gold Standard quality and understanding the importance of food safety.

Contents

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Disclaimer:

McOpCo employees should consider the information in this training guide as company policy.

This training guide is provided as an optional resource for independent franchisees (who choose to use it). Franchisees are independent employers and each franchisee, and each franchisee restaurant is unique. Therefore, Franchisees may choose to use all, some, or none of this resource in operating their own McDonald's restaurant(s).

If you work for a franchisee organization, please check with your franchisee, or the person designated by your franchisee (for example your General Manager), to determine whether and/or which portion of this training and/or its recommendations that your franchisee has chosen to use, if any.

Franchisees are independent employers and each franchisee, and each franchisee restaurant is unique. Franchisees are alone responsible for all employment matters in their restaurant(s), including alone making all decisions regarding the requirements for jobs and setting all terms and conditions of employment, including hiring, firing, discipline, supervision, staffing, and scheduling. McDonald's USA has no control over employment matters at restaurants owned and operated by franchisees.

Welcome and Overview

Workshop Overview


Lobby activity

On-the-floor activity

Add to your Call to Action Worksheet
1

Welcome and Overview

- Welcome
- Why This Workshop
- Workshop Overview

2

Positioning

- Positioning Best Bets
- Working with the DSPT



- Positioning Activity



- Positioning Observation



- Call to Action

3

Quality Production Pre-Shift

- Why a Pre-Shift
- Pre-Shift Activity
- Production Pre-Shift: Checklist, Priorities, and Lead the Kitchen Area



- Production Pre-Shift Checklist Activity



- Pre-Shift Activities: Debrief



- Call to Action

4

Cabinet Management

- Overview
- UHC Monitor
- Grill Monitor
- Cabinet Management Observation



- Call to Action


5

Coaching

- Why Coaching
- Production Leader Coaching
- 5-Step Coaching Model



- Coaching Activity



- Call to Action

6

Gold Standard Execution

- Prep for Success
- Food Safety
- Fresh Beef Observation
- Food Safety Practice: Fresh Beef
- Gold Standard Quality



- Big Mac Gold Standard



- Call to Action


7

Closing

- Workshop Summary
- 3-step process to translate knowledge into execution: Inform the Knowledge, Instill the Skill, and Implement the Behavior



PLX Pocket Reference Guide



Positioning

FROM “Stay in Position” in the kitchen **TO** _____ as a _____,

shifting the culture **FROM** working in _____ roles

TO _____ efforts through integrated, mutually supportive roles.



My role as Production Leader with positioning:

Terms

Notes

All hands on deck

Aces in their places

“Right staff”

“Putting the PRO in Production Leadership”



The _____ sets up the Production Leader to be successful.

Positioning Tips

Notes

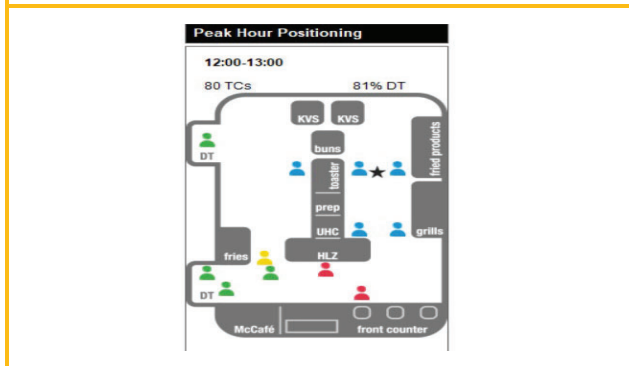
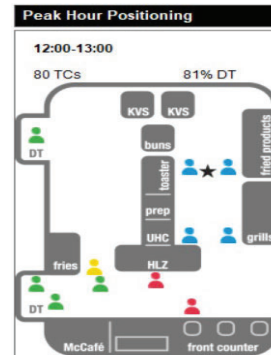
When you set up your plan, ask yourself:

- Do I have the right staff to deliver a great experience based on the projections?
- Do I have my Aces in their places: Meat Person – Initiator?
- Do I have shared responsibilities assigned?

DSPT Key Points

Notes

- The name of the 2nd manager has been changed to Production Leader.
- Production Leader within the grid is the 6th person.
- When a 4th person is added they go to fried products (from lunch through rest of day)—*not* to opening the second side.
- When the schedule calls for fewer than _____ grill crew, the Production Leader is on the station.
- The 5th person comes on earlier and opens the 2nd side.
- A dedicated Production Leader is added with _____ crew or more in the kitchen.





“Putting the PRO in Production Leadership”



Crew Positioning Activity

- Purpose:** Determine how to position the crew correctly.
- Directions:** Read the description of each crew person and determine the best position for them to work during the shift.
- Estimated Time:** 5 minutes

The crew people are:

- You are the Production Leader today
- Kathy—an Ace on fried product person, but limited in other positions
- Jennifer—very flexible and can work all positions, and has great response time
- Kim—doesn't know how to cook meat, and is trained on making sandwiches
- Todd—6 years experience, and great on all positions
- Mike—only works weekends, and does a nice job as assembler

Notes

2	Grill
4	Initiate S1
7	Assemble S1
10	Fried Products
11	Initiate S2
★	Production Leader



As Production Leader, it's important to know your crew's _____

so you can identify quickly where to _____ them to get the best results.



“Putting the PRO in Production Leadership”



Positioning Observation

Purpose: See if the crew in this restaurant are positioned correctly.

Directions: Answer the following questions as you observe the crew positioning in the kitchen.

Estimated Time: 10 minutes

- Return to the Lobby by _____

Observations	Notes
How many people are in the kitchen?	
Are they positioned correctly? Are Aces in their places? <ul style="list-style-type: none"> • If not, what would you do differently and why? 	
What are their secondary responsibilities?	
Are breaks scheduled at appropriate times?	
What did the Production Leader do well?	
How could the Production Leader have improved?	
How would you coach these crew to improve efficiency?	



Quality Production Pre-Shift

Production leadership is an _____.

It's ensuring that you balance people, equipment, and products while serving a

Gold Standard product that is _____ for our guests.

And it starts with an excellent _____ - _____ routine.

Notes	
Why is it important to complete the pre-shift?	



My role as Production Leader with completing a quality production pre-shift:

Day/Date:		BRK	LUN	DIN	Action	Efficiency Rating
Good					Correct VLH & DSPG Being used	0.5
					E-Production Set Up Correctly	0.5
					Toaster time <22 Seconds; 1/4 Meat <75 seconds	0.5
					Targets Set and Communicated	0.5
Better					2nd Side of Table Open when needed*	1
					Headsets being worn by Initiator (s)	1
					Production Manager scheduled	1
Best					Strongest Person Positioned as assembler	2
					Production Manager Positioned properly	1.5
					Orders bumped off monitor appropriately	1.5
Score				< Total **		

* Not Impacted by Staffing

** Passing is 8 of 10 points

Manager	Peak Hour	KVS Results
	7:00	
	8:00	
	Breakfast	
Position		Crew Name
	Assem 1	
	Meat	
	Toast	
	Assem 2	
	Eggs	

Manager	Peak Hour	KVS Results
	11:00	
	12:00	
	1:00	
	Lunch	
Position		Crew Name
	Initiate 1	
	Meat	
	Assem 1	
	Fried Prod	
	Initiate 2	
	Assem 2	
	Meat 2	

Manager	Peak Hour	KVS Results
	5:00	
	6:00	
	Dinner	
Position		Crew Name
	Initiate 1	
	Meat	
	Assem 1	
	Fried Prod	
	Initiate 2	
	Assem 2	
	Meat 2	

How Does MFY Work?

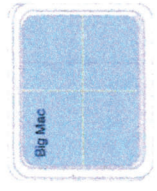
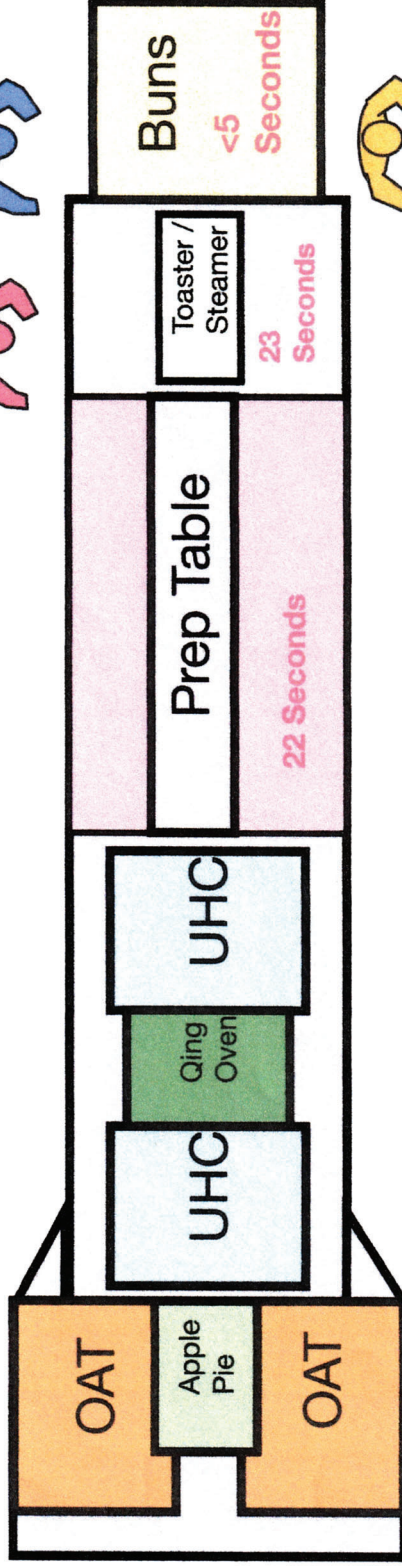


Grills / Fryers

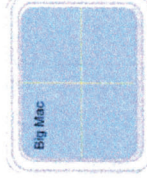
Production Manager/
Chaser



Primary Side
35-50 Seconds
70% Orders



Kitchen
Video
System (KVS)



Kitchen
Video
System (KVS)

Secondary Side
60-70 Seconds 30%
"Carryover" Orders



Order Taker



“Putting the PRO in Production Leadership”



Pre-Shift Activity

Purpose: Complete a pre-shift applying what you already know.

Directions: Complete this activity individually.
Write down any opportunities that need to be fixed.

Estimated Time: 10 minutes

- Return to the Lobby by _____

	B	L	D
Safety			
All safety procedures being followed?			
Equipment			
Equipment set up correctly, with all needed utensils and small parts in place?			
eProduction UHC monitor and Grill Monitor in place and working correctly?			
Product			
Grill area product stocked for the peak 24/7, prep, prep table, tempering?			
Positioning			
Manager in the most flexible position (not stuck in position)?			
Grill team properly positioned?			
Breaks planned in advance?			
Shift Plan			
Kitchen communicating with Shift Manager on shift projections, goals, issues, and plan for shift?			
KVS targets set? Expectations set? Initiatives in place?			
Other Observations			



“Putting the PRO in Production Leadership”



Production Pre-Shift Checklist Activity

Purpose: Practice completing a Production Pre-Shift Checklist to see what a Production Leader should be looking for and planning for before their shift starts.

Directions: Complete the Production Pre-Shift Checklist on the following page.
Use the space below to make note of any additional observations.

Estimated Time: 20 minutes

- Return to the Lobby by _____

Notes:



Cabinet Management



My role as Production Leader with cabinet management:

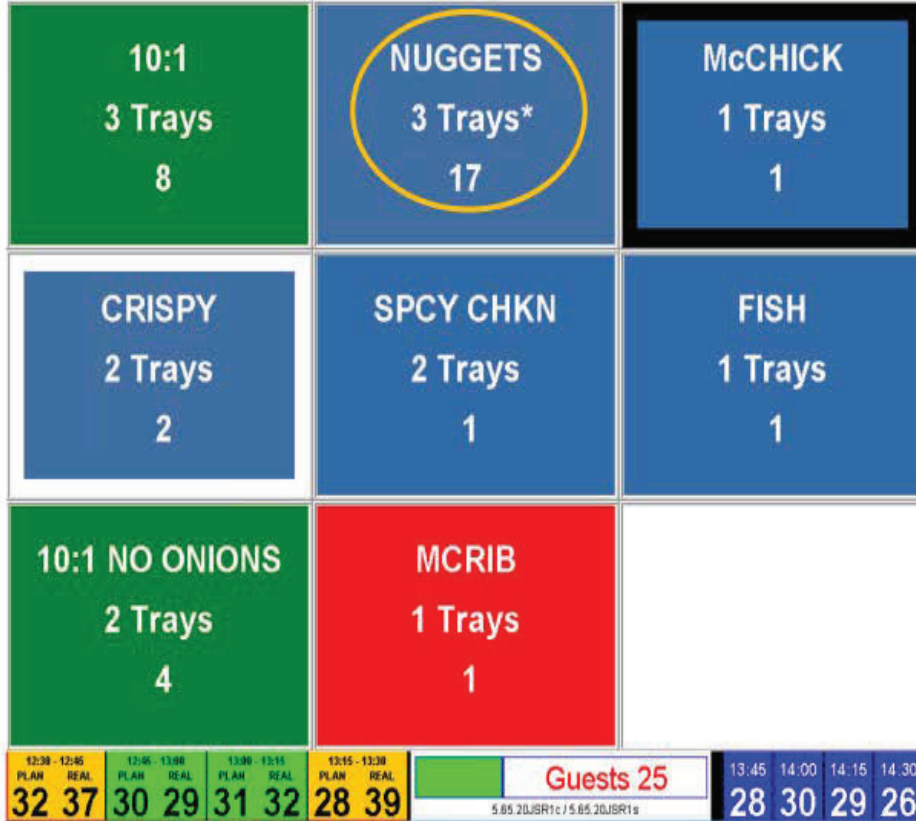
The cabinet management system is designed to _____,

provide for a quiet UHC replenishment process, reduce waste, and increase food quality.

Notes	
<p>The Grill Monitor shows _____ - _____ grill orders for 10:1, and _____ _____ orders that we cook to order.</p>	
<p>The eProduction UHC Monitor updates every _____ minutes if needed.</p>	



UHC Monitor



White Borders indicate either the number of trays or products have increased

Black Borders indicate either the number of trays or products have decreased

Borders will remain on the screen for 5 minutes before disappearing

← Product

← Number of trays

← Products per tray

* Indicates that there are not enough UHC slots available for the product needs based on settings



PLAN (projected) vs REAL (actual) guest counts for the past hour in 15 minute segments

Current 15 minute guest count projection

Projected guest count for future hour in 15 minute segments

Green color indicates actual GC are within 10% of projected GC

Yellow color indicates actual GC exceed projected GC by over 10%

Red color indicates actual GC are below projected GC by 10%

Jan 2022



“Putting the PRO in Production Leadership”

	Notes
<p>By cooking the right amount of food at the right time, you can also help control _____ and help with _____.</p>	
<p>Most times that we run out of product in the kitchen is _____ because we aren't following the eProduction UHC monitor.</p> <p>It is because of _____ not being managed correctly.</p>	
<p>For Fresh Beef, use the Grill monitor and Look - _____ - Cook - _____.</p>	
<p>When an order pops up on the Grill monitor for 10:1 patty no-onion, check to see how many patties you currently have in the gray tray in the UHC cabinet.</p> <p>If the number of patties needed will empty the tray, _____ the tray by following the UHC monitor.</p> <p>If the tray will not be emptied, then just _____ the order and _____ cook it.</p>	



“Putting the PRO in Production Leadership”



Cabinet Management Observation

Purpose: See if the restaurant is managing the cabinet effectively.

Directions: Answer the following questions as you observe the cabinet management.

Estimated Time: 15 minutes

- Return to the Lobby by _____

Observations	Notes
What is the Production Leader doing?	
Are they doing a good job with cabinet management? <ul style="list-style-type: none"> • How do you know? How well are the Production Leader and assembler: <ul style="list-style-type: none"> • Monitoring the cabinet? • Communicating product levels? 	
Where is the best observation zone for the Production Leader in this restaurant?	
How would you coach this crew to improve cabinet management?	



Coaching



My role as Production Leader with coaching:

Coaching Tips

Notes

Position to coach

- Where is your best place to observe the kitchen area?

Call the plays

- Jumping into a position should not be your first choice. Instead, _____ through your people.
- Be able to “see and leave”

Questions I should ask myself when I observe a danger zone to determine if I should jump in to help:



As Production Leader, always provide coaching around the _____

that will improve overall operations.

5-Step Coaching Model

	Notes
1 _____	
2 _____ and receive _____	
3 Demonstrate the _____ _____	
4 Agree on what will _____	
5 _____	



“Putting the PRO in Production Leadership”



Coaching Activity

Purpose: Reinforce the 5-Step Coaching Model.

Directions: Observe the 5-Step Coaching Model applied to 3 situations.
Optional: Volunteer to practice coaching.

Estimated Time: 15 minutes

- 1** Observe
- 2** Give & receive feedback
- 3** Demonstrate the right way
- 4** Agree on what will change
- 5** Follow-up

Observations	
Situation 1	
Situation 2	
Situation 3	



Gold Standard Execution

Gold Standard descriptions are used to help achieve a _____ look, taste, and experience for our customers in _____ our restaurants around the world.

	Notes
Having a prep person will help ensure a _____ daily prep routine.	
<ul style="list-style-type: none"> • Prep person duties include: 	
Having a prep person _____ list will set the prep person up for success.	
<ul style="list-style-type: none"> • Tools and tips for the prep person: 	



My role as Production Leader with Gold Standard execution:



Food Safety Fast Facts

Notes



The internal food safety standard for **10:1 patties** is above _____ degrees.

The _____ standard is three patties between 155-170 degrees.



The maximum run size of **Fresh Beef patties** is _____ patties.

The temperature range for Fresh Beef patties is _____ to _____ degrees after cooking.

Complete food safety on a full run of Fresh Beef patties _____ the _____ and no later than _____ hour after _____ from breakfast to regular menu operations.

Internal temperature checks on Fresh Beef patties must be completed for _____ grill platen where Fresh Beef patties will be cooked

Large empty rectangular box for taking notes.



“Putting the PRO in Production Leadership”



Fresh Beef Observation

Purpose: Check that systems and routines are in place for Fresh Beef to ensure safe product for our customers.

Directions: Use the following prompts to help capture your observations.

Estimated Time: 5–10 minutes

Observations	Notes
<p>Two-drawer grill-side refrigerator</p> <ul style="list-style-type: none"> Was there a 24-hour freshness label on both the package of Fresh Beef and on the blue pan? Was the beef package being opened from back to front? Are empty raw beef holding trays being placed in the blue bus container for dirty dishes? 	
<p>Grill monitor operation</p> <ul style="list-style-type: none"> Can you hear the cow bell when a quarter is displayed on the monitor? How is the cook’s reaction time to the Grill monitor? Were blue gloves being removed properly to prevent cross contamination? Are they using a finished patty tray? 	
<p>Other observations</p>	

**Food Safety Practice: Fresh Beef**

Purpose: Reinforce correct procedures for doing a food safety on a run of Fresh Beef.

Directions: Observe the steps for complete a Fresh Beef quality food safety checklist utilizing the food safety book.

Optional: Volunteer to do the food safety check.

Estimated Time: 15 minutes

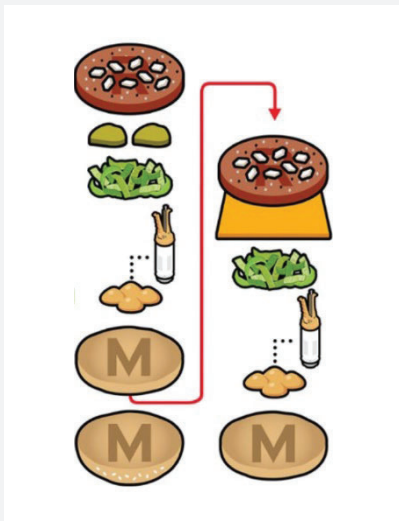
Notes:



What do McDonald's customers expect when served our beef products?

★	★	★	★
_____	_____	_____	_____
and	like the	and	great
_____	_____	_____	_____

Big Mac Gold Standard Description



Appearance

- The sandwich stands tall on a three-layered bun with sesame seeds on the crown.
- It is neatly assembled with overflowing fresh, green shredded lettuce.
- The melted cheese has draped corners.
- The beef patty is visible outside the sesame seed bun.

Temperature and Texture

- The sandwich is warm and holds together well.
- The texture of the sandwich is a soft, resilient, moist bun, with tender, juicy beef, crisp lettuce, moist, melted creamy cheeses and creamy Big Mac sauce, with occasional crispness from the dill pickle, onions and relish.

Taste

The taste is a signature taste that combines a distinctive balanced blend of freshly caramelized bread taste with sesame seeds, seared, seasoned, mild beef, and creamy Big Mac sauce with a balance of sour, pungent mustard, sweet pickle relish, onion and savory tastes, fresh lettuce, creamy cheddar cheese flavor, with an isolated acidic bite from the dill pickle and mild onion.



Closing



As a Production Leader, you are an important piece in helping build sales and greater

profit by caring for guests with easy, delicious, feel good moments.

	Notes
1. Inform the Knowledge	
2. Instill the Skill	
3. Implement the Behavior	



“Putting the PRO in Production Leadership”



Call to Action

Name: _____

Date: _____

Contact: _____



Behaviors I will demonstrate as a Production Leader:

Positioning

Quality Production Pre-Shift

Cabinet Management

Coaching

Gold Standard Execution



1 or 2 actions I will take to improve my skills as a Production Leader:

Make your actions S.M.A.R.T. objectives!
S = Specific M = Measurable A = Actionable R = Realistic T = Time Bound

Action 1	Action 2
-----------------	-----------------

I will complete this action by: _____	I will complete this action by: _____
I completed this action on: _____	I completed this action on: _____
Completion signature: _____	Completion signature: _____



Homework

1. Complete the kitchen "Health Check" on the next page.
2. Practice: "Dialing in" the Cook Time for Fresh Beef (4:1 Meat).
3. Practice Production Leader Pre-Shift Checklist, in Your Store.
4. Practice Daily Food Safety Check List.
5. Practice Coaching: Food Safety Procedures, E-Production, and VCM Procedures.
(Don't Walk By!)
6. Complete Food Cost Audit.
7. Answer Food Cost questions.

Kitchen Health Check

A prescription to your success...



The “Pulse” of your Kitchen:

- It all starts with ME
- Choose 1 – 2 Actions
- Plan - with Follow Up

Step 1 – Complete monthly (Supervisor, GM and/or Kitchen Manager)
Step 2 – Answer question, either Yes (Y) or No (N)
Step 3 – Decide if you should Fix it Now (FN) or add this to the Action Plan (AP) – (*Prescription to your success*)
Step 4 – Determine if the root cause for any ‘No’ answers is Knowledge, Resources or Motivation (K/R/M)

Key Success Areas		Y/N	FN/AP	K/R/M
Food Safety	Was Food Safety completed correctly today? Check 60 days if needed.			
	During your observations was food safety always handled properly?			
People	A system in place to have a Production Leader when 2 or more are in the kitchen?			
	Did the Production Leader do a Pre-Shift ?			
	Is the grill staffed effectively for all dayparts? If not, what daypart and plan?			
	Right # of Staff & People positioned appropriate for sandwich ranges?			
Equipment	Did crew follow procedures correctly? – note training needs separately			
	Ask 3 grill members is equipment working ? _____			
	Grill Certification #1 _____ #2 _____ #3 _____			
	Equipment in the right place? (BWS) (coolers/freezers have thermometers)			
	Small Equipment Minimums? Franke / H&K			
Be Well Served (BWS) Book	Fryer Recovery – Routine in Place - Boil-Out & Filtered Daily			
	Grill Recovery Routine in Place (date of last recovery) _____ No Carbon Build Up – remove one Teflon - quality of Teflon’s and platen			
	Blade Changing Routine in Place - i.e., every Thursday			
	KVS Monitors (Beep) & Bump Bars working and in proper place? (BWS)			
	Grill Printers in right place and working? (BWS)			
	Label Maker used correctly & current version? NABIT Site			
	Taste a couple of products – are they gold standard?			
Product	Bake/Prep chart used correctly – no products made during the Peak?			
	Prep person(s) – correctly used and trained?			
	R2D2 in place – new ½ hour charts? UHC set-up for success			
	HOTG dialed in for Quality? Check Gap Setting			

Prescriptions to your Success - Choose 1 to 2 on above outcomes

Action 1: _____

Who will own & write a plan: _____

Attach plan & start date: _____

Follow up of Previous Health Check Action:

Action 2: _____

Who will own & write a plan: _____

Attach plan & start date: _____

Follow up of Previous Health Check Action:

Have Feedback – [Stupid Rules Committee](#)

SUPERVISOR FOOD COST AUDIT (On the Floor Training/Coaching)

Restaurant: _____

Date _____

Drive Thru Visit

Product Ordered: _____

Extra Condiments Received? Y N

Comments: _____

Condiments

Is the condiment policy posted Y N

Ask crew about proper condiments?

Crew Person 1 Y N

Crew Person 2 Y N

Oil Filtered twice daily Y N

Shortening tracking tool in place Y N

Is beverage bar stocked correctly Y N

Comments: _____

Production

Is waste being counted correctly by daypart? Y N

Spot check waste/trash container? Y N

Are UHC holding times adhered to? Y N

E Production being followed? Y N

Crew read & explain E Prod correctly? Y N

Can Prod Mgr explain & adjust E prod? Y N

Best Burger build-to followed? Y N

Are correct cooking procedures followed? Y N

Assembly: 2 sandwiches at a time? Y N

Grill slips used every time/right place Y N

Are fries cooked/bagged properly? Y N

Comments: _____

Security

Is the freezer & cooler locked/secure? Y N

Are the rear door alarms functioning? Y N

Is the video security system working? Y N

Comments: _____

Miscellaneous

Is Planned Maintenance sched and taking place? Y N

Are T-reds, Promo & Overring/Refunds all within guidelines? Y N

QCR Information

Current

Goal

QCR Information	Current	Goal
Base Food		
Raw Waste		
Complete Waste		
Condiments		
Employee Meals		
Coupon/Promo		
Stat Loss		
Unexplained		
Actual Food Cost		
Food Over Base		

Inventory Controls

Is the daily stat tracked? Y N

Do the daily stat items reflect the current opportunities? Y N

Are QCR targets posted & communicated to all staff? Y N

Are the top stat & waste opportunities posted? Y N

Are stock build to lists posted? Y N

Are stock build to lists followed? Y N

Stock levels ok for current volume? Y N

All product within primary & secondary shelf life? Y N

Comments: _____

Shift Control

Is preshift checklist complete? Y N

Is there a dedicated fry person? Y N

Is there a posted emp meal policy? Y N

Are employee meals tracked daily? Y N

Is employee meal policy correctly followed? Y N

Is front counter easily visible by shift manager? Y N

Are Travel Paths being done? Y N

Monitors being used/orders correctly served? Y N

Proper drink & dessert procedures taking place? Y N

Crew in correct position, DSPG used Y N

Comments: _____

Food Cost Questions:

What is our organizations policy on Condiments?

What should you do when a customer asks for condiments?

What is our most expensiv condiment?

1. Define Waste?

Raw: _____

Completed: _____

2. What is important when handling waste?

3. How can you help manage waste during your shift?

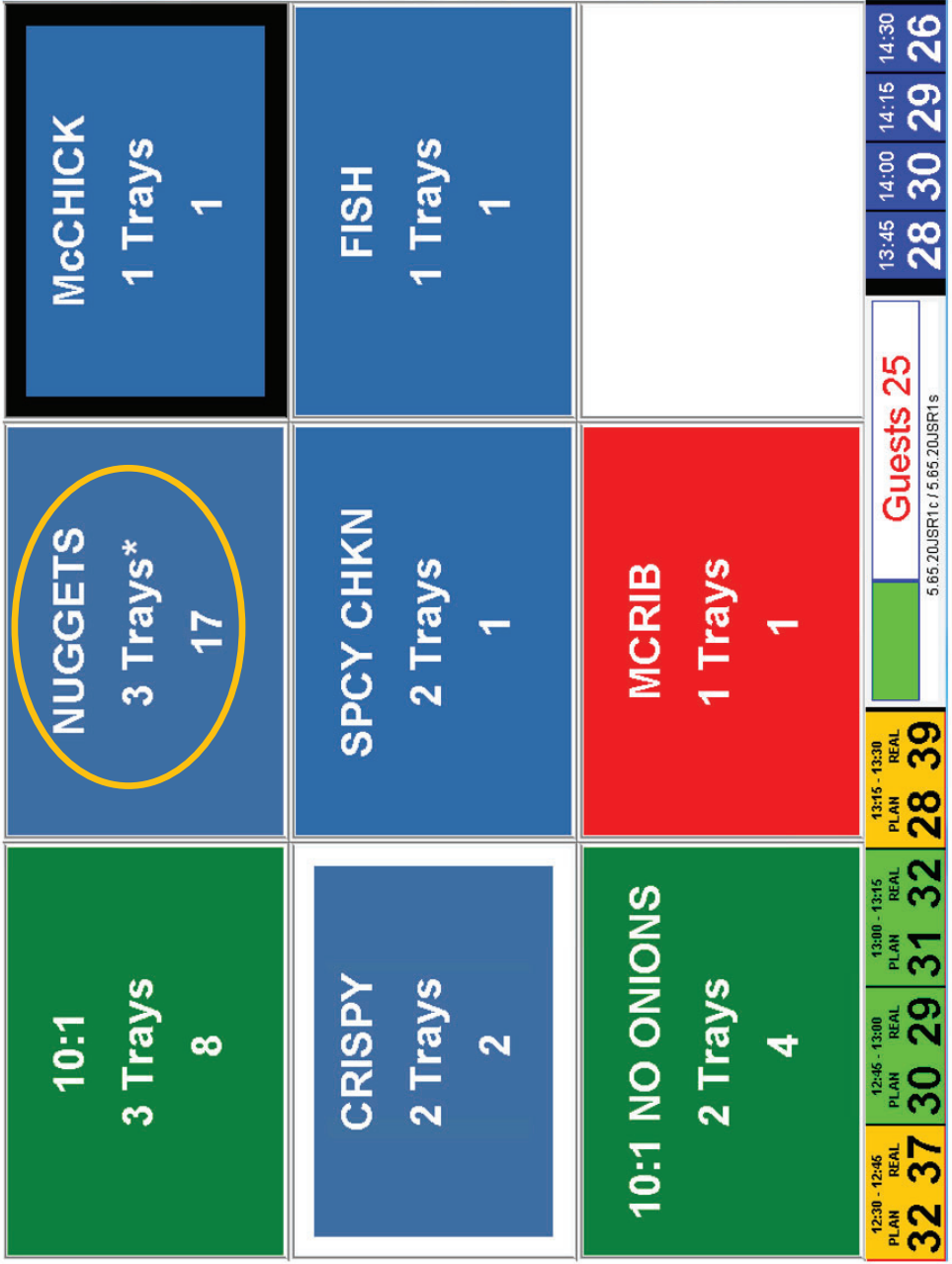
SHIFT MANAGEMENT



RESOURCES

UHC Monitor Guide Fry
Monitor Guide
Bake Monitor Guide
Thaw Build-to Screen Guide
Tempering Screen Guide

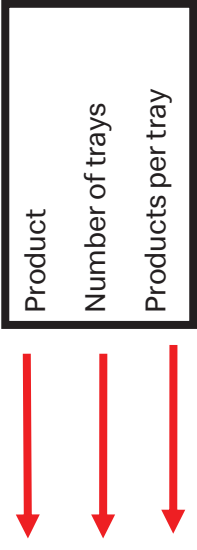
UHC Monitor



White Borders indicate either the number of trays or products have increased

Black Borders indicate either the number of trays or products have decreased

Borders will remain on the screen for 5 minutes before disappearing



* Indicates that there are not enough UHC slots available for the product needs based on settings

Green color indicates actual GC are within 10% of projected GC

Yellow color indicates actual GC exceed projected GC by over 10%

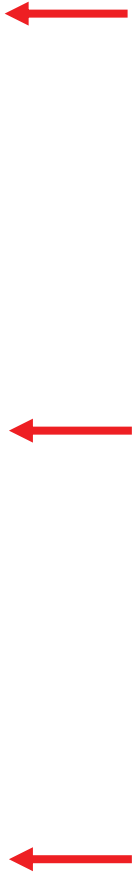
Red color indicates actual GC are below projected GC by 10%



Projected guest count for future hour in 15 minute segments

Current 15 minute guest count projection

PLAN (projected) vs REAL (actual) guest counts for the past hour in 15 minute segments



FRY Monitor

K9 / 45	4:07	K13 / 61	3:40	K7 / 47	2:33	K13 / 63	0:05
1 M French Fries		1 M French Fries		1 L French Fries		2 Hash Brown	
Paid		Paid		Paid		Total	
K12 / 64	2:28						
1 M French Fries							
Active							
Fries-Summary							
3 M Fries							
1 L French Fries							
2 Hash Brown							
Fries-Level							
3							
Update in Time							
11:26 01:33							
Guests 29							
12:30 - 12:45	12:45 - 13:00	13:00 - 13:15	13:15 - 13:30				
PLAN REAL	PLAN REAL	PLAN REAL	PLAN REAL				
34 30	25 29	26 28	28 30				

Live Order Screen

DT orders are served off the monitor when the orders are served off at the present monitor.
 FC orders are served off the monitor when the order is served off the front counter expo.

Fries-Level This feature will be available only during breakfast hours with Hash Browns. Suggested number of products needed for the projected Guest Counts.

09-45 - 10:00	10:00 - 10:15	10:15 - 10:30	10:30 - 10:45
PLAN REAL	PLAN REAL	PLAN REAL	PLAN REAL
25 27	19 23	17 24	24 19

Yellow color indicates actual GC exceed projected GC by over 10%
Green color indicates actual GC are within 10% of projected GC
Red color indicates actual GC are below projected GC by 10%

Basket Level Restaurants will have the capability to synchronize the basket levels to match the fry dispensers. You will have 4 options Auto, Low, Med, & High.



Fries Summary-live orders that appear above are consolidated.

	2		Red arrow indicates full baskets
	2		Yellow arrow indicates medium baskets
	2		Green arrow indicates low baskets

Full, medium and low are indicators on the Fry dispenser

1 M French Fries	1 L French Fries	1 M French Fries	1 L French Fries
8 9 10 9	10 8 14 7	8 9 10 9	10 8 14 7

BAKE Monitor

04:46 AM											
BACON			GRIDDLES			APPLE PIE					
3 AM	4 AM	5 AM	6 AM	3 AM	4 AM	5 AM	6 AM	3 AM	4 AM	5 AM	6 AM
0	0	0	4	0	0	0	13	0	0	0	1
WAS DUE 5:00 AM RECALL			COOK BY 5:00 AM 3 Trays 12			COOK AT 5:45 AM 1 Trays 2 Countdown: 59 MIN					
CC COOKIES			BISCUITS			ROLLED BURRITO					
3 AM	4 AM	5 AM	6 AM	3 AM	4 AM	5 AM	6 AM	3 AM	4 AM	5 AM	6 AM
0	0	0	0	0	0	0	18	0	0	0	5
COOK AT 5:45 AM 1 Trays 4 Countdown: 59 MIN			COOK AT 5:45 AM 3 Trays 15 Countdown: 59 MIN			COOK AT 6:30 AM 2 INSERTS Countdown: 104 MIN					

Product Name

Product history:

Product projects vs Actual
Last hour is live product sold

Product needed:

The number of trays and products needed for cooking segment

Was Due:

Pressing recall on the bump bar you will see what item was due.

Notes:

The next product to be baked will appear on the upper left hand corner.

When the product is served off the screen, the product will move to the next baking time.

Products will automatically serve off the monitor 30 minutes past Overdue.

Product Adjustment

These indicate if the product projection is at, above or below the projected guest counts. Product projections can be +/- via the Bump Bar

Countdown section:

Time to cook the product with countdown timer

Pink Cell Color

The pink color indicates the product should be prepared by the time that appears on the cell.

Overdue

The word OVERDUE will after the time that appears on the cell.

Thaw Build-To Screen

RAW ITEM NAME	THAW TIME	BUILD-TO
REG BUN	4 Hours	18 CASE
TORTILLA	12 Hours	40 SLEEVE
FOLDED EGG	24 Hours	12 SLEEVE
HOT CAKE	24 Hours	8 SLEEVE
APPLE FRITTER	5 Hours	4 SLEEVE

Page 1/1

Thaw - 06:00 AM 02/09/2021

Previous Future

ATTENTION! Tempering is also needed at this hour. Press Toggle Screen to see the Tempering screen

Current Page:
Total number of pages

Previous Future: current
next 6 days

Date & Time:
Current Thaw Pull Segment

Printing:
There will be printing capability. In addition to the information on the screen two more columns will be printed

- Thawed On-Hand
- Pull Quantity



Raw Item Name

Table:
All items that need to be pulled in order

Thaw Time:
The thaw time for each product

Build To:
The quantity that needs to be pulled for the current pull time shown by Unit of Measure (UOM)



Tempering Screen

Previous Future Page 1/1

Tempering - 06:00 AM 02/09/2021 PULL

RAW ITEM NAME	TEMPER TIME	
TARTAR SAUCE	4 Hours	3 POU
BIG MAC SAUCE	4 Hours	4 POU
MAYONNAISE	4 Hours	11 POU
BUTTER STICK	0 Hours	6 STK
CHEESE	4 Hours	8 SLV

ATTENTION! Thaw Pull is also needed at this hour. Press Toggle Screen to see the Thaw-Pull screen

Current Page:
Total number of pages

Previous: current
Future: next 6 days

Date & Time:
Current Tempering Pull Segment

Additions:
Printing: There will be printing capability. In addition to the information on the screen one additional column will be printed
 • Pull Quantity
Audio: Tempering screen will play an audio alert at two events:
 • When the tempering screen takes over the Bake screen.
 • When the current tempering segment is auto served.

Pull:
Calculation rounds up
BAG, CASE, SLEEVE, EA, POU, TUB, SLC, GAL, BOX, PKT, CON, etc.

Temper Time:
The # of hours the raw item requires to temper

Raw Item Name

Table:
Order can be changed.
Maximum of 8 raw items per page

Manager Training Agenda: Session 4

Pre-Shift Planning

Set your SHIFT up for SUCCESS!

*You are the LEADER! *Goal Setting *BE HERE NOW

*24 Hour ADVANCE PLANNING *Start with the RIGHT ATTITUDE!

Pre-Shift PEOPLE

*Hospitality WINS!

*GREET YOUR TEAM: Genuine WELCOME to EVERY CREW, EVERY DAY

*Communicate with Shift Manager from PREVIOUS SHIFT, Communicate with Production Mgr

*Assessing Skill Levels *Know your CREW *Plan to Grow your CREW

*Set People goals: SMILE, GENUINE WELCOME & THANKS to EVERY CUSTOMER, VOICE, "ASK, ASK, TELL", "Hello My name is _____, May I take your order?"

SERVICE & PRODUCTION TARGETS, APPRECIATIVE FEEDBACK to EVERY CREW, UNIFORMS etc.

*Positioning Guide DSPT and Assigning Secondary Duties *Resource Learning: Line bars, R2D2, Labor

Pre-Shift Equipment & Store Appearance

*Pre-Shift Checklist & Travel Path

*Set Expectations for CLEANLINESS and ORGANIZATION: Exterior, Interior: Lobby, Restrooms, Play Land, Production, Service and Back Sink, Stock, Crew Room and Booth

*Prioritize every task: 1) Safety 2) Service Barrier 3) Appearance 4) Convenience

*When to Delegate, How to Delegate, ALWAYS Thank and Follow-up on crew taking care of the task

*Identify: Now and Future Actions for Equipment, Food Safety

*Assume Innocence, Provide Feedback, Observe Procedures, Check Equipment Settings

Pre-Shift Product

*Observe Procedures: Product HOT, FRESH, ACCURATE, GOLD STANDARD

*Product Levels vs Charts

*Holding Times, Code Dates, Stock Levels, Cleaning Procedures, Maintenance/PM Needs

*Now and Future Actions regarding product

Activity: Travel Path, Conducting Pre-Shift Checklist: Shift and Production

Shift Management

Objective | Deliver outstanding QSC by coordinating People, Equipment and Product to grow sales profitably, and achieving total customer satisfaction one shift at a time.



Certified shift manager



Where is everybody?

I had been running the Production area for several days in a row, and I noticed that we kept getting behind on orders on the KVS. Even with both sides of the prep table open, we just couldn't keep up. I kept having to jump in and help out with assembly.

One day, I decided to take some time to observe what was going on before jumping in to help. I was able to figure out the problem pretty quickly. Crew kept leaving their stations to get stock or to sweep the floor. This caused production to back up. Front Counter crew were placing bags of uncompleted food orders at the HLZ, and the customers were upset because they had to wait.

After that, I started paying more attention to stock levels before the rush. By making sure there was enough stock for the rush, no one had to leave their stations.

We now have a code word for our crew during the rush – "SIP" for "stay in place"!

*** Moral of the story:**

I realized that I had not completed the Pre-Shift Checklist and failed to notice that we didn't have enough stock for the rush. If I had completed the Pre-Shift Checklist, we would have been correctly stocked and the crew wouldn't have had to leave the grill area to get stock. And if I had taken the time to step back and see what was going on, I might have noticed the problem earlier!

Pre-shift planning

You will be more organized when you learn to look at all 3 areas:

- People
- Equipment
- Product

The Pre-Shift Checklist will help you do this. Here is an example of one.

The Pre-Shift Checklist

Acts as a "to do" list and helps you organize any items that may need to be taken care of before you take over your shift.

For each area, you will check:

- Correct positioning of people.
- Equipment, for time and temperature settings and other calibrations necessary for proper operation.
- Availability of smaller equipment (such as fry scoops and baskets in the fry area, spatulas and egg equipment in the grill area).
- Cleanliness of area.
- Area is stocked with product and secondary shelf life is enforced.
- Finished product quality to verify that it meets standards.

Pre-Shift Checklist

Name _____ Date _____ Time _____
 X=Complete, N=Action Needed, T=Action Taken

Check each item in the areas listed below and make note of priorities in the section provided.

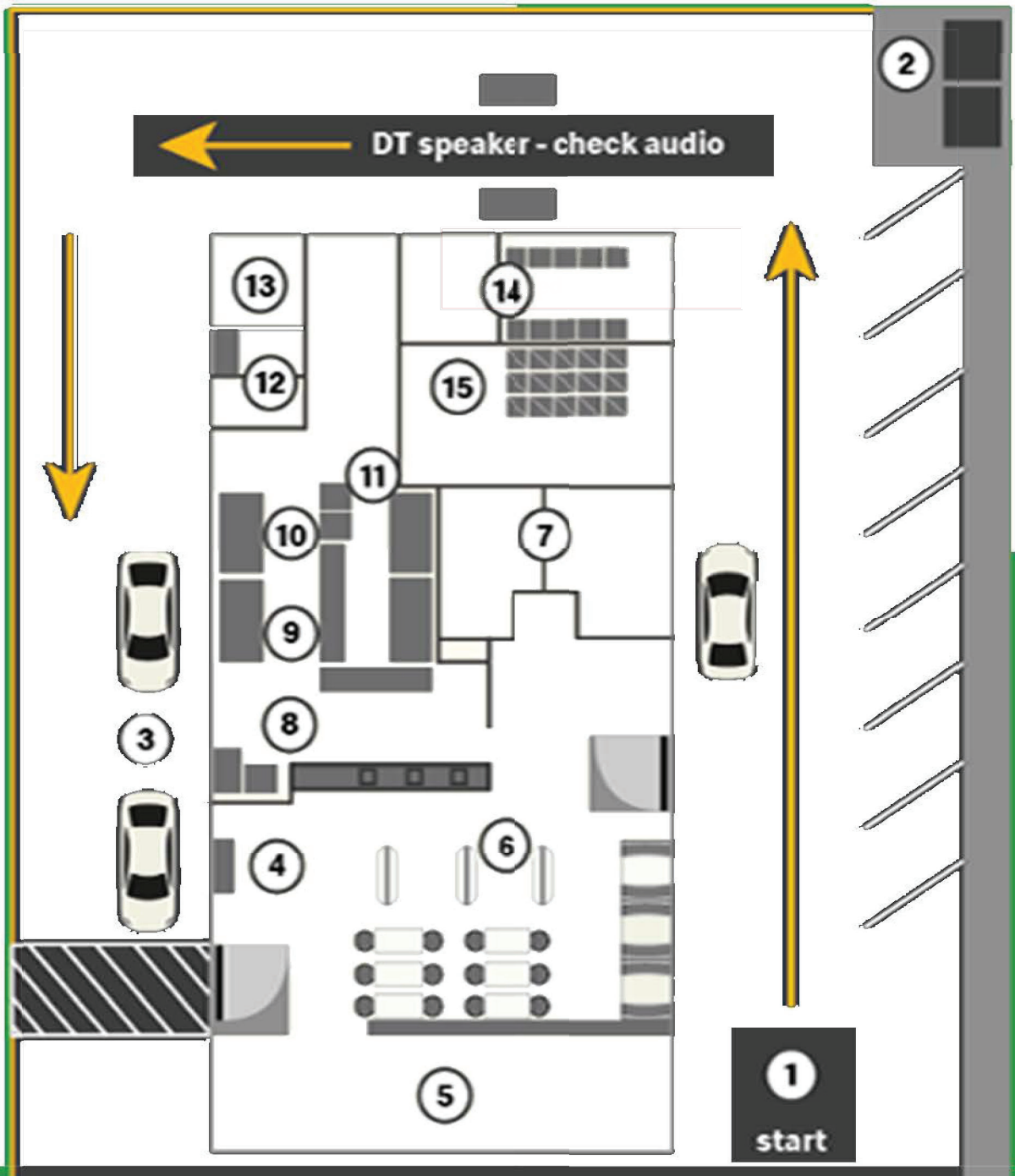
Service Areas										
X	N	T	Guest Areas	X	N	T	X	N	T	
			Bever bar clean and stocked				Parking lot and OT line clean			Fresh emptied as needed
			Tables/chairs stocked				Landscaping/water line			Windows clean
			Floors clean				Lighting/line in good repair			Restrooms clean
							OT menu board clean and in good repair			Restrooms stocked
							COO clean and in good repair			Restrooms mirror clean
X	N	T	Front Counter Areas	X	N	T	X	N	T	
			All condiments stocked				Dessert cups stocked			Ketchup packets
			Counter cups stocked				Cutlery/spoons stocked			Apple ground pie stocked
			Receipt paper stocked				Coffee stocked			Bags stocked correctly
			Cash drawers stocked				Saled drinks per use			Toys and balls stocked
			Trays clean and lined				Jam/ice cream			Under 3 toys stocked
			Dessert toppings full w/time				Perishables and pastas stocked			Sanitised towels ready
			Shake syrups w/ide time				Perishables items in code			Test strips available
			Shake/sundae mix full				Milk/juice/water stocked			Gift cards stocked
			Coffee stocked w/time				Inventory sheets stocked			Area clean and sanitary
			McFlurry mixins stocked w/time				Oil concentrate stocked			Targets communicated
			Premium roast coffee w/time				Snacks stocked w/time			
			Coffee packets available							
X	N	T	McCafe Area	X	N	T	X	N	T	
			Espresso hoppers stocked				Whole/half milk w/time			Ice hopper filled
			Smoothie/Apple/Spice w/time				Flavored syrups stocked w/time			Whipped cream stocked
			Spoons stocked/clean				Cherries stocked w/time			Printer paper stocked
			Premium roast coffee w/time							
X	N	T	Drive-thru Area	X	N	T	X	N	T	
			All condiments stocked				Fry hopper stocked			Hand sink stocked
			Napkins stocked				Fry freezer stocked			Windows clean
			Screws stocked				Fry bags and cartons stocked			Receipt paper stocked
			All cups stocked				2 Fry scoops available			Cash drawer stocked
			All lids stocked				Oil level correct/acceptable			4 cup carriers stocked
			Cutlery/spoons stocked				Salt filled and available			Mirror/station clean
			Coffee packets available				Waste counced			Headsets charged
			Milk/juice/water stocked				Targets communicated			Headset on OT crew and rig
			Gift cards stocked							

As you complete your checklist use the following letters to indicate what needs to be taken care of.

- X = completed
- N = action needed
- T = action taken

Pre-shift planning helps you and your crew achieve the best performance by coordinating people, equipment, and product to maximize their effectiveness. Pre-shift planning also prevents problems by identifying and correcting such things as being out of paper products and equipment failures before the shift starts. If you don't take the time to plan your shift by checking the condition of the area, you may run into problems later and never get back on track.

The best way to develop your plan is to conduct an area travel path and pre-shift checklist about 30 minutes before you are responsible for the shift.



- | | | |
|-------------------------|--|----------------------------|
| 1. Exterior lot | 7. Restrooms | 11. Prep area |
| 2. Corral and back yard | 8. Front Counter & Drive Thru Interior | 12. Back Office area |
| 3. Drive Thru Exterior | 9. Crew & Personal Hygiene | 13. Crew Room |
| 4. Lobby/Beverage bar | 10. Production & Assembly areas | 14. Walk-in Cooler/Freezer |
| 5. PlayPlace/Playland | | 15. Stock Room/Back Room |
| 6. Kiosks | | |

PRE-SHIFT CHECKLIST

DATE:		
BREAKFAST SHIFT MANAGER NAME:	Production Leader	GEL
LUNCH SHIFT MANAGER NAME:	Production Leader	GEL
SNACK SHIFT MANAGER NAME:	Production Leader	GEL
DINNER SHIFT MANAGER NAME:	Production Leader	GEL
THIRD SHIFT MANAGER NAME:	Production Leader	GEL

GREET ALL CREW AND MANAGERS

<u>OUTSIDE CLEANLINESS</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Parking lot and drive-thru free of trash and debris					
corral floor clean. Lid on dumpster in good repair & closed					
All lights working properly					
Landscape free of debris and trash					
Sidewalks clean and in good repair					
Menu board clean					
Drive-thru speaker clean					
Listen to order taker (Friendly, Offer App, Clear Communications, Back 2 Basics, Suggestive Selling.)					
Drive-Thru window clean					
Flags in good repair					
Trash cans not over flowing, no skirt, lids clean					
Patio/Front Walk Clean, Free of Debris					
<u>Curbside/Pull Forward</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Curbside and pull forward signage cleaning in good condition and visible					
Apron/caddy clean and fully stocked for proper day part					
Safety vest clean and readily available					
Product outage accurately reflected in GMA					
<u>DINING ROOM AND LOBBY</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Entrance way- Rugs clean, Floors swept, Thresholds clean, Door glass clean					
Restrooms Clean-Floors, Sinks, Mirrors, countertops, Toilets, Urinals, Soap					
Toilet Paper, Walls, Vents, Baby Changer clean and liners filled					
Are all tables clean					
Does trash need changed					
Condiments area need stocked					
Floors need swept or mopped, Wet floor signs clean and available.					
TV's on correct channel and at correct volume					
Playland clean, tables, chairs, floors, restroom					
Drink Station Clean, Drain, Beside, and Behind towers.					
Windows, and Door Glass					
Unassisted pickup stations clean and identifiable					
Kiosks are on and clean					
Sanitizer stocked on kiosks					
Receipt paper stocked on kiosks					
Product outage accurately reflected on kiosks					
Table tents are clean and stocked at kiosks					

<u>SERVICE AND DRIVE-THRU AREA</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Front counter clean and clear (No stock, towels, dirty lobby trays on Counter)					
Trash can under counter clean and lined					
Shake and sundae area clean and stocked					
McFlurry & Frozen Soda area clean and stocked					
ROA Staging area clean, and stocked					
McCafé area cleaned & stocked (Coffee, Tea, Drizzle, and Flavor bottles have Dates/times.)					
Proper number of pies ready & timed					
Adequate supply of clean sanitized towels available					
All condiments, cups,lids,straws,bags,napkins stocked					
Fry area clean(Glass&Mirror) No salt build-up in bin					
Shortening levels correct? Fryers need skimmed					
Floor swept and mopped? No grease build-up					
<u>Delivery</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
Delivery station fully stocked with condiments, bags, stickers, cup holders and napkins/straws					
Tablets for all 3PO's are on and charged					
Hours of operation accurately reflected on delivery tablets					
Product outage accurately reflected on delivery channels					
Staging and fulfillment zones are clean stocked and cleared for prepared orders					
Delivery assembly station guides posted or readily accessible					
<u>KITCHEN AREA</u>	BREAKFAST	LUNCH	SNACK	DINNER	O.N.
UHC Cabinets-timers on, proper levels, tops clean					
Assembly table-clean, organized, products dated & timed					
Trash cans not over flowing cleaned and lined					
Buns stocked & timed, freezers stocked with product covered, refrigerators stocked & timers marked					
Grill clean and LRS in place Clams closed when not in use					
Fried products area clean and stocked					
Shortening levels correct? Need skimmed					
Floor swept & mopped? No grease build-up					
Adequate supply of clean sanitized towels available					
eProduction updated, followed.					

Planning for equipment

Equipment that is working correctly has a direct impact on many areas of operations, including quality of product, crew morale, and costs related to repair and replacement.

Equipment in your area should be set up, working, and calibrated properly. This includes the availability and placement of small equipment items like spatulas and fry scoops.

If equipment is broken, determine what you need to do to get it repaired. Often you can fix it yourself by following the simple troubleshooting steps below.

Troubleshooting

- Is the equipment plugged in?
- Is it turned on?
- Is the fuse blown?
- Is the circuit breaker on?
- Are the lines connected? For example, is the gas line on the fryer vat snapped into the quick-disconnect?

If the equipment is still not working after you check these areas, refer to the equipment manual for more detailed troubleshooting information or communicate the problem to your Shift Leader.

PLANNED MAINTENANCE

McDonald's Planned Maintenance System is a program that helps manage the costs of maintaining equipment and ensure that proper product quality is delivered to the customer. Usually an assistant manager is responsible for the Planned Maintenance System. The assistant manager delegates tasks and follows up to make sure Planned Maintenance (PM) is being performed as scheduled during the year throughout the whole restaurant. Some tasks are done only once a year, but some are done monthly, some are done weekly, and some are done daily. In addition to equipment that requires daily maintenance, there are 19 daily PM tasks:

- **Clean grills and empty grease troughs daily and more if they are 3/4 full.**
- **Filter vats.**
- **Clean all beverage nozzles.**
- **Remove syrup lines from shake machine nightly at closing (For 24-hour restaurants, remove syrup lines at set time for heat cycle).**
- **Use sharp spatulas – your restaurant can either sharpen or rotate spatulas five times a day.**
- **Clean vat and grill filters (for mesh filters, clean three times a day for grill area and two times a day for fryer grease).**
- **Perform cleaning tasks on all toasters including muffin toaster.**
- **Wash, rinse and sanitize all egg equipment at four hours of use.**
- **Wash, rinse and sanitize all crew pour ice bins.**
- **Clean all ovens.**
- **Clean Q-ing oven.**
- **Empty and clean all small refrigerators and freezers.**
- **Clean pie merchandisers.**
- **Clean HLZ.**
- **Clean UHC.**
- **Clean and sanitize customer condiment pumps and dispensers.**
- **Clean OJ dispenser.**
- **Clean egg cooler.**
- **Clean rapid steamer**

HOMEWORK ACTIVITY: COMPLETE THESE DAILY CLEANING ACTIVITES AND CHECK OFF, Review WITH COACH

PLANNED MAINTENANCE (CONTINUED)

As an area manager, you are accountable for the tasks in your area. You are also responsible for following up with crew to make sure they have completed their assigned PM tasks. For example, in the Production area, checking the calibration of sauce guns and toaster compressions are some of the PM tasks that you will need to follow up on.

As a Shift Leader, you will be accountable for ensuring that all PM tasks, in all areas that are scheduled to be completed during your shift, are done.

Planning for product

As you check for product, you will be looking to confirm:

- There are enough raw products, condiments, and other supplies so that you do not run short during your shift. Follow the rule of 24/2 (24 hours worth of stock for paper products; 2 hours worth for frozen and refrigerated goods).
- Product rotation procedures are being followed and there are no expired products.
- Paper stock is positioned where it is to be used (i.e., if 50% of your business is in the Drive-thru, 50% of paper stock should be in the Drive-thru).

Hint: Talk to your manager about how the prep position is used in your restaurant. Many restaurants have a person who is assigned to stocking, preparing salads and other items so that these tasks do not have to be done by the production or service crew.

If you discover shortages, talk to your Shift Leader immediately about the plan for replacing stock.

When you do your pre-shift planning, you will probably find some things that need to be taken care of before you take over the shift. For example, floors may need to be swept and mopped or cups and lids may need to be restocked. Here is a suggestion for what to say to the person who was managing the area before you:

“I’ve completed my Pre-Shift Checklist, and I’ve made a list of things to be taken care of before I take over the area. What can I do to help you get these things done?”

SHIFT MANAGER TRAINING: EQUIPMENT EXPERT

All Managers, regardless of what shift they work, must be verified in proper cleaning (Out-of-The-Box Clean) and PM according to the Kay Cards and PM Cards on the following Equipment:

****Vats:** *Daily Filtering *Changing Pad *Add/Change Oil

****Grills:** *Clean *Replace Teflons *Change Product Selection and Cooking Times

****Clean Filters:** *Grill and Vats

****Clean UHC:** Daily & Monthly Cleaning Procedures

****Clean Ovens**

****Toaster:** *Clean and Change Release sheets and Belts

****Clean and delime filet steamer**

****Clean HLZ (take apart) Detail Clean**

****Clean Egg Cooker**

****Shake Machine:** *Bi-Weekly cleaning, *Clean Filters and Drip Pans, *Clean & calibrate shake lines *Clean topping pumps, *Troubleshooting

****OJ Machine** *Clean, *Change bag, *Calibrate

****Blended Ice Machine:** *Daily & Weekly cleaning *Calibrate

****Clean McCafe Machine** Daily, Weekly, PM *Coffee/Tea Brewer Cleaning

****Clean Pie Merchandiser**

****Drink Towers/ABS** *Clean nozzels & diffusers, *Clean Tower, *Clean ice chutes

****Clean and Replace Creamer Machine Bag**

****Change all BIBs**

****Change Bulk Coke**

****Sanitize Bulk Coke**

****Know Pre-Delivery Process for Coke**

****Clean Small Coolers and Freezers**

****Clean Small Coolers & Freezer Coils**

****Check Small Coolers & Freezer Gaskets**

****Clean Bulk Ketchup Pump**

****Replace Bulk Ketchup Bag**

Managers Signature _____

GM Signature: _____



On-the-Floor Activity

Shadow the Shift Leader

In this exercise you will observe a Shift Leader and learn more about the activities involved in managing the entire shift.

During your shadowing experience, think about the questions below. Afterward, take about 15 minutes to write your answers.

1. How do you feel about becoming a Shift Leader?

2. Based on what you observed, how is your new job different from your current job?

3. What concerns do you have?

4. What surprised you?

5. What are your expectations for your upcoming training?

Nuts and Bolts

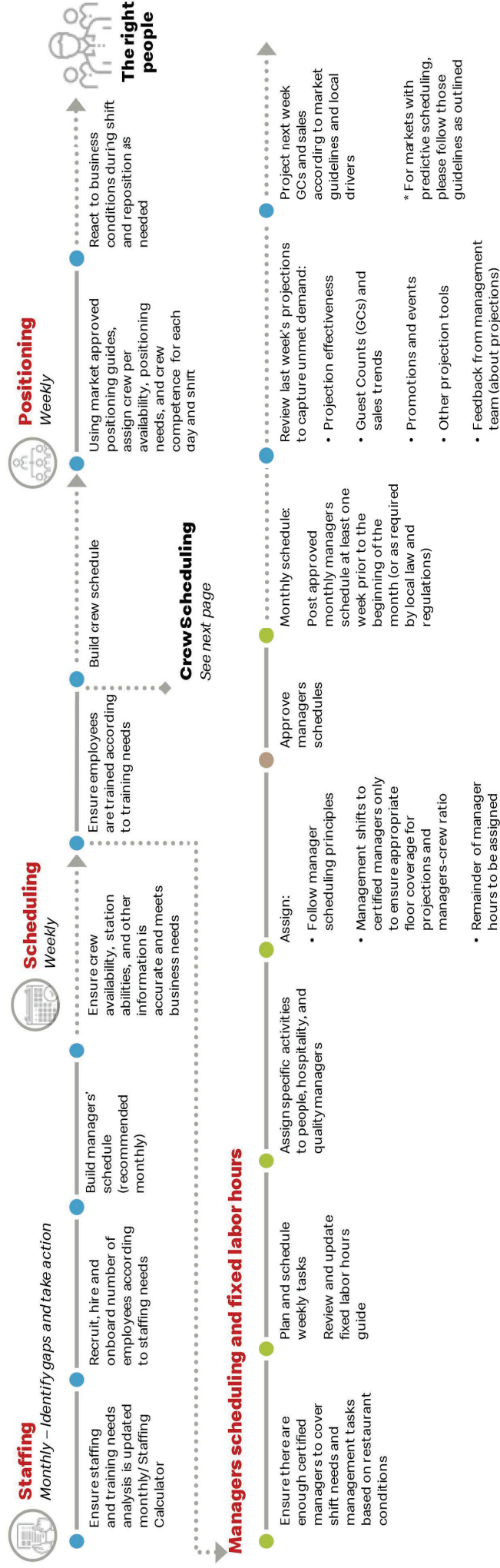


8 Proven People Practices

- 1 Build a staff of SERVICE-ORIENTED employees**
- 2 Deliver motivating and effective ORIENTATION and TRAINING**
- 3 Provide COMPETITIVE PAY and REGULAR RAISES**
- 4 Schedule SUFFICIENT CREW for the workload and POSITION THEM effectively for the best service experience**
- 5 Ensure GOOD COMMUNICATIONS among Managers and Crew**
- 6 Give BREAKS per policy**
- 7 Provide necessary EQUIPMENT that is well-maintained**
- 8 Ensure a SAFE and COMFORTABLE ENVIRONMENT**

Staffing, Scheduling, and Positioning

Objective | To have the right people, in the right place, at the right time to run great restaurants and deliver a great customer experience



Signals

- Projection Effectiveness
- Speed of Service
- Customer Satisfaction Survey
- Order Accuracy

Staffing, Scheduling, and Positioning

Objective | To have the right people, in the right place, at the right time to run great restaurants and deliver a great customer experience



Scheduling Weekly

Crew Scheduling

Review results to understand opportunities

Settings correct in scheduling systems

Restaurant conditions settings are correct in scheduling system

Adult/Minor settings

Fixed Hours Guide

Labor attributes - up to date VLH

School Calendars & School Calendar Exceptions

Restaurant Hours

Forecast

Review the system generated forecast

Look three months ahead and review and approve staffing needs

Review available data for opportunities in Operational, Execution Standards

Ensure number of employees required by staffing needs are on track (90-day forecast)

Review what promotions or events were used in the forecast generation

Project & Adjust

Review last week's projections to capture unmet demand:

- Projection effectiveness
- Guest Counts (GCs) and sales trends
- Promotions and events
- Other projection tools

Feedback from management team (about projections)

Project next week GCs and sales according to market guidelines and local drivers

General manager/supervisor to review projections before a schedule is generated

Schedule to Projection

Determine variable labor needs by hour using market's VLH guide

Review generated schedule and highlight potential shift shortages

Schedule fixed hours according to Safety & Sanitation Leader

Build schedule using workforce management system

Ensure employment laws and McDonald's policies are followed

Floor Hours

Transfer management schedule

Ensure all Floor hours are covered based on crew to manager ratio and assign production leader when there is no manager scheduled.

Review and approve crew schedule to ensure all activities are planned and scheduled: training, planned maintenance, fixed hours tasks, and secondary duties – GM approval recommended

Post approved crew and manager's schedules at least seven days prior (or as required by local laws and regulations)

Actual vs. Scheduled

Discuss the schedule and its execution at weekly managers meeting

Review results on a monthly basis and share at Manager's Meeting

General Manager
Mid Manager
Department Manager

Projection Effectiveness

hours where (Actual GC minus Projected GC) is within +/- 10

hours with data

Scheduled Manager Floor Hours vs. Guide

hours where (Scheduled Floor Hours minus Projected Floor Hours) = 0*

Scheduled Variable Hours vs. Projected

hours where (Scheduled Variable Hours minus Projected Variable Hours) is between 0 and -2*

Actual Variable Hours vs. Scheduled

All hours labor actual review "post report" (Actual Variable Hours (minus Scheduled Variable Hours) Recommended +/- 1*

Labor Effectiveness

hours where (Actual Variable Hours minus Required Variable Hours) is +/- 1*

Planning for people

Coordinating people is one of the most important, and most challenging, aspects of managing an area. It is the responsibility of the Shift Leader to assign individuals to positions, and the Production Leader is to work with the Shift Leader to plan the assignments. To do that, you need to understand that each crew person is unique, with different strengths, opportunities, and motivations. Find out who is Scheduled for the day. Work with your Production Leader to plan individual assignments, keep the following in mind:

- Learn the strengths and opportunities of each crew person so that you can position people where they will be most effective.
- Understand what motivates each crew person.
- Understand what is needed at each station to deliver outstanding QSC&V.
- Anticipate volume changes throughout the shift.
- Have a plan to reposition your team as crew staffing changes during the shift.
- Coordinate the timing of crew breaks (stagger breaks) to avoid crew shortages on the floor. (No breaks during lunch rush.)
- Identify ways to increase employee satisfaction.

The following are some key points on how to position crew to provide impressive QSC&V.

Balance skills and workload by putting “aces in their places.”

Aces are strong performers who show initiative and take complete responsibility for their stations. They don't take shortcuts, and they meet the standards of performance consistently. *You can count on them!*

Position these top performers where they can make the greatest contribution. But be careful not to place all the demands on your aces. Don't continually look to them to carry out a task.

Accommodate changes in volume during the shift.

Low-volume times provide an opportunity to maximize crew productivity. Assign secondary responsibilities for crew members to complete when the sales volume drops. For example:

- Crew persons working Front Counter can restock the Front Counter area when they are not needed on a register.
- Assemblers can clean up the back room when sales volume decreases.

Position crew to keep them productive throughout the shift and to make sure necessary tasks get done.

As you position your crew, you need to make many important decisions such as:

- How to position crew for a given sales rate during breakfast and regular menu times.
- When and where to add crew.
- When and where to position management personnel.
- How to reposition crew during breaks.
- How to maximize crew and management productivity.
- Communicate to crew not to leave station without verifying with your manager.



The **Dynamic Shift Positioning Tool** (following page) is available in the restaurant to help you position people effectively. Review this tool with your coach to learn how to best use it. Ensure that the Dynamic Shift Positioning Tool reflects your restaurant's Drive-thru and beverage set-up, for example, 2nd Lane Order Taker/self-serve beverages.

Introduction

Welcome to Positioning for Operational Excellence.

As a Shift Manager, you're responsible for positioning crew in the right places at the right time. Proper positioning allows you to run your restaurant as efficiently as possible and deliver fast, accurate and friendly service to your customers. But positioning isn't always an easy task.

The **Dynamic Shift Positioning Tool (DSPT)** provides detailed guidance around where, when, and how to position people during each hour of your shift. It's called "dynamic" because it uses the restaurant's sales, transactions and product mix information to determine the best place for you to position crew throughout the shift.

The DSPT will generate a report called the Dynamic Shift Positioning Guide that will tell you:

- How many crew members are needed in the key areas of the restaurant (Drive thru, Production, Front counter, Fries and McCafé) for each hour of the shift
- How to position crew for greatest efficiency, even when you are understaffed
- The secondary duties for crew during less busy times
- The restaurant's projected sales and guest counts for each hour of your shift
- Other key information to help you set up and manage your shift most effectively

The following pages of this execution manual provide a complete explanation of how to use the DSPT and the Dynamic Shift Positioning Tool.

Dynamic Shift Positioning Tool and Guide

At-A-Glanc

The Dynamic Shift Positioning tool is located on the back office server(BOS) and uses data from your restaurant to position. Specifically, the tool takes into consideration three key factors:

- Your restaurant's sales projections
- VLH guidelines
- Key positioning drivers

The DSPT uses that data to create a customized positioning guide – the Dynamic Shift Positioning Tool. When you print your guide, you will receive two pages. the first page shows when, where and how to position crew during each hour of your shift, as well as other critical information to help you manage your shift. The second page lists the secondary duties, which includes activities like “Backup Presenter” in the Drive-thru or “Make Happy Meals,” for crew to do when traffic is slow. We'll talk more about secondary duties later in this execution manual.

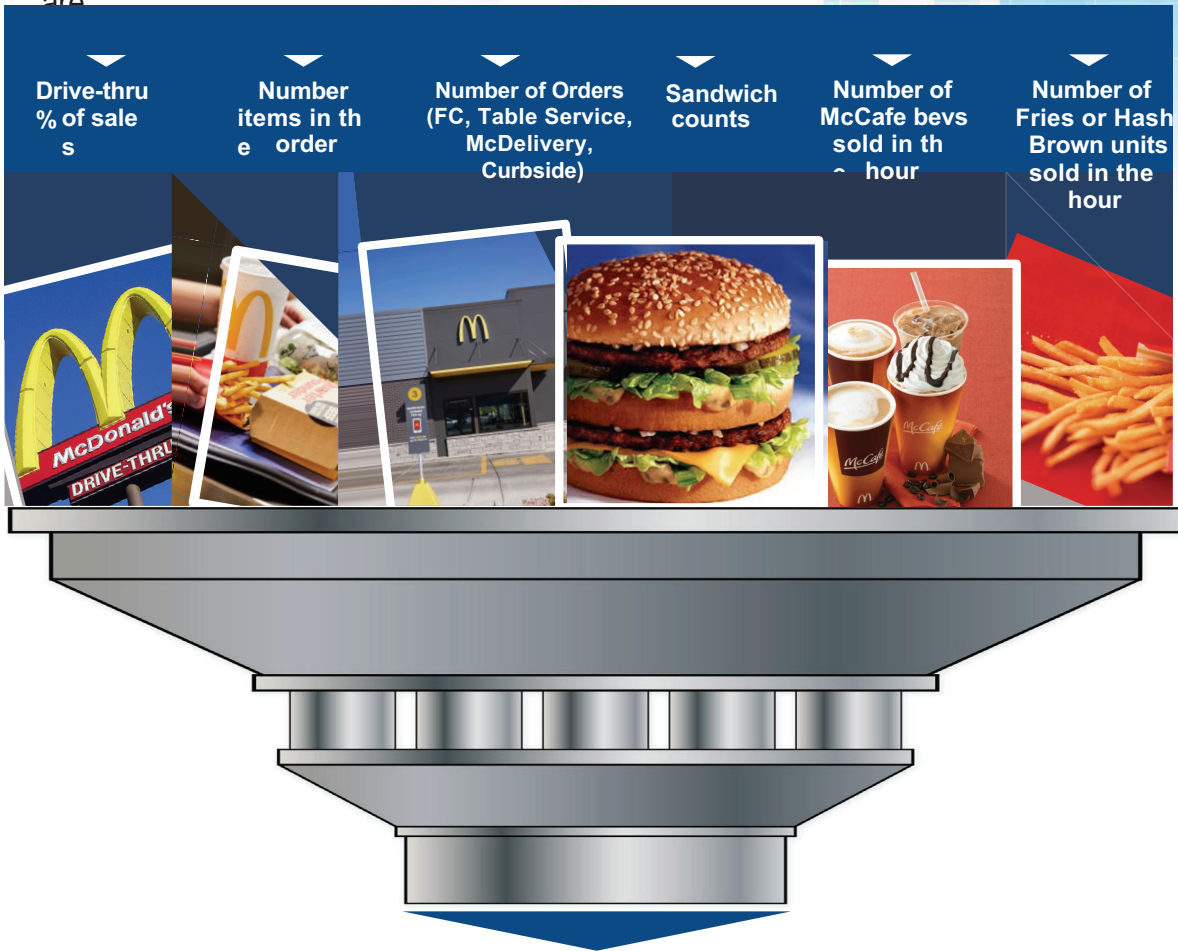
Positioning Schedule

The image displays two printed copies of the Dynamic Shift Positioning Guide. The left guide is titled "Dynamic Shift Positioning Guide" and shows a grid of crew positions for a shift from 11:00 AM to 3:00 PM. The right guide is titled "Dynamic Shift Positioning Guide" and shows a grid of secondary duties for the same shift. Both guides include a "Positioning for Ops Excellence" section with a list of tasks and a "Printed for" section at the bottom.

Secondary Duties

The Positioning Drivers

There are key positioning drivers, in addition to restaurant sales projections and the new VLH guidelines, that the Dynamic Shift Positioning tool uses to determine the number of crew you need for each hour of your shift and where best to position them. those drivers are:



Generating the Dynamic Shift Positioning Guide

Pre-shift

It is recommended you generate your Dynamic Shift Positioning Guide 24 hours prior to the beginning of your shift.

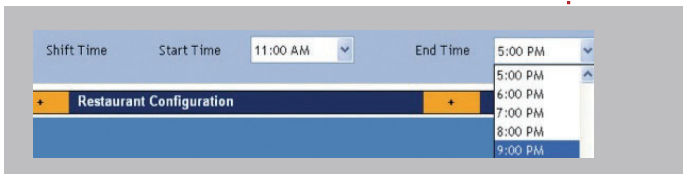
Getting Started

Follow these simple steps to access the Dynamic Shift Positioning tool and generate the Dynamic Shift Positioning Guide for your shift.

1. Log on to the Back Office server with your username and password.
2. Select the “Dynamic Shift Positioning tool” icon. the Shift Setup screen will appear.

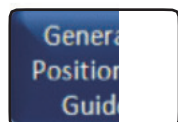


Next to Shift Date, use the drop-down menu to select the date of your shift.



Select your shift “start time” and “end time” using the drop-down menus for each.

The minimum number of shift hours you can select is two, and the maximum shift hours is six.



5. Select “Generate” Positioning Guide”

IMPORTANT NOTE: Before you begin using the Dynamic Shift Positioning Tool, check with your General Manager to make sure he/she has completed the initial setup of the tool, which includes setting the proper restaurant configuration.

Generating the Dynamic Shift Positioning Guide *continued...*

Once you enter your shift date and shift length, the Dynamic Shift Positioning tool will automatically generate your shift positioning guide. The picture below shows you what your screen will look like. At the top of the screen, you'll see two tabs. (In cases where your shift covers both breakfast and lunch, you'll see **two tabs**.)

The first tab shows you the crew positioning schedule for each hour, and other key information to help you manage your shift. The second tab shows the secondary duties sheet, which breaks out secondary responsibilities for each crew person.

Now that you've generated the Dynamic Shift Positioning Guide, you have the ability to make adjustments.

Before you do, let's take a closer look at each section of the guide.

Dynamic Shift Positioning Tool

Breakfast BRK Secondary

Dynamic Shift Positioning Guide - Breakfast

Shift Info TraditionalDT/SidebySide/CrewPour/HOTGandFryer/SameWallastheGrills

Date : 08/07/2023 Shift Manager : mc17105 Time Period : 05:00-09:00

Positioning Schedule

05:00-06:00	06:00-07:00	07:00-08:00	08:00-09:00
1 Cash/OT2	1 Cash/OT2	1 Cash/OT2	1 Cash/OT2
3 OT1/Run/Pres	3 OT1/Run/Pres	3 OT1/Pres	3 DT-OT 1
4 Service Area/OT	7 Runner/Pres	6 Runner/Pres	7 Runner
2 Grill	5 Service Area/OT	9 Presenter	9 Presenter
5 Initiate Side 1	2 Eggs/Meats	10 DT-OT 2	11 DT-OT 2
	4 Initiate Side 1	4 Service Area/OT	5 Service Area/OT

Total Crew

P	A	P	A	P	A	P	A
3		5		8		9	

Hour By Hour

High Utilization / Low Utilization / McCafé Counts

Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC
GB	D	2	GB	W	11	D	W	8	GB	W	23

Positioning For Ops Excellence

Time	Position
08:00-09:00	Second Side
-	Split Function(...
-	Hashbrown Pe...
-	McCafé Person

Performance Target	Target	Actual
Car Count-Peak	100	
OEPE	160	
Sandwich Cou...	200	
KVS	40	

Peak Hour Positioning

08:00-09:00

67 TCs 90% DT

Staffing And Breaks

Name	Shift	Time	Break

Reviewing the Dynamic Shift Positioning Guide

Shift Information

This section shows you the shift date, shift manager and the start and end times you

Shift Info	TraditionalDT/SidebySide/CrewPour/HOTGandFryerSameWallastheGrills		
Date : 08/07/2023	Shift Manager : <input type="text" value="mc17105"/>	Time Period : 11:00-14:00	

Positioning Schedule

The Positioning Schedule shows the hour-by-hour breakdown of your shift and which crew positions you need to fill. The positions for each area of the restaurant are grouped together and color coded to make it easier for you to see each team. The Dynamic Shift Positioning tool allows you to type in the crew members names prior to printing the Dynamic Shift Positioning Guide, or you can print the guide and write names in by hand. Remember to place your best crew in key positions. If typing, you may want to use copy and paste to add crew from the first hour to additional hours.

Positioning Schedule				
05:00-06:00	06:00-07:00	07:00-08:00	08:00-09:00	09:00-10:00
1 Cash/OT2	1 Cash/OT2	1 Cashier	1 Cash/OT2	1 Cashier
3 OT1/Run/Pres	3 OT1/Run/Pres	3 DT-OT 1	3 DT-OT 1	3 DT-OT 1
4 Service Area/OT	7 Runner/ Present	7 Runner	7 Runner	7 Runner
2 Grill	5 Service Area/OT	11 Presenter	10 Presenter	10 Presenter
5 Initiate Side 1	2 Eggs/Meats	13 DT-OT 2	12 DT-OT 2	12 DT-OT 2
	4 Initiate Side 1	5 Service Area/OT	5 Service Area/OT	5 Service Area/OT
	6 Toast Bake Q	12 Delivery/Curbside	2 Eggs/Meats	14 Assembler/Presenter
		14 Hashbrown	4 Initiate Side 1	13 Hashbrown
		2 Round/ Folded	6 Toast Bake Q	2 Round/ Folded
		4 Initiate Side 1	8 Initiate Side 2	4 Initiate Side 1
		6 Toast Bake Q	11 Meat/ Scram	6 Toast Bake Q
		8 Initiate Side 2	★ Production Leader	8 Initiate Side 2
		10 Meat/ Scram	9 McCafe	11 Meat/ Scram
		★ Production Leader		★ Production Leader
		15 Assemble Side 1		9 McCafe
		9 McCafe		
Pull Forward Runner	Pull Forward Runner	Pull Forward Runner	Pull Forward Runner	Pull Forward Runner
Production Leader	Production Leader	Production Leader	Production Leader	Production Leader
Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead	Guest Exp. Safe Sanitation Lead

Sequence in which shift should be filled

Solid Box
Add if busier than expected or trying to build the peak

Outlined Box
Last position on and the first to be eliminated – i.e. down Sales and/or GC

Aces in their Places – prevents danger zones



Positioning Schedule

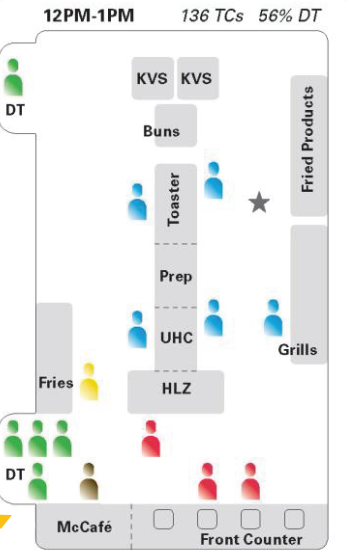
	11AM-12PM	12PM-1PM	1PM-2PM	2PM-3PM	3PM-4PM	4PM-5PM
DT	2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier	2 Cashier
	5 Runner	5 Runner	5 Runner	5 Runner	5 Runner	5 Runner
	6 Present	6 Present	6 Present	6 Present	6 Present	6 Present
	10 Order Taker	11 Order Taker	11 Order Taker	10 Order Taker	10 Order Taker	10 Order Taker
	13 DT Coordinator	13 DT Coordinator	15 DT Coordinator	12 DT Coordinator	12 DT Coordinator	12 DT Coordinator
FC	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT	3 FC-OT
	9 FC-Runner	9 FC-Runner	7 FC-Runner	9 FC-Runner	8 FC-Runner	9 FC-Runner
Fries	8 Fries	15 FC-OT	13 FC-OT	14 FC-OT	13 FC-OT	8 Fries
	1 Grills/FP	7 Fries	16 FC-Runner	8 Fries	9 Fries	1 Grills/FP
Prod	4 Initiate S1	17 Fry Support	9 Fries	1 Grills/FP	1 Grills/FP	4 Initiate S1
	7 Assemble S1	1 Grills	1 Grills/FP	4 Initiate S1	4 Initiate S1	7 Assemble S1
	11 Initiate/Assemble S2	4 Initiate S1	4 Initiate S1	7 Assemble S1	7 Assemble S1	11 Initiate S2
McC	12 McCafé Specialist	8 Assemble S1	8 Assemble S1	11 Initiate S2	11 Initiate/Assemble S2	13 Assemble S2

Positioning for Ops Excellence

Time	Position
11AM-5PM	Second Side
11AM-5PM	Split Functions (DT)
11AM-5PM	Fry Person
12PM-2PM	McCafé Person

Performance Target	Target	Actual
Peak Car Count	70	
KVS	40	
Expo	45	
Optional		
Optional		

Peak Hour Positioning



Total Crew

P	A	P	A	P	A	P	A	P	A	P	A
11	10	15	16	14	15	12	11	11	11	11	11

Total number of Unit producing crew you need DSPT will auto generate

Enter actual number of crew

Peak Hour Positioning During this time - SIP

Hour by Hour

Low Utilization /High Utilization / McCafé Counts

Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC	Hi	Low	McC
D	K	31	G	W	40	D	W	38	D	K	20	D	K	10	D	K	4

GC/Sales

P	A	P	A	P	A	P	A	P	A	P	A
104		122		123		125		109		100	
\$656		\$902		\$793		\$767		\$594		\$553	

- How many McCafé beverages your restaurant is projected to sell
- Which areas are projected to be most utilized
- Which areas are projected to be least utilized

McCafé Specialist at 38 Beverages

5 Key Drivers = DT% - # items ordered – Sandwich Counts – # of McCafe Bev. Sold - # of Fries or HB

- D – Drive-thru
- K – Fries/Hashbrowns
- W – Front Counter
- G – Production
- Z – McCafé

Staffing and Breaks

Name	Shift	Time	Break

Complete during pre-shift

Reviewing the Dynamic Shift Positioning Guide *continued...*

Secondary Duties

As mentioned earlier, there are two pages to the Dynamic Shift Positioning Guide. The first gives you the primary duties and positions that each crew person needs to cover. The second page of the Dynamic Shift Positioning Guide lists the secondary duties each crew person could perform.

McDonald's has taught for years to assign crew people secondary duties, but it hasn't always been easy, especially for a new shift manager. Secondary duties are all of the duties are related to the area of the restaurant that the crew member should back up when they are not busy with primary duties. These duties change depending on the number of crew in the restaurant. There are up to two duties listed per position.

if you typed crew member names in the positioning schedule on the first page of the Dynamic Shift Positioning Guide, you will notice that those names automatically appear with the secondary duties on page two of the guide.

You also have the ability to change the secondary duties. To do this, simply type over the duty that is listed, and it will print that on the sheet instead. (If you decide to override the crew after you have changed duties, you will lose whatever you had typed in.)

Dynamic Shift Positioning Tool

Positioning - Secondary Roles

05:00-06:00	06:00-07:00	07:00-08:00	08:00-09:00
1 Cash/OT2 Guest Hospitality	1 Cash/OT2 Guest Hospitality	1 Cash/OT2 Guest Hospitality	1 Cash/OT 2 Guest Hospitality
3 OT1/Run/Pres Assist OT 2 McCafe	3 OT1/Run/Pres Assist OT 2 McCafe	3 OT1/Pres Assist OT 2 McCafe	3 DT-OT 1 McCafe
4 Service Area/OT	7 Runner/Presenter	6 Runner/Presenter	7 Runner In-Store Assembly
2 Grill	5 Service Area/OT Guest Hospitality Service Production	9 Presenter	9 Presenter Guest Hospitality
5 Initiate Side 1	2 Eggs/Meats Assist Assembler Toast and bake	10 DT-OT 2	11 DT-OT 2
	4 Initiate Side 1 Toast and Bake Assist Eggs/Meats	4 Service Area/OT Guest Hospitality Service Production	5 Service Area/OT Guest Hospitality Service Production
	6 Toast Bake Q	8 Delivery/Curbside Assist assembly	2 Eggs/Meats Assist Initiator
		2 Eggs/Meats Assist Assembler	4 Initiate Side 1 Assist Toast/Bake

Screen shot of Secondary Duties

Dynamic Shift Positioning Guide

Shift Information: Shift Manager: Jaron Smith Time Period: 11/20/2017 8:00 PM

Positioning Schedule

15:00-15:30	15:30-15:45	15:45-16:00	16:00-16:15	16:15-16:30	16:30-16:45
1 Cashier	2 Cashier	3 Cashier	4 Cashier	5 Cashier	6 Cashier
7 Runner	8 Runner	9 Runner	10 Runner	11 Runner	12 Runner
13 Present	14 Present	15 Present	16 Present	17 Present	18 Present
19 OT	20 OT	21 OT	22 OT	23 OT	24 OT
25 FC/OT	26 FC/OT	27 FC/OT	28 FC/OT	29 FC/OT	30 FC/OT
31 FC/OT	32 FC/OT	33 FC/OT	34 FC/OT	35 FC/OT	36 FC/OT
37 FC/OT	38 FC/OT	39 FC/OT	40 FC/OT	41 FC/OT	42 FC/OT
43 FC/OT	44 FC/OT	45 FC/OT	46 FC/OT	47 FC/OT	48 FC/OT
49 FC/OT	50 FC/OT	51 FC/OT	52 FC/OT	53 FC/OT	54 FC/OT
55 FC/OT	56 FC/OT	57 FC/OT	58 FC/OT	59 FC/OT	60 FC/OT
61 FC/OT	62 FC/OT	63 FC/OT	64 FC/OT	65 FC/OT	66 FC/OT
67 FC/OT	68 FC/OT	69 FC/OT	70 FC/OT	71 FC/OT	72 FC/OT
73 FC/OT	74 FC/OT	75 FC/OT	76 FC/OT	77 FC/OT	78 FC/OT
79 FC/OT	80 FC/OT	81 FC/OT	82 FC/OT	83 FC/OT	84 FC/OT
85 FC/OT	86 FC/OT	87 FC/OT	88 FC/OT	89 FC/OT	90 FC/OT
91 FC/OT	92 FC/OT	93 FC/OT	94 FC/OT	95 FC/OT	96 FC/OT
97 FC/OT	98 FC/OT	99 FC/OT	100 FC/OT	101 FC/OT	102 FC/OT
103 FC/OT	104 FC/OT	105 FC/OT	106 FC/OT	107 FC/OT	108 FC/OT
109 FC/OT	110 FC/OT	111 FC/OT	112 FC/OT	113 FC/OT	114 FC/OT
115 FC/OT	116 FC/OT	117 FC/OT	118 FC/OT	119 FC/OT	120 FC/OT
121 FC/OT	122 FC/OT	123 FC/OT	124 FC/OT	125 FC/OT	126 FC/OT
127 FC/OT	128 FC/OT	129 FC/OT	130 FC/OT	131 FC/OT	132 FC/OT
133 FC/OT	134 FC/OT	135 FC/OT	136 FC/OT	137 FC/OT	138 FC/OT
139 FC/OT	140 FC/OT	141 FC/OT	142 FC/OT	143 FC/OT	144 FC/OT
145 FC/OT	146 FC/OT	147 FC/OT	148 FC/OT	149 FC/OT	150 FC/OT
151 FC/OT	152 FC/OT	153 FC/OT	154 FC/OT	155 FC/OT	156 FC/OT
157 FC/OT	158 FC/OT	159 FC/OT	160 FC/OT	161 FC/OT	162 FC/OT
163 FC/OT	164 FC/OT	165 FC/OT	166 FC/OT	167 FC/OT	168 FC/OT
169 FC/OT	170 FC/OT	171 FC/OT	172 FC/OT	173 FC/OT	174 FC/OT
175 FC/OT	176 FC/OT	177 FC/OT	178 FC/OT	179 FC/OT	180 FC/OT
181 FC/OT	182 FC/OT	183 FC/OT	184 FC/OT	185 FC/OT	186 FC/OT
187 FC/OT	188 FC/OT	189 FC/OT	190 FC/OT	191 FC/OT	192 FC/OT
193 FC/OT	194 FC/OT	195 FC/OT	196 FC/OT	197 FC/OT	198 FC/OT
199 FC/OT	200 FC/OT	201 FC/OT	202 FC/OT	203 FC/OT	204 FC/OT
205 FC/OT	206 FC/OT	207 FC/OT	208 FC/OT	209 FC/OT	210 FC/OT
211 FC/OT	212 FC/OT	213 FC/OT	214 FC/OT	215 FC/OT	216 FC/OT
217 FC/OT	218 FC/OT	219 FC/OT	220 FC/OT	221 FC/OT	222 FC/OT
223 FC/OT	224 FC/OT	225 FC/OT	226 FC/OT	227 FC/OT	228 FC/OT
229 FC/OT	230 FC/OT	231 FC/OT	232 FC/OT	233 FC/OT	234 FC/OT
235 FC/OT	236 FC/OT	237 FC/OT	238 FC/OT	239 FC/OT	240 FC/OT
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247 FC/OT	248 FC/OT	249 FC/OT	250 FC/OT	251 FC/OT	252 FC/OT
253 FC/OT	254 FC/OT	255 FC/OT	256 FC/OT	257 FC/OT	258 FC/OT
259 FC/OT	260 FC/OT	261 FC/OT	262 FC/OT	263 FC/OT	264 FC/OT
265 FC/OT	266 FC/OT	267 FC/OT	268 FC/OT	269 FC/OT	270 FC/OT
271 FC/OT	272 FC/OT	273 FC/OT	274 FC/OT	275 FC/OT	276 FC/OT
277 FC/OT	278 FC/OT	279 FC/OT	280 FC/OT	281 FC/OT	282 FC/OT
283 FC/OT	284 FC/OT	285 FC/OT	286 FC/OT	287 FC/OT	288 FC/OT
289 FC/OT	290 FC/OT	291 FC/OT	292 FC/OT	293 FC/OT	294 FC/OT
295 FC/OT	296 FC/OT	297 FC/OT	298 FC/OT	299 FC/OT	300 FC/OT

Printed guide of Secondary Duties

Dynamic Shift Positioning Tool

Shift Managers' Recommended Routines

Pre-Shift

- Generate your Dynamic Shift Positioning Guide -recommended 24 hours prior to the beginning of your shift
- Review your Dynamic Shift Positioning Guide
- Adjust crew numbers
- Assign secondary duties
- Set shift targets

During the Shift

- Track performance against hourly actual guest counts and sales
- Review the Positioning for Ops Excellence section and ensure crew are in the right place at the right time
- Make staffing and positioning adjustments throughout your shift based on sales trends
- Communicate shift targets to service and production team
- Review and track break schedule and track when completed
- Review utilization in the Hour-By-Hour section and reposition crew to eliminate danger zones

Post-Shift

- Review your shift actual results
- Communicate success to your crew
- Communicate important information via the manager communication tool for your organization (sales trends, staffing information)
- Identify opportunities for future shifts
- Review the Restaurant Positioning Guide for your next shift

Daily Crew Schedule (Color)

06/27/2022 04:31 PM EST

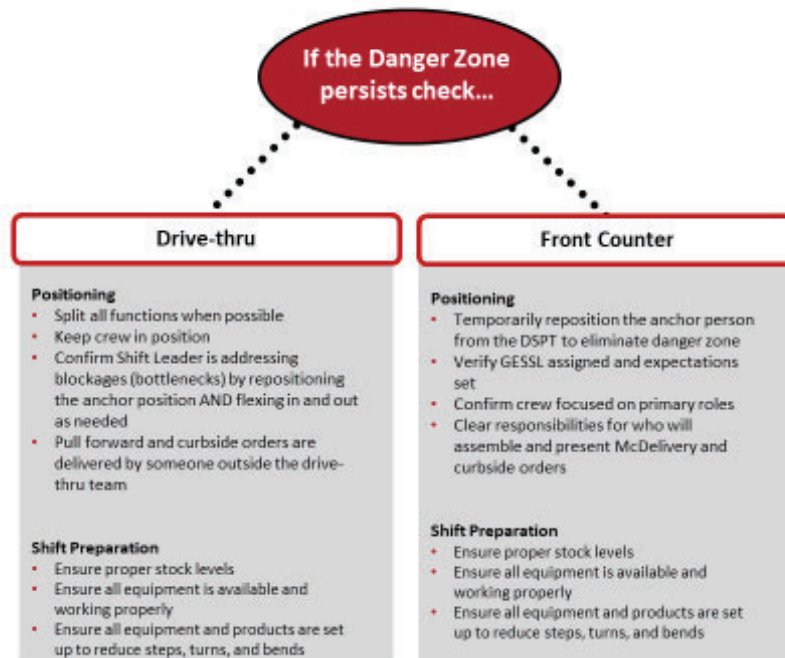
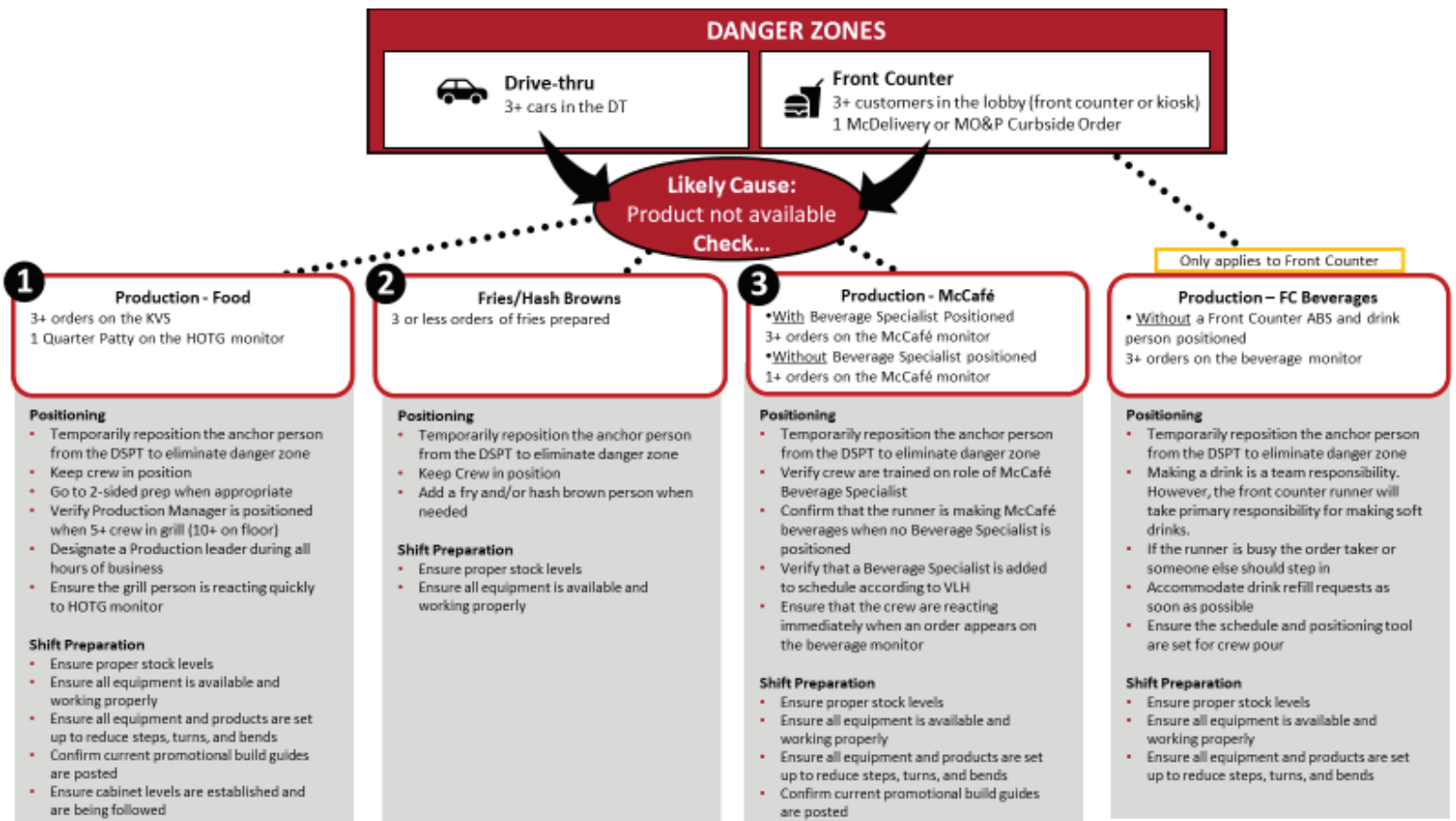
Store No : 06326

Date : Friday, 07/01/2022

Hour Start :	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	
#WINDOW	0	1	9	17	29	26	20	33	38	28	23	21	19	18	19	15	15	14	0	0	0	0	0	0	0
#CURBSIDE	0	0	0	2	1	2	2	2	5	4	2	1	2	2	2	4	3	1	2	0	0	0	0	0	0
#DELIVERY	0	0	0	2	3	2	2	2	2	4	0	2	2	2	2	1	2	2	1	0	0	0	0	0	0
#DTHRU	0	39	56	86	80	76	67	84	83	72	62	51	60	57	60	49	51	43	37	16	0	0	0	0	0
#SANWCH	0	68	98	149	177	186	154	219	233	177	138	124	143	142	169	145	142	124	86	40	0	0	0	0	0
#FRY/HB	0	28	40	61	66	80	72	121	134	95	73	66	81	76	88	75	79	62	42	15	0	0	0	0	0
#MCCAFE	0	9	19	29	35	29	20	16	14	15	14	15	15	14	11	14	11	11	5	2	0	0	0	0	0
SSALES	0	307	479	711	857	862	735	1096	1183	898	686	641	741	755	832	732	761	632	454	180	0	0	0	0	0
TOTAL VLN	0	0	4	5	6	6	8	9	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
NEEDS	0	0	0	4	5	6	8	9	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
HRS+/-	0	0	0	1	2	1	0	2	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1
Keeley G (#044)	O	O	O	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F
Becca S (#028)																									
Beth B (#050)																									
Ashley B (#062)																									
Christopher C (#021)																									
Mercedes G (#009)																									
Debra J (#097)	O	O	O	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W
GABRIELLE R (#029)	O	O	O	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
Rebecca E (#004)	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Alyssa G (#034)	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Brian G (#065)	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V
James W (#090)	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T
Peggy B (#042)	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B
Ronanne O (#096)	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
Vicki F (#071)	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D

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Shift Troubleshooting Tool



Targets

Targets are your goals for the shift. Targets help your restaurant to provide fast, accurate, and friendly service. Targets are set for each restaurant by the Leadership as a means to achieve the goals of the restaurant. You will work with your managers to determine targets for each shift.

You are responsible for communicating these targets and working through the crew to meet or exceed them. Targets allow you to evaluate the effectiveness of the crew, celebrate successes, and determine areas for improvement.

TOTAL EXPERIENCE TIME

The target for customer's total experience time is not to exceed 3 minutes, 30 seconds.

PRODUCTION TARGETS

KVS time: KVS time begins when the order appears on the KVS screen and ends when the order is bumped from the KVS. You and your manager will set KVS targets.

KVS targets can be monitored through the POS.

Peak hour sandwich counts: Your Leadership team will set a target for sandwich counts. By meeting and exceeding production and service times along with providing Gold Standard Service & Product, you will be able to serve more customers. Ask your manager about the targets available on the Daily Schedule (Line Bar.)

In the Kitchen, Order Prep Time (35 to 50 seconds) begins when the order appears on the Screen and ends when the last sandwich of the order appears in the LZ / OAT.

FRONT COUNTER TARGETS

Service time: Front Counter service time begins when the customer reaches the counter and is ready to order and ends when the order is presented and the customer is thanked. The target is 90 seconds or less.

Peak hour customer counts: Your Leadership team will set a target for customer counts. By meeting and exceeding production and service times along with providing Gold Standard Service & Product, you will be able to serve more customers. Ask your manager about the targets available on the Daily Schedule (Line Bar.)

At the Front Counter, total experience time (3:30) begins when the customer gets in line and ends with the completion of the transaction.

DRIVE-THRU TARGETS

Order End Present End: (OEPE) begins when the customer car crosses the Merge point line (the order is stored), and ends when the food is presented and the customer is thanked. The target is 120 seconds or less.

Peak hour car counts: Again, meeting production and service times targets along with providing Gold Standard Service & Product will allow you to meet car count targets.

At the Drive-thru, total experience time (3:30) begins when the car stops in the Drive-thru lane and ends with the completion of the transaction.

Targets can be more than just numbers.

For example, you can have a target or goal that everyone stays in place during the shift, or a target that the UHC cabinet stays stocked.

You should monitor targets throughout the shift. Don't forget to provide feedback when targets are met or not met. At the end of your shift, compare your results to targets. Celebrate success, and determine opportunities for improvement if targets are missed.



Off-the-Floor Activity

What's In It For You?

1. Pre-shift planning begins when you conduct a travel path and Pre-Shift Checklist about _____ minutes before you are responsible for a shift.

2. Use the Pre-Shift Checklist to create a “to do” list as you review these three areas:
 1. _____
 2. _____
 3. _____

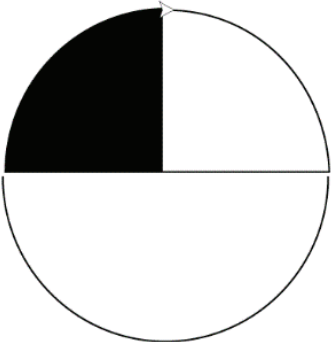
3. To maximize crew productivity, assign secondary duties such as restocking and cleanup tasks during _____ volume times in the shift.

4. Your goals for the shift are called targets. In Production, the order prep time target range is _____ seconds to 50 seconds.

5. For both Front Counter and Drive-thru, the target for service time is _____ seconds or less.

6. Based on this section, what are the ways you benefit from completing the Pre-Shift Checklist?

Post-shift



Handing off the shift appropriately is one of your responsibilities as area manager. Talk with the next area manager and your Shift Leader about any issues or problems that you were unable to resolve and that may affect their shift or other shifts. Put an entry into the Communication Log. Even if nothing significant occurred during your shift, it is good to write “nothing happened” as a way of keeping a record.

Use post-shift analysis as a way to evaluate how well you did on the job by asking yourself the following questions:

- What did I do well? How can I be sure to do it again?
- What would I do differently next time?
- What did I learn?
- What problems can I prevent from happening again?
- What can I do to make sure others will see me as a good Shift manager?
- What can I do to better motivate employees?

The post-shift analysis is extremely important, and it doesn't need to take much time. You can ask yourself these questions on your way home.

When outstanding managers were asked how they got so good at their jobs, most of them said the same thing: “I made mistakes. Lots of them. But I never made the same mistake twice.”

Keep this in mind: your area affects and is affected by other areas. All areas are linked to each other in meeting the same goal: *giving the customer a great experience.*

It's different when you're running the Front Counter, Nigel!

This happened several years ago when I was first learning to run the Front Counter. A customer was waiting for her food. I was concerned about this and began asking Nigel, the manager in the Production area, how long it was going to take for the food to be ready. He replied that it would be up in a minute. I waited what seemed like a minute and then began complaining to Nigel that it was taking too much time. We began to argue about it until finally I said, "It's different when you are running the Front Counter, Nigel!" He replied, "It's different when you are running the kitchen, Jamie."

*** Moral of the story:**

Learn to see beyond your own area. We all need to work together to serve the customer.



1. Complete DSPT / DSPG "Practice & Grow".
2. Complete Travel Path "Practice & Grow".
3. Complete Targets "Practice & Grow".
4. Complete Team work / Coaching "Practice & Grow".
5. Complete Engaging People Practices "Practice & Grow".
6. Complete Connecting With Customers "Practice & Grow".
7. Complete Customer Recovery "Practice & Grow".
8. Answer Shift Leadership Questions.

PRACTICE & GROW

Dynamic Shift Positioning Tool (DSPT) & Dynamic Shift Positioning Guide (DSPG)

WHY DO I DO IT?

In order to manage a great shift you need to be able to manage changes. As a Shift Leader you need to make sure your shift is properly staffed, scheduled at the right time and positioned in the right places.

The Dynamic Shift Positioning Tool is used to forecast and communicate the best crew positioning for every shift.

The dynamic position feature of this tool makes the information it uses unique to your restaurant. The information that the tool creates is called the Dynamic Shift Positioning Guide. The DSPG is based on a variety of different factors including the Variable Labor Hour Guide and your restaurant's sales history.

Using the DSPT is a key ingredient to your success as a Shift Leader.

WHEN & HOW DO I DO IT?

To prepare your DSPG you need to launch the DSPT from your ISP. This should be done at least 24 hours before the start of your shift.

Review & Practice

[Time to allow: 1.5 hours]

Work with your coach on the following:

- How to access the DSPT and DSPG.
- How to properly position crew for your shift.
- How to prepare for and create your DSPG.

PRACTICE & GROW



TRAVEL PATH

WHY DO I DO IT?

A travel path helps identify any issues that could impact your shift and includes all areas of the restaurant.

WHEN DO I DO IT?

A travel path begins before your shift during your pre-shift routine and should take place several times throughout your shift (preferably every half hour during non-peak periods and every hour during peak periods).

HOW DO I DO IT?

Follow the four-step decision making model:

- Observe: use your five senses to identify problems.
- Prioritize using the following criteria in this specific order:
 - Safety
 - Food and service quality
 - Customer convenience
 - Restaurant appearance
- Decide what to do and who is going to do it.
- Communicate your expectations to the person who will handle the problem.

Review & Practice

(Time to allow: 1 hour)

Work with your coach on how to conduct a travel path. During this time ask your coach the following:

Q- During your travel path, prioritize any issues you see. Then work with your coach on your decision making skills.

[Coaches: have your Shift Leader help prioritize any issues you encounter during your travel path.]

Q- What are best practices when conducting a travel path?

Remember, the more you practice the better you'll get. Continue shadowing

PRACTICE & GROW



TARGETS

WHY DO I DO IT?

Targets are set for each shift to meet the QSC and V our customers accept. Targets help you focus on your restaurants most important customer expectations. Having targets also gives you specific information to communicate with to your crew.

1. When the shift begins
2. During the shift
3. Recognize when they achieve them

WHEN & HOW DO I DO IT?

As a Shift Leader, you need to communicate the targets before the shift begins. Communicate the shift targets to your crew on the floor.

To meet targets your crew will need a great leader that communicates and supports them by removing barriers and communicating achieved results.

When setting targets, keep these tips in mind:

- Keep them few in number, ideally one.
- Make it S.M.A.R.T
- Write it down and make it visible; use a whiteboard or a piece of paper where everyone can see it.
- Review it frequently and update the team to keep them engaged and motivated.
- Communicate the results at the end of the shift. If achieved, recognize the crew. If not, recognize the effort and communicate one thing you would do differently next time.
-

Review & Practice

(Time to allow: 1 hour)

Work with your coach on how to fill in the targets below for your restaurant.

At the end of the shift, compare targets to actuals. Select one target to discuss with your coach.

Service Time: Front

Counter

Target____ Actual____

Service Time: Drive-Thru

Target____ Actual____

KVS

Target____ Actual____

Peak Hour CC: Drive-Thru

Target____ Actual____

Peak Hour CC: Front

Counter

Target____ Actual____

PRACTICE & GROW

Teamwork & Coaching

REFLECTION

Answer the questions below. Then schedule time with your coach to discuss them.

What is your biggest concern about coaching?

Think about the coaching situations from your last shift. Were any of them difficult? If so, describe the situation.

Think about the situation above. What didn't go well? What could you do differently next time?

TIPS FOR LEADING EFFECTIVE TEAMS AND SHIFTS!

Remember, it's up to you to lead a strong, well-organized team **every** shift! Following through in key areas like the ones listed here will help your team deliver excellent QSC&V. Hold yourself accountable to lead by being consistent—**every** shift.

- Set **one** goal/target for every shift and communicate it.
- Evaluate the goal/target at the end of the shift.
 - If you met the goal, give specific recognition.
 - If you didn't meet the goal, why not? Communicate!
- Coach one person in each area (Grill, Front Counter and Drive-thru) every shift.
- Listen to and observe your crew. What do you hear/notice? Use this information to plan for future shifts and make changes as needed.
- Huddle with other shift managers to keep communication open.

Coaching: Review and Practice (Time to allow: 1.5 hours)

Purpose:

- Help crew learn
- Help crew improve skills
- Give recognition

When to coach:

- During orientation
- During the shift
- When crew seek growth opportunities

Benefits of coaching:

- Motivates crew
- Helps crew develop skills and knowledge
- Leads to better performance and improved operations
- Increases crew satisfaction

Basic Steps:

- Observe
- Listen/Communicate
- Show correct procedures
- Agree
- Follow-up

Review the coaching information on this page; then set up time with your coach to discuss ways to improve your coaching effectiveness.

PRACTICE & GROW

Engaging People Practices

WHY?

You just learned about how to effectively engage with the team and customers. Now let's practice some of those skills by completing the challenges below.

As you are completing the challenges be sure to report back to your coach. Your coach will provide feedback and help further improve the skills you need to handle such situations that occur during a shift. Like the challenges, also complete the **DAILY PRACTICE** tasks outlined in the right margin area. **Not taking the opportunity to practice these skills can impact the success of the shift.**

Remember it's only practice! You will continue to learn and build upon these skills. If you have any questions, be sure to ask your coach as they are here to assist you throughout your entire journey.

3-STAR QUICK CHALLENGES ★★★★★

Challenge yourself by completing these tasks through your shift. After completing each task, give yourself a score on how you believed you handled the situation. When possible, be sure to have your coach observe your performance and provide feedback.

	1-Star: Below Expectation	2-Stars: Developing	3-Stars: Excellent	Score:
Customer: Handle an incident involving a customer	Did not properly handle the situation and made matters worse.	Partially handled the situation with little assistance.	Successfully resolved the issue on their own.	
Team: Address an issue involving the team	Did not properly handle the situation and made matters worse.	Partially handled the situation with little assistance.	Successfully resolved the issue on their own.	
Business Impact: Communicate targets & goals with team	Did not effectively communicate targets and goals to the team.	Partially communicated targets and goals with the team.	Successfully communicated targets and goals along with explaining business impact.	
Total Stars : _____ out of 9				

DAILY PRACTICE!!!

After completing the **Engaging People Practices** e-Learning course – practice the following shoulder-to-shoulder tasks with your coach. **Be sure to continue to practice these tasks over the next few weeks.**

PRE SHIFT TASKS:

- Pre-shift:** Taking over the shift
- Review the Communication Log

DURING THE SHIFT:

- Providing appreciative feedback to a member on the team
- Providing constructive feedback to a member on the team
- *Note: Coach should talk about good vs. bad ways of giving feedback)*
- Completing the communication log for the entire week

1.- What was your score on the 3- Star Quick Challenges?

2.- What things will you do differently in order to improve your score?

3.- What is a Shift Hand-off?

PRACTICE & GROW



CONNECTING WITH CUSTOMERS

PRACTICE SHINE HOSPITALITY TABLE TOUCHES!
This is the MOST ISSUED ITEM ON SHIFT VERIFICATIONS:

IF YOU DO YOUR CUSTOMERS WILL NOTICE!!!

WHY DO I DO IT?

Customers are at the heart of everything we do!
By focusing on them and learning how to connect with them we can show them how important they are to us.

WHEN & HOW DO I DO IT?

As a Shift Leader, you need to be a role model for the crew. Consider incorporating these tips into your routines, every day, on every shift!

THE APPROACH

- Have a friendly smile and make good eye contact.
- Read the customer. If they seem to be in a hurry, keep it short.
- Introduce yourself.
- Ask for the Customer's name. (Remember it & use it).
- Use "props" to help as "icebreakers" to get the conversation started. Some examples may be: a pot of coffee for refills; premiums for the kids; a sample or information on a new product.
- Start small. Your conversations should only take one or two minutes.

THE CONNECTION

Have some casual conversation to get the ball rolling.
For example, you may say:

"Hi! Thanks for stopping at our McDonald's today. How was your meal?" or **"Good afternoon! What lousy weather we are having lately!"**

- Stand at the table or near the customer, but be aware of their "space". Don't make them uncomfortable
- If a customer is willing to talk, ask open-ended questions to get some valuable feedback about your restaurant.

Sample questions to get you started could include:

- What could we do to improve your meal today?
- How would you rate the service you received today?
- We have been really focused on friendliness

Review & Practice [Aloted Time: 1 Shift]

Share these tips with your coach and work together to practice during your shift. Your coach can give you feedback to let you know how you are doing. Take time to discuss your progress with your coach and ask how you can improve.

Be friendly and make a connection with your customers.

It's our priority to keep our customers happy!

Thoughtful service makes an Impression!

PRACTICE & GROW

CUSTOMER RECOVERY - L.A.S.T.

WHY DO I DO IT?

Customers are the heart of everything we do! It's our priority to keep our customers happy. There are times though when the customer is unhappy. To help ensure we recover customers, we've created a four step recovery guide. We've made it easy to remember by calling it **L.A.S.T.**

WHEN & HOW DO I DO IT?

As a Shift Leader, you are a role model for the crew. Consider incorporating this model whenever you are handling a customer complaint.

L

Listen Attentively

- Introduce yourself with your name and position to establish a relationship with your customer.
- Ask the customer for their name (if applicable) and use it throughout your conversation.
- Do not interrupt the customer or become defensive.
- Let the customer express his or her concerns.
- Nod your head and use affirming words to show you are listening.

A

Apologize

- Apologize sincerely – never argue.
- If necessary, repeat back the main issues to make sure you understand the customer.
- Show genuine concern in your body language and tone of voice.
- Take the customer at their word and do not question their motives.

S

Solve the Problem. Make it Right.

- Satisfy the customer **ON THE SPOT**, if you can.
- Clearly state the actions you are going to take, if appropriate.
- If needed, ask the customer what you can do to satisfy him or her.
- Check that the customer is satisfied with your solution.
- Follow-up operationally to address the problem so future customers aren't dissatisfied.

T

Thank the Customer

- Thank the customer for bringing their concerns to your attention.

Review & Practice

(Time to allow: 1 shift)

Use the L.A.S.T. model anytime you are dealing with an unhappy customer. Work together with your coach to practice during your shift. Your coach can give you feedback to let you know how you are doing. Take time to discuss your progress with your coach and ask how you can improve. Be sure that your crew is using this model too.

If used effectively, this will allow you to make a **LASTing** impression on our customers.

It's our priority to keep our customers happy!

Thoughtful service makes an impression!

You can make a difference!

Shift Leadership at McDonald's

1. Describe the roles and responsibilities of a Shift Leader.

2. Describe how your performance will be evaluated during the Shift Leadership Program.

3. Answer the following questions regarding McDonald's history:

What business was Ray Kroc in when he met the McDonald brothers?

Where was Ray Kroc's first McDonald's restaurant located?

Name the education facility that opened in 1961 to ensure consistent training throughout McDonald's systems?

Where was the first McDonald's opened outside of the United States?

What two famous menu items were created by franchisees?

4. Describe McDonald's vision and values.

5. What are some current laws and policies that relate to a respectful workplace?

6. How do you receive current information on staffing, retention, labor relations, and employment standards?

SHIFT MANAGEMENT



RESOURCES

Acronyms McLingo
Guest Experience Leader
Example Target Sheets
Rewards App AAG
Pre-Shift Checklist DSPT
FAQ

Acronyms/McLingo

A/B SW	A/B Switch Box <i>(OTP abbreviation)</i>
ABS	Auto Beverage System
ACK	Acknowledge <i>(OTP abbreviation)</i>
ACSE	Add Change Restaurant Employee <i>(OTP abbreviation)</i>
ADA	Americans with Disabilities Act
ADB	All Day Breakfast
ADDS	ADDS Box KVS Setups <i>(OTP abbreviation)</i>
ADV	Advise <i>(OTP abbreviation)</i>
AMCD	AccessMCD
AVR	Average Hourly Rate
BB	Bump Bar
BB	Bun Buffer
BB BB	Bun Buffer Bump Bar <i>(Restaurant Technology Equipment)</i>
BBLZ	Bun Buffer landing Zone
BEC	Bacon Egg and Cheese Biscuit
BHOT	Benefits, Hiring, Orientation, Training
BHOT'R	Benefits, Hiring, Orientation, Training and Retention
BM	Big Mac
BOG	Be Our Guest <i>(free item to our customer)</i>
BOGO	Buy One Get One
BOGOF	Buy One Get One Free
BSV	Brand Standards Visits <i>(part of the ROIP process)</i>
BVS	Beverage Video System
BWS	Be Well Served
BZ	Busy
C/B	Call Back
C/D	Cash Drawer
CEV	Customer Experience Visit
CC	Customer Count
CDO	Cleared Drive Thru Orders <i>(OTP abbreviation)</i>
CDP	Crew Development Program
CO	Cashier Order Taker Register <i>(OTP abbreviation)</i>
COHS	Career Online High School <i>(Archways to Opportunity diploma program)</i>
COS	Customer Order System
CPOY	Crew Person of the Year
CRS	Customer Recovery System
CRT	Cash Register Topper
CS	Customer Service
CSAT	Customer Satisfaction Survey
CSD	Carbonated Soft Drink
CSD	Company Service Date
CSS	Customer Satisfaction Survey
CTT	Crew Training Tracking
CY	Current Year
CYT	Create Your Taste <i>(formerly Build Your Burger)</i>
DAR	Daily Activity Report
DC	Distribution Center
DCD	Drawer Count Down
DMB	Digital Menu Board
DMM	Dollar Menu and More

DPS	Dual Point Service (<i>platform running in the restaurants</i>)
DQPC	Double Quarter Pounder w/ Cheese
DPT	Dual Point Testing
DSPT	Dynamic Shift Positioning Tool
DSS	Data Security Standard (<i>part of overall PCI</i>)
DT	Drive Thru
DT-C	Drive Thru Cash (<i>restaurant zone</i>)
DTO	Drive Thru Optimization
DT-P	Drive Thru – Present (<i>restaurant zone</i>)
DTW	Drive Thru Window
e*RDM	e*Restaurant module enabling Restaurant Department Leadership
EEOF	Employee Experience of the Future
EOTF	Experience of the Future
EAF	Employee Action Form (<i>term used by restaurant managers</i>)
EMM	Egg McMuffin
EOM	End of Message
EOM	End of Month
EOY	End of Year
EVM	Extra Value Meal
F&P	Food & Paper
F&S	Facilities & Systems (<i>now called Workplace Solutions</i>)
F/C	Food Cost
F2F	Face to Face
FA	Fixed Assets
FAF&F	Fast Accurate Friendly and Fries
FAFF	Fast Accurate Friendly and Fries
FC	Front Counter
FDA	Food & Drug Administrative
FFN	Family Fun Night
FIFO	First In, First Out
FOB	Food Over Base
FOF	Filet o’ Fish
FP43	Drive Thru Menu Board
FSS	Free Standing Restaurant
FTE	Full Time Employee
GEL	Guest Experience Lead
GC	Guest Count
GM	General Manager
GMA	Global Mobile App (<i>consumer facing product</i>)
GSQ	Gold Standard Quality
H2W	Hiring to Win
HACCP	Hazard Analysis Critical Control Points
HB	Hashbrown
HBO	Hang Bag Out
HLZ	Heated Landing Zone
HM	Happy Meal
HTW	Hiring to Win
HU	Hamburger University
HVAC	Heating Ventilation Air Conditioning
IDP	Individual Development Plan
ISP	In-Restaurant Processor
IT	Information Technology
ITS	IT Solutions
ITSD	IT Service Desk (<i>a.k.a. x5000 line</i>)

KPA	Key Position Assignment
KPI	Key Performance Indicator
KVS	Kitchen Video System
LSM	Local Restaurant Marketing
LTO	Limited Time Only
M&R	Maintenance & Repair
MB2K	Menu Board 2000 (<i>name of interior menu board</i>)
McD	McDonald's
McDC	McDonald's Distribution Center
McOpCo	McDonald's Operations Company
MFY	Made For You (<i>platform running in the restaurants</i>)
MOT	Mobile Order Taker
MRC	Maintenance Requirement Card
MTD	Month to Date
NABIT	Nuts and Bolts Integration Team
NP6	NewPOS (version 6)
O&T	Operations and Training (Manual)
O/O	Owner/Operator
OLC	Off-Line Computer (<i>can take over for the CCU if it fails</i>)
ONLC	OTP National Leadership Council
OT	Order Taking
P&L	Profit and Loss
PAC	Profit After Controllables
PAR	ParTech (<i>US POS vendor</i>)
PCAP	Post Class Action Plan
PM	Planned Maintenance
PMIX	Product Mix
PO	Purchase Order
POC	Point of Contact
POS	Point of Sale (<i>register system</i>)
PQRG	Pocket Quality Reference Guide
PR	Performance Review
QCR	Quality Cost Report
QPC	Quarter Pounder with Cheese
QSR	Quick Service Restaurant
R2D2	Regional Restaurant Data Diagnostics
RFM	Restaurant File Maintenance
RMH	Ronald McDonald House
RMHC	Ronald McDonald House Charities
ROI	Return on Investment
ROIP	Restaurant Operations Improvement Process
RTS	Restaurant Technology Services LLC (<i>formerly known as SEI –now Xerox</i>)
SBS DT	Side By Side Drive Thru
SIO	Shift in to Overdrive
SMART	Specific, Measurable, Attainable/Achievable, Relevant/Realistic, Time Bound (<i>Goals</i>)
SME	Sausage McMuffin w/ Egg
SME	Subject Matter Expert
SMM	Sausage McMuffin
SMX	Shift Leadership Excellence
SOAR	Sales Opportunity Analysis Report
SOI	Restaurant Operating Income
SOK	Self-Ordering Kiosk
SOT³	Start on Time, Stay on Track, Stop on Time

Drive Through

Day part	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual
7-8 am						
8-9 am						
Lunch						
11am-12pm						
12-1pm						
Snack						
2-3pm						
3-4pm						
Dinner						
5-6pm						
6-7pm						

Post in Drive Through.

Cut on lines, and stick to registers, and DT KVS screen.

Drive Through

Time	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual

Drive Through

Time	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual

Drive Through

Time	DT Car Counts		OEPE		Pull forward %	
	Projected	Actual	Target	Actual	Target	Actual

Production

Day part	Sandwich Count		KVS	
	Projected	Actual	Target	Actual
7-8 am				
8-9 am				
Lunch				
11am-12pm				
12-1pm				
Snack				
2-3pm				
3-4pm				
Dinner				
5-6pm				
6-7pm				

Post in high traffic area of kitchen.

Cut on lines, and stick to KVS Screens.

Production

	Sandwich Count		KVS	
Time	Projected	Actual	Target	Actual

Production

	Sandwich Count		KVS	
Time	Projected	Actual	Target	Actual

Production

	Sandwich Count		KVS	
Time	Projected	Actual	Target	Actual

In store Guests

Day part	Guest Count		Service Time	
	Projected	Actual	Target	Actual
7-8 am				
8-9 am				
Lunch				
11am-12pm				
12-1pm				
Snack				
2-3pm				
3-4pm				
Dinner				
5-6pm				
6-7pm				

Post In Front Counter area out of customers eye line.

Cut on Lines, and stick to registers & Front Counter KVS Scree.

In Store

	Guest Count		Service Time	
Time	Projected	Actual	Target	Actual

In Store

	Guest Count		Service Time	
Time	Projected	Actual	Target	Actual

In Store

	Guest Count		Service Time	
Time	Projected	Actual	Target	Actual

At-A-Glance for Managers MyMcDonald's Rewards



Overview

What?

MyMcDonald's Rewards is the new loyalty program available in the McDonald's app!

- It's a simple program with one membership level and no credit card is required.
- Everyone can participate and has the same access to all rewards, opportunities and benefits.



Customers **earn** 100 points for every \$1 they spend at McDonald's. They can then **redeem** those points for FREE food on a future visit.

Why?

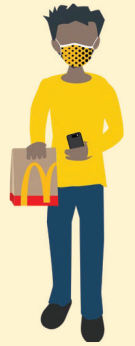
Many companies and most Quick Service Restaurants offer reward programs — and many customers expect them.

They're an opportunity to personalize the customer's experience, provide great value and encourage future visits.

How?

New and existing customers can enroll via the McDonald's app (also referred to as GMA).

Once enrolled, customers can start earning points right away at all order points (except McDelivery).



Benefits of MyMcDonald's Rewards

For Customers

- Customers can earn points on all eligible items to save toward a range of delicious, free foods.
- Rewards are integrated into the app with deals, making it easy to navigate.
- Using the data gathered when customers identify themselves allows McDonald's to provide a seamless and more personalized experience.

For Restaurants

- Integrates with existing service platforms across all channels/order points (except McDelivery, which will be added in future).
- Drives digital transactions, which reduce questions, order inaccuracies and customer complaints.
- Just like McDonald's customers, restaurant employees can save their own points to use for rewards and also gain experience using MyMcDonald's Rewards to better answer customer questions.

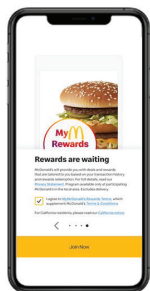
For McDonald's Business

- Drives guest identification, which increases engagement and can generate greater profits. This provides a greater understanding of customers to use in many other areas of McDonald's business.
- Builds sales by increasing the number of visits of high- and medium-frequency QSR customers, which improves incremental trips and spend.
- Reduces dependence on deals by providing strategic incentives and using points as currency.

MyMcDonald's Rewards

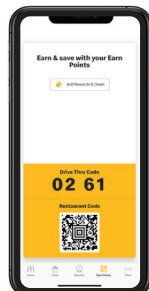
SIGN UP

- On the McDonald's app
- Start earning points right away
- Introductory tutorial available



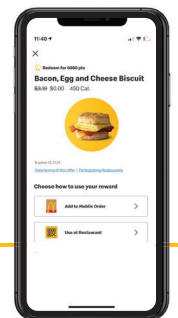
EARN

- Use McDonald's app to receive points
- Earn 100 points for every \$1 spent on eligible food purchases



REDEEM

- Use points earned to get FREE food on the Rewards Menu.
 - Can redeem 1 reward per transaction
- 4 tiers of products at a range of points.
- 4 products per tier for a total of 16 products
 - 4 food items during **breakfast** (1 per tier)
 - 2 beverages available **all day**
 - 10 food items **rest of day**



Rewards Menu

Points	Products	Breakfast	All Day	Regular Menu
1500	Hash Brown, Vanilla Cone, Cheeseburger, McChicken (Regular + Hot N' Spicy)			
3000	Sausage Burrito, Large Iced Coffee, Medium Fries, 6 pc. McNuggets			
4500	Sausage McMuffin with Egg, Large Frappe, Filet-O-Fish, Large Fries			
6000	Bacon, Egg & Cheese Biscuit, Quarter Pounder with Cheese, Big Mac, Happy Meal			



Guest Experience Leader

GEL Overview:

- Face of your Restaurant – They are the welcoming and helpful hospitality leaders of the restaurant
- Genuinely engages all guests at four points – welcome, assistance, check backs and thanking the guest and saying good-bye
- Empowered to resolve guests' concerns and answer their question

GEL Standards:

- Trained using Guest Experience Leader Training on Fred@ McD and Creating Feel Good Moments
- Wears a clean and appealing uniform. We recommend that The **GEL also wears the EOTF apron**

GEL Characteristics Needed:

- Friendly
- Smiles
- Knowledgeable of kiosk
- Strong Interpersonal Skills - People Person
- Multi-tasker
- Exceptional Appearance

GEL Job Description:

- Greeting Guests
- Checking in with Guests – to ensure they have what they need
- Handling guests' concerns and questions
- Experts with the self-ordering kiosk - assists guests to place orders on kiosks as needed
- Engage with children, as well as assists parents, creating a welcoming, family-friendly atmosphere
- Hands out kid's treats (i.e. balloons, smiley faces, stickers, coloring books, kid cones, etc.

GEL Gold Standard Practices:

- Strong interpersonal skills
- The role is used as an entry point for a manager
- Well-trained/experienced

GEL Staffing Recommendations:

note:

- **Recommendation** - Fixed Hours on the schedule, depending on volume 6 - 9 hours

Dynamic Shift Positioning Tool

Frequently Asked Questions

What is dynamic shift positioning?

It is creating a custom shift floor plan for the selected shift length to best position crew based on restaurant conditions.

Why is the anchor icon that I see each hour?

The anchor position shows the last position on for that hour. It is recommended that the manager positions a cross trained person in that position. The manager could then flex that person in/out of that position to eliminate danger zones.

Numbers with solid boxes indicate where to place your next two crew members if the shift manager is building peak volume sales.

How do you adjust crew positions if someone calls in sick at the last moment?

if one crew member calls in ill, the shift manager can manually make the change to the guide with a pencil and utilize the last position on (outlined box). If several adjustments are required to the positioning guide, refer to the execution and manual and review the “override” feature.

Why are there different shades of gray (or color if color printer is used) for the positions on the positioning guide?

The different shades of gray or color are used to help the shift manager see the different teams working the shift (Drive-thru, Front Counter, Production, Fries/Hashbrowns and McCafé).

Does the total crew shown in each column include the maintenance or prep person?

No. Total crew members include employees that are positioned to directly service the customers (Drive-thru, Front Counter, Production, Fries/Hashbrowns and McCafé).

Can the Dynamic Shift Positioning Tool automatically insert names into the positions?

No. The schedule only calls out crew by area (DT) not by what position the crew member would work in that area. the shift manager knows best the crew members' strengths and the best places to position so maximum crew productivity are achieved.

Dynamic Shift Positioning Tool Frequently Asked Questions

The total number of crew shown in the “Total Crew” section of the Dynamic Shift Positioning Guide does not match the total number shown on the crew schedule. Why?

The Dynamic Shift Positioning Tool (DSPT) is not tied to the labor schedule program. DSPT will show you how many crew members are recommended for each hour based on the restaurant’s sales projections. You may see differences in the numbers if your scheduling manager has edited the crew schedule to add or delete shifts.

What should I do when I receive an error message when regenerating a positioning guide for a six-hour shift and the crew total actual calls for sixteen or more crew members during the peak hour?

if the shift requires more than eighteen crew member positions and your shift length is six hours, you will need to adjust the shift length to five hours to allow the DSPT additional space to generate the needed positions.

What should I do if the Fried Product area shown under Peak Hour Positioning doesn’t match my restaurant layout?

Talk with your restaurant manager/supervisor. the information recorded in the restaurant set up configuration may be inaccurate.

What should I do if the restaurant positioning guide doesn’t show any Drive-thru positions?

Talk with your restaurant manager/supervisor. the information recorded in the restaurant set up configuration may be inaccurate.

What should I do when the DSPT does not print a restaurant positioning guide after putting in shift length and selecting the “Generate Position Guide” icon?

contact Atos. it is likely that you are missing files that should have downloaded to the BOS during the installation of DSPT.

Manager Training Agenda: Session 5

Running the Shift

Shift Management System Map

*Key Success Factors for Shift Management, Danger Zones, Table Touch, Travel Paths, Observe

* Pro-Action vs Re-Action, Managerial Control: Leadership, Communication, Teamwork to ACHIEVE BUSINESS RESULTS: What you do MATTERS!

Shift Management: Learning Through Departments

(These must be verified and Initialed by Joann or GM prior to going to class)

KITCHEN DEPARTMENT

- Beverage System, Bulk Coke, BIB
- Filtering Procedures, Oil fill & Disposal
- PM Routines and Shift Cleanliness of Kitchen, Stock Room and Back Sink Area
- Calibrations: Fryers, Grills, Shake Machine, Coffee, Tea, OJ, McCafe etc.
- Troubleshooting: Equip List, DO NOT CALL for service until you have checked Manuals & w/GM
- Vendors: Who does what and when, COSTS, Phone numbers, When to call
- Daily Food Safety Book, Food Safety Expectations, Food Safety Visits: BE READY!
- Health Department inspections & Ecosure Visits: Be READY!
- Raw and Completed Waste, GOLD STANDARD: Accept no less!
- Stock Room Organization, Stock lists, Martin Brower Order, Truck Delivery, Out of Product/Transfer procedures
- Daily Inventory and Top Stat Reports, QCR, FOOD COST TRAVEL PATH

PEOPLE DEPARTMENT:

- What motivates you? Putting others first. Assuming Innocence
- Training NEW EMPLOYEES (CDP)
- Call In's and Tardiness: How to handle these
- Documenting Employees (Commendation and Disciplinary Action)
- Hourly Manager and Crew Breaks, Adults and Minor Labor Laws
- Manager Trainee must be certified on every station* (SOC Internal Verification)
- Customer and Employee Incident Procedures
- Technology Trouble Shooting

What is a Leader?

At GBS a Leader is:

- 1) Is a customer champion.
(Role Models key hospitality behaviors and is customer-obsessed.)
- 2) Empowers others and builds the capacity of the leaders.
- 3) Builds ONE TEAM in the restaurant
- 4) Has a clear sense of direction, vision and priorities.
- 5) Encourages everyone to constantly look for ways to improve.
(Themselves, Yourself, and Others.)
- 6) Coaches and Develops.
(EVERY SHIFT, EVERY CREW MEMBER, EVERY DAY!)

Top 3 things GBS is known for:

- 1) SHINE Hospitality: A step ABOVE the rest!
- 2) Cleanliness: 100% Shift Cleanliness!
- 3) FAST! Focus on Fast:

Maintaining Value and Quality of Experience for OUR CUSTOMERS!

8 Key Success Factors for Leading GREAT Shifts

T- Travel path EVERY 30 minutes

O- Outstanding crew recognized

P- Pre-Shift Checklist

P- Positioning Crew (Game Plans)

A-Actively Managing from OBSERVATION post

T- Targets and Expectations communicated w/crew

C- Certified & Verified Leadership Transitions GRADs

H- Leaders are Hospitality Ambassadors: SHINE





Shift Management

Objective | Deliver outstanding QSC by coordinating People, Equipment and Product to grow sales profitably, and achieving total customer satisfaction one shift at a time.



Certified shift manager



Signals

Set up for success signals

- Customer Feedback - QSC
- Pre-Shift/Post-Shift Hours
- Guest Experience Safety and Sanitation Leader Hours

Decision making signals

- Kitchen Initiation Points open
- KVS Time per Entrée/Sandwich
- In Store Receipt to Present Time
- DT Order End to Present End Time
- Pull Forward effectiveness
- Delivery fulfillment time

Guest Service

Score: _____/23

- 1) **When discounting an employee meal on the POS, what should you do with the receipt**
 - a. ? Give it back to the employee because you don't need it
 - b. Save a copy in the restaurant with the employee's name on it
 - c. Throw it away

- 2) **True or False: Employees and Managers are allowed to eat anywhere in the restaurant.**
 - a. True
 - b. False

- 3) **True or False: Employees are allowed to prepare their own meals.**
 - a. True
 - b. False

- 4) **What is the proper way to process a refund?**
 - a. Give the customer their money back
 - b. Process it through the POS
 - c. Take the money from the safe

- 5) **How much time before your shift should you arrive, and for what reason?**
- a. 1 hour, to complete your pre-shift checklist
 - b. 15 minutes, to make sure all your employees are positioned
 - c. 30 minutes, to complete your pre-shift checklist.
- 6) **True or False:**
Pre-Shift Checklist includes prioritization of People, Product, Equipment, & Cleanliness opportunities in the: Service Area, Production Area, Back Office, Crew Room, Storage Area, Parking Lot, DT Lane, and Corral.
- a. True
 - b. False
- 7) **How often are you required to complete a Travel Path?**
- a. Whenever you have some time
 - b. At least Every 30 minutes
 - c. Every 3 hours
- 8) **Where do you start your travel path?**
- a. In the bathrooms
 - b. In the lobby
 - c. In the parking lot
- 9) **There is a spill in the lobby, The Drive-Thru is full, An adult employee needs a break. What is your number one priority?**
- a. The spill in the lobby
 - b. The full Drive-Thru
 - c. The adult employee who needs a break

10) True or False: The Shift Leader should communicate targets and results once during their shift to their team.

- a. True
- b. False

11) What is the target OEPE time?

- a. 90 seconds
- b. 120 seconds
- c. 60 seconds
- d. 45 seconds

12) What are the Five steps to handling complaints and recovering a customer?

- a. Believe, Listen, Apologize while Demonstrating Comprehension, Solve, Thank the Guest
- b. Ask For receipt, Solve the Problem, Offer a free meal, Thank the Guest, and Invite them back
- c. Replace the food, Find out who made the Mistake, Give them a free Apple Pie, Document the incident, and Thank the guest

13) What Does E.A.D. Stand for?

- a. Electronic, Automatic, Defibrillator
- b. Execute, As, Designed
- c. Eat, At, Dave's

14) What are the E.A.D. Steps For Table Service:

- a. Drop Food off With little to no talking to be as Fast, and efficient as possible.
- b. Hand food over, Discuss weather, customers day, your day, leave without waisting any more time on order accuracy or customers needs.
- c. Greet the Guest, ask if guest has everything, have extra condiments straws & napkins ready, Sincere thank you with a smile, And check back within 1-2 minutes.

15) What are the E.A.D. Steps For Curbside:

- a. Drop Food off With little to no talking to be as Fast, and efficient as possible.
- b. Hand food over, pause briefly to see if the customer has any thing to say. Get back asap to run out the next order.
- c. Greet the Guest by Name, insure guest has everything, have extra condiments straws & napkins ready, Sincere thank you with a smile.

16) If there is an issue in the restaurant among crew or managers, who should you contact first?

- a. The Office Manager
- b. The Supervisor
- c. The General Manager

17) Where should the Shift Leader be positioned?

- a. Observation Post
- b. Running for Drive-Thru
- c. The Manager's Office

18) There are three managers in the restaurant. The Shift Leader is at the Observation Post. Where should the other two managers be positioned?

- a. The second manager should be taking orders at the kiosk, and the third manager should be on the second side in the kitchen.
- b. The second manager should be in the kitchen, and the third manager should be in the service area.
- c. The second manager should be doing Table Service, and the third manager should be floating.

19) How many employees are allowed to use one cash register?

- a. 2
- b. 3
- c. 1

20) When finishing your shift, one thing each Shift Leader must do is:

- a. Clean the lobby
- b. Take a meal break
- c. Count the safe

21) When Checking on Kiosks we look to see if:

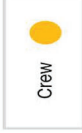
- a. They're Clean, They're On/Booted up, The printer is Printing, The COD is working.
- b. The COD is Working, Cabinet is looked, They're Clean, The Printer is printing.
- c. They're on/booted up, Crew are leaning on them, The printer door well open.

22) If an employee arrives to work without non-slip shoes, what must the manager do?

- a. Send them home.
- b. Document the employee and allow them to work.
- c. Allow the employee to work for 4 Days.

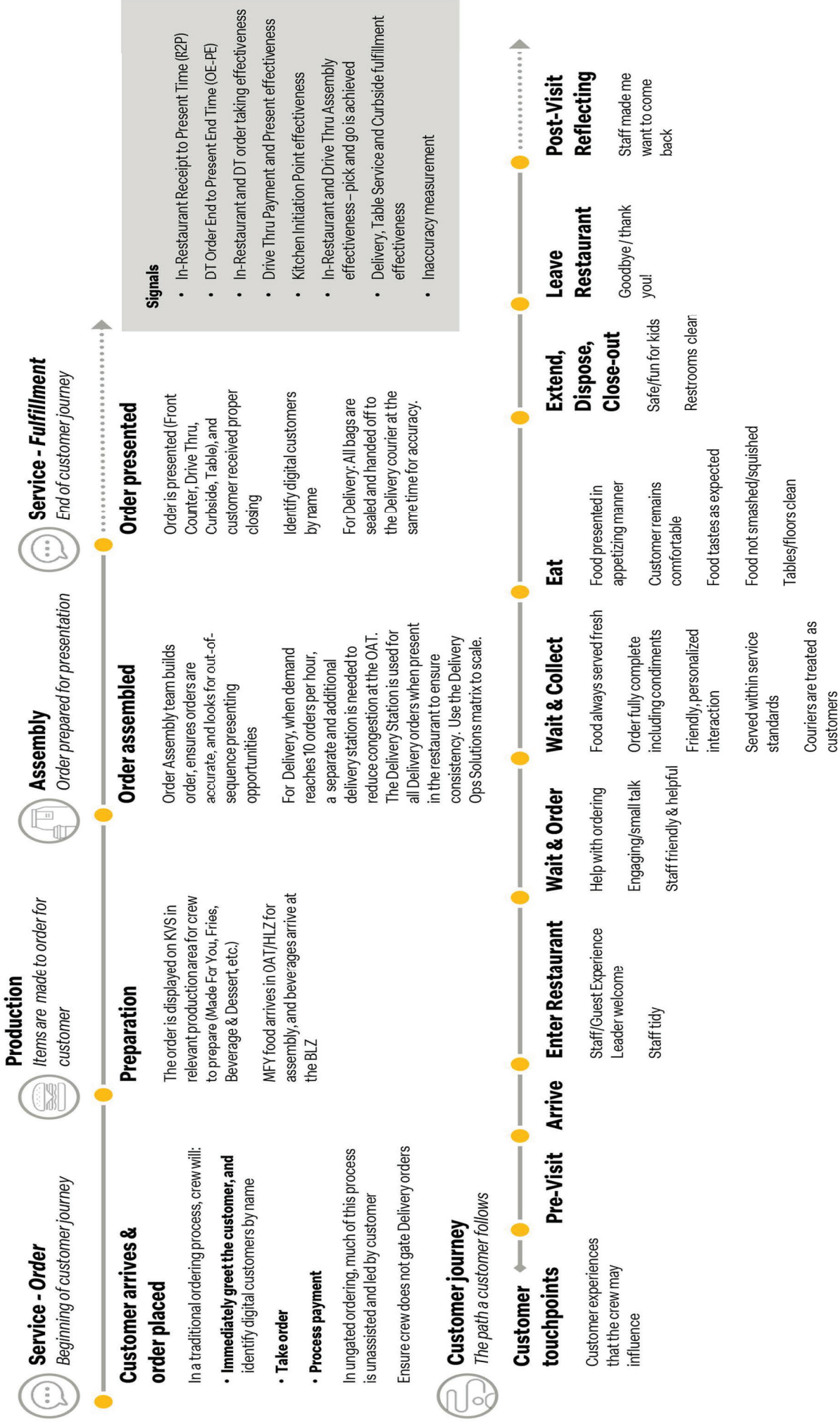
23) What are the E.A.D. Steps for MOP/ROA orders in DT?

- a. Say "Hi, What ya want today", Guest says they want to use the app, Get a manager to help recall the order, Tell the customer you found their order, Repeat the whole order to be sure it's correct, Wait for the car to drive off.
- b. Say "Hello My Name is _____, Will you be using Your Mobile Rewards app today?", "May I have your Code?". Select "Get Mobile Order" Key to recall the order. Greet the guest by name. Ask the guest to confirm the order by saying "If the screen is correct please pull forward to the cash window? Thank you.". When the car passes the merge point store the order.
- c. Finish text. Put down phone. Answer dumb headset. Say "Go ahead..". Tell coworkers about "another stupid mobile order!". Tell the customer "Pull around. They'll do something at the window." Tell a manager. They get angry when they don't know They have a Mobile order to take care of. Pick up your phone. Do something that's more fun than "work".



Service/Production/Assembly (SPA)

Objective | Engaged, empowered employees delivering seamless Customer Experiences, exceeding customer expectations, and delivering outstanding quality and service by operating as designed



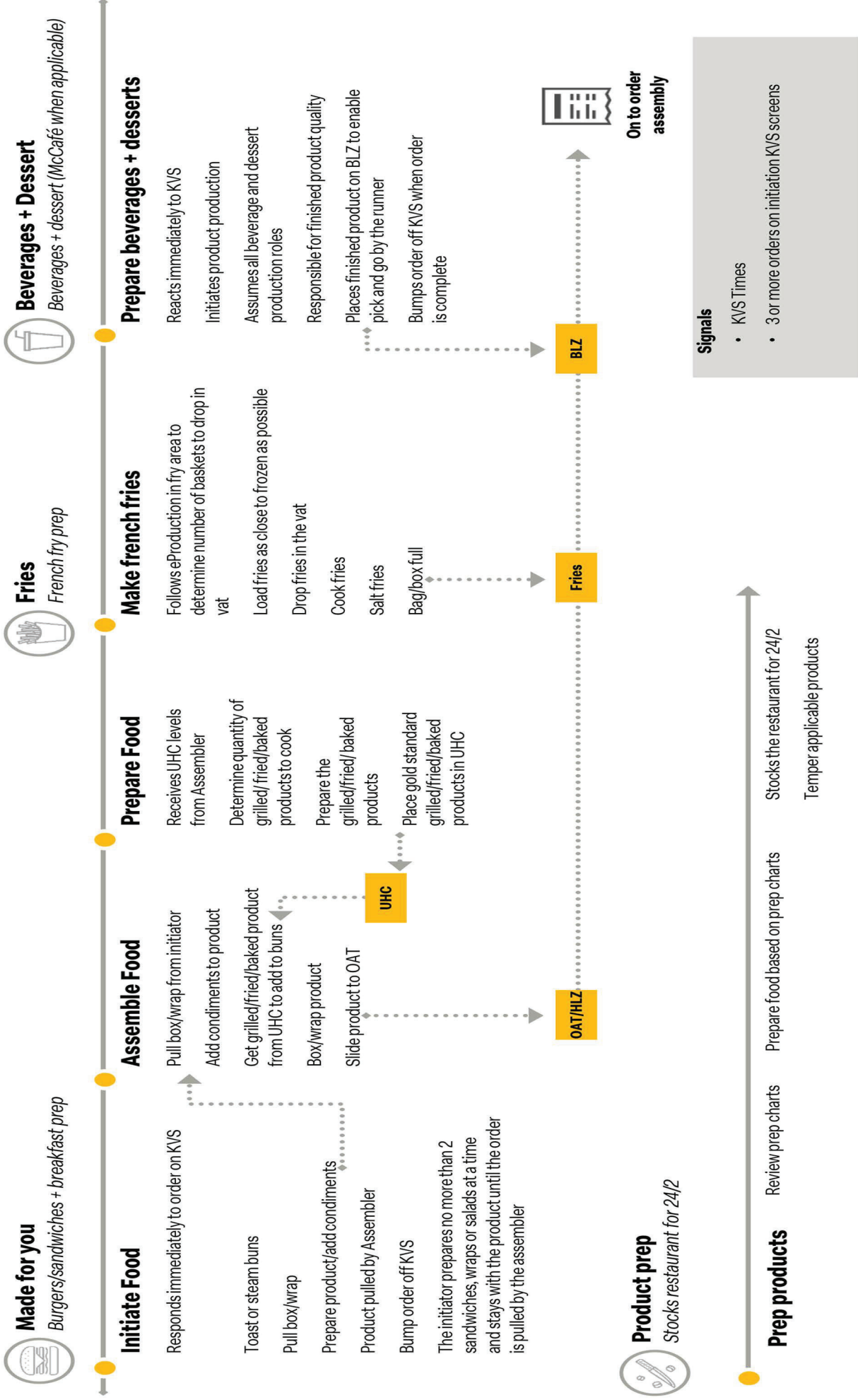
Service/Production/Assembly (SPA)

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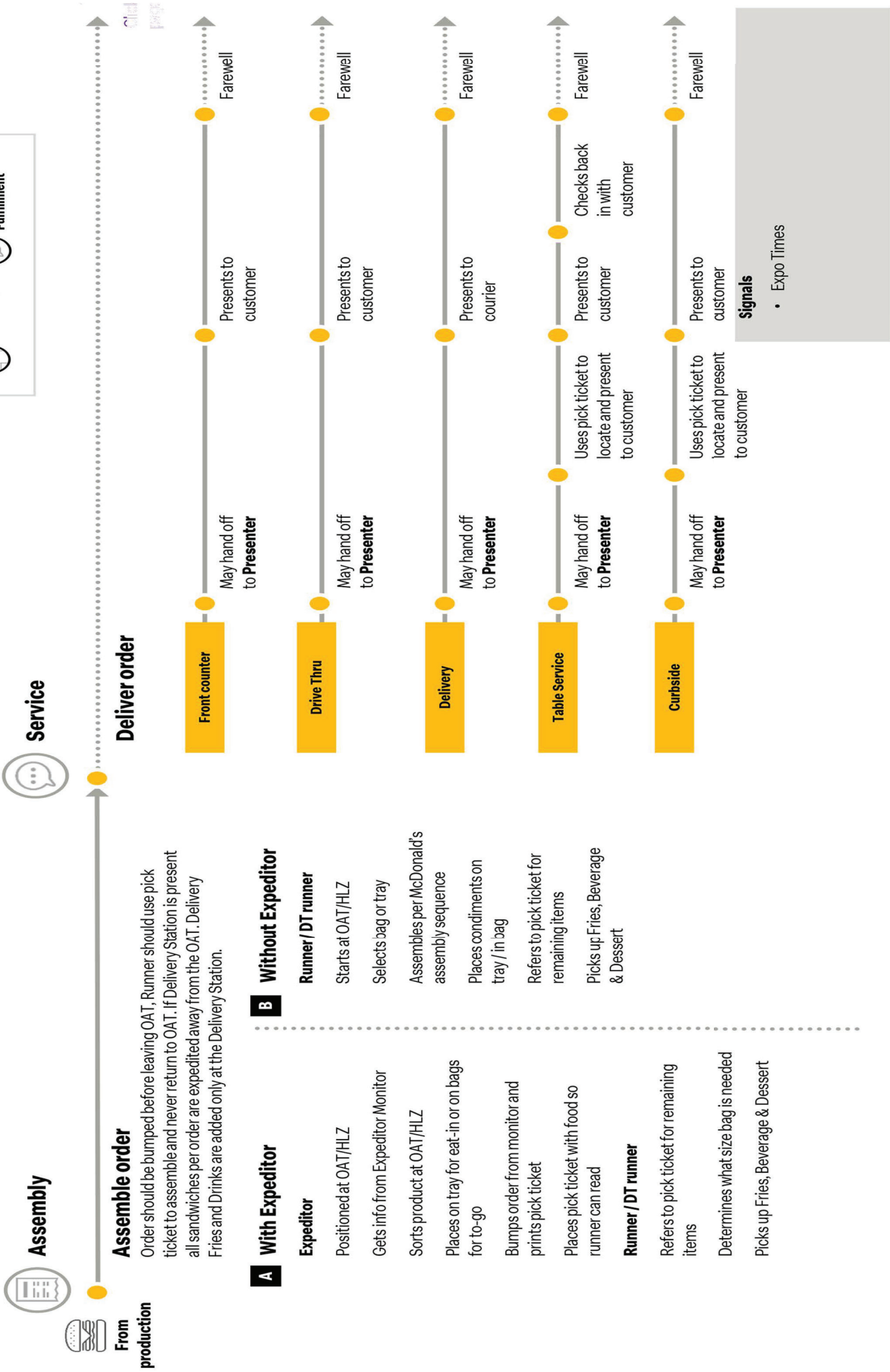
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Service/Production/Assembly (SPA)

Objective | Engaged, empowered employees delivering seamless Customer Experiences, exceeding customer expectations, and delivering outstanding quality and service by operating as designed



Assembly order

Order should be bumped before leaving OAT, Runner should use pick ticket to assemble and never return to OAT. If Delivery Station is present all sandwiches per order are expedited away from the OAT. Delivery Fries and Drinks are added only at the Delivery Station.

A With Expeditor

Expeditor
Positioned at OAT/HLZ
Gets info from Expeditor Monitor
Sorts product at OAT/HLZ
Places on tray for eat-in or on bags for to-go
Bumps order from monitor and prints pick ticket
Places pick ticket with food so runner can read

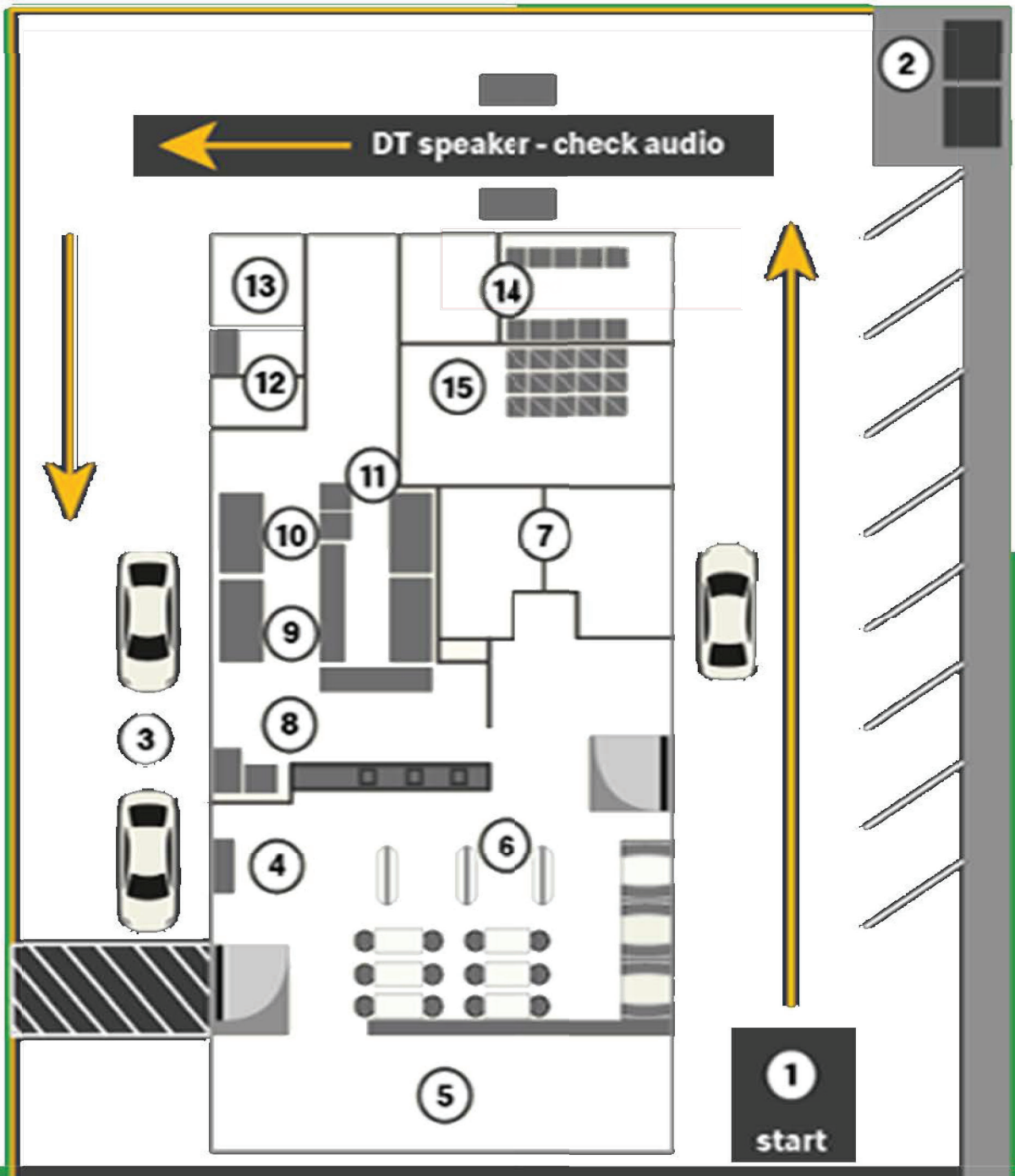
B Without Expeditor

Runner / DT runner
Starts at OAT/HLZ
Selects bag or tray
Assembles per McDonald's assembly sequence
Places condiments on tray / in bag
Refers to pick ticket for remaining items
Picks up Fries, Beverage & Dessert

Runner / DT runner

Refers to pick ticket for remaining items
Determines what size bag is needed
Picks up Fries, Beverage & Dessert

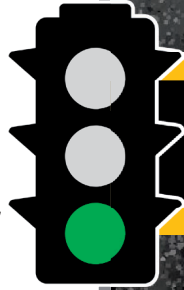
Travel Path



- 1. Exterior lot
- 2. Corral and back yard
- 3. Drive Thru Exterior
- 4. Lobby/Beverage bar
- 5. PlayPlace/Playland
- 6. Kiosks
- 7. Restrooms
- 8. Front Counter & Drive Thru Interior
- 9. Crew & Personal Hygiene
- 10. Production & Assembly areas
- 11. Prep area
- 12. Back Office area
- 13. Crew Room
- 14. Walk-in Cooler/Freezer
- 15. Stock Room/Back Room




Your DRIVE THRU Racing Brief



Today's Track Goal:

Improving Drive Thru by getting "Back to Basics" with Smart Order Taking



Sometimes called Back to Basics, Smart Order Taking is a best practice to help take guests' orders efficiently. It avoids asking open-ended questions, reduces order times *and* allows restaurants to serve guests more quickly. For example (or make it your own and use a different response):



Remember

- All questions are asked at the end. **DO NOT** interrupt the guest!
- The guest can always clarify, but be specific with your questions to improve the entire order process.

The Guest says	Reply
I'd like a 10-piece McNuggets.	Would that be BBQ sauce for the McNuggets?
I'd like a Number 3 Meal.	Will that be Large with a Coke?
I'd like a Number 4 with a Diet Coke.	Will that be the Crispy Chicken Deluxe meal?
I'd like a frappe.	Will that be a Large Caramel?
I'd like a Happy Meal.	Will that be a 6-piece McNugget meal with BBQ sauce and a Barbie toy?



TARGET your Lunch Peak Period (11-2)

CURRENT order taking time		TARGET order taking times	Week 1	Week 2	Week 3	Week 4
CURRENT Car Count		TARGET Car Counts	Week 1	Week 2	Week 3	Week 4

Keep working to beat the previous week's average. Recogniz your team when they hit their new targets!





S- SMILE

H- HOST NOT SERVE

I- I AM NOT RUDE

N- NAME (YOURS & THEIRS)

E- EXECUTE AS DESIGNED



Customer Recovery Steps

Have a BLAST!

“B” Believe the customer

“L” Listen attentively

**“A” Apologize,
demonstrating understanding**

**“S” Solve the Problem &
Make it Right**

“T” Thank the GUEST!



Safety and Security

Objective | A safe and secure environment that enhances your customer and employee experience while adding value to the business



Security

Restaurant conditions

People	Communications	Equipment	Physical Safety	Process
<p>Responsibilities, training, and policies governing employees and customers</p> <p>Frequency: On-going</p> <p>All employees are trained on security policies, guidelines, and procedures following country requirements and are empowered to enforce security guidelines, along with reporting and correcting security issues</p> <p>Managers act as a role model and motivate employees to ensure security standards are in place and followed</p>	<p>Communications and reporting for security concerns</p> <p>Frequency: On-going</p> <p>Report suspicious / criminal activity, loitering, or vandalism to the authorities and immediately report this information to your GM</p> <p>All cash management variances over guidelines must be reported immediately to the restaurant manager and supervisor e.g., cash shortages, promo variance, high T-Reds and B-Reds.</p>	<p>Proper use and maintenance of security equipment is important</p> <p>Frequency: On-going</p> <p>Ensure security equipment is checked and maintained regularly to ensure the equipment is operating as required e.g., CCTV system, safe, and hold-up alarms</p> <p>Security equipment access codes are up to date and provide maximum security</p> <p>Equipment is approved and meets global and national standards</p> <p>Security signage is posted on lobby doors and drive-thru windows as appropriate i.e. CCTV, Burglar Alarm, Armored Vehicle, Access to inner safe, etc.</p>	<p>Maintaining a safe and secure environment for employees and customers</p> <p>Frequency: Daily routine</p> <p>Immediately correct any security violations or unsafe related conditions (e.g., damaged equipment, vandalism, unsafe walkways, windows, doors, etc.)</p> <p>Rear / side / play place doors should be locked, alarmed, functioning properly and equipped with a working and unobstructed external view device</p> <p>Eliminate blind spots for hiding and obstructed views in and out of the restaurant</p> <p>Drive-thru windows have self-latching locks which are in good operating condition</p>	<p>Following proper procedures for the safety and security of the restaurant and people</p> <p>Frequency: On-going</p> <p>Change restaurant locks, safe combinations, and POS access codes when a maintenance or a member of management is terminated, reassigned, or transferred according to security guidelines</p> <p>Call local law enforcement for emergency situations e.g., robbery, burglary, assaults, shooting, bomb threat etc.</p> <p>Report all crime issues and incidents to your supervisor or O/O, and field security manager e.g., armed robbery, assaults, shooting, scams, bomb threats or other serious incidents</p> <p>Maintain, develop, and strengthen your relationship with local law enforcement</p> <p>Frequency: Daily routine</p> <p>Check security equipment and take appropriate steps in fixing non-working equipment e.g., CCTV system, burglar intrusion system, safe, hold-up alarms etc.</p> <p>Ensure backdoor and trash disposal policies are followed</p> <p>Ensure cash control policies are followed according to policy (e.g., skims, promos, and cash variances etc.)</p> <p>Ensure staggered method of opening and closing</p> <p>Bank deposits are handled according to policy</p>

Signals

- Training completed & documented
- SOC's completion per crew (following country requirements)
- Crew and manager accountability
- Security equipment standards in place
- High promo, overruns, refunds, meals, T-Reds / B-Reds
- Law Enforcement Partnership / Engagement
- Back door policies
- Incident reporting ensured
- BSV security score

Name: _____

People Score: ____/8

Date: _____

Restaurant Number: _____

People Department

1) What website is used to train new crew members?

- a. www.FREDatMcD.com
- b. www.eLearning.com
- c. www.mcdcampus.sabacloud.com

2) What is the best time to train a new crew member?

- a. during peak hours.
- b. When time is appropriately scheduled.
- c. During the overnight when it is slow.

3) If a new crew member is not following the proper procedures, what steps should you take?

- a. Send them home immediately.
- b. Send them to break.
- c. Explain & demonstrate the proper procedures. Have them demonstrate to insure they understand.

4) When should you complete your DSPT (Dynamic Shift Positioning Tool)?

- a. 24 hours before the shift begins.
- b. 8 hours before the shift begins.
- c. 12 hours before the shift begins.

5) You must position the crew members in the DSPT where:

- a. They are needed.
- b. They are trained and certified.
- c. Where you think they will do the best job.

- 6) **All minors must abide by all the Child Labor Laws.**
- a. True
 - b. False
- 7) **A minor must take a break if they work ____ or more hours.**
- a. 6
 - b. 4
 - c. 5
- 8) **For any technology related issues, what steps should you take?**
- a. Turn off all the equipment and close the restaurant.
 - b. Call your General Manager.
 - c. Troubleshoot first and call ATOS when needed.

Name: _____

Kitchen Score: /26

Date: _____

Restaurant Number: _____

Instructions: Please circle the correct answer.

Kitchen Department

1) What is the best way to determine if the oil in the vats needs to be changed?

- a. Use your best judgment.
- b. Ask your Kitchen Manager.
- c. Use the Oil Quality Dropper/Tester.

2) How often should the McCafe machine be cleaned?

- a. Every other day. Depending on sales volume. (Follow screen prompts.)
- b. At Least Once a day. Depending on sales volume. (Follow screen prompts.)
- c. Every other week. Depending on sales volume. (Follow screen prompts.)

3) When dialing in, each second adjusted represents approximately how many degrees?

- a. 2
- b. 4
- c. 1

4) How often should you skim the fryers to preserve oil quality?

- a. Once every hour.
- b. Once every 30 minutes.
- c. Once every 4 hours.

5) How often should you scrape and steam the grills?

- a. Scrape every 30 minutes, and steam every 30 minutes.
- b. Scrape every time you use the grill, and steam every 15 minutes.
- c. Scrape once every hour, and steam every 30 minutes.

6) What is the easiest way to find the phone number to the vendors that service your restaurant?

- a. Call your General Manager or the Office.
- b. Check www.AccessMcD.com.
- c. Refer to your Vendor List.

7) If a piece of equipment breaks, what is the first step?

- a. Troubleshoot.
- b. Call a technician.
- c. Call your General Manager.

8) How often should Food Safety be completed?

- a. 3 times per week.
- b. 1 time per day.
- c. 2 times per day.

9) How do you test the calibration of your pyrometer?

- a. Fill a small cup to the top with ice and water from the ABS.
- b. Fill the cup with cold water from the sink.
- c. Fill a small coffee cup with ice to the top and water from the sink.

- 10) Who is responsible for completing food safety?**
- a. The Shift Leader.
 - b. The Shift Leader, along with a crew trainer.
 - c. The General Manager.
- 11) If product on the grill does not meet the correct temperature, what should you do?**
- a. Cook the product longer on the grill so that the correct temperature is met.
 - b. Put it in the UHC.
 - c. Waste the food, sanitize utensils, insure clean Grill surfaces & Proper procedure use. Then "dial in" the cook time. Start the process again. Repeat until product meets the correct temperature.
- 12) What is the target temperature for Fresh Beef (4:1 meat)?**
- a. Target: 175-190°
 - b. Target: 160°
 - c. Target: 185°
- 13) How often should you check the sanitation levels for the towel buckets, and how often should you change the water and sanitizer in the towel buckets?**
- a. Check: every hour, Change: at least every 4 hours.
 - b. Check: every 2 hours, Change: at least every 4 hours.
 - c. Check: every half hour, Change: at least every 2 hours.
- 14) At minimum, how often should all employees and managers wash their hands?**
- a. Every 2 hours.
 - b. Only after they use the restroom.
 - c. Every hour.

- 15) Who is responsible for ensuring there is no expired product in the restaurant, including the prep table, all refrigerators, and all stock areas?**
- a. The Shift Leader.
 - b. The General Manager.
 - c. All Managers in the restaurant.
- 16) Who should you call if the Health Department, Ecosure, or the Business Consultant arrive during your shift?**
- a. Call the Office.
 - b. There is no need to call anyone, you got this!
 - c. Call your General Manager.
- 17) Which of these is not considered one of the “BIG 7” reportable illnesses?**
- a. E.coli.
 - b. Norovirus.
 - c. HIV/AIDS.
- 18) What do you use to know how much product to keep in the UHC at any given moment?**
- a. eProduction.
 - b. DSPT (Dynamic Shift Positioning Guide).
 - c. Ask your strongest kitchen crew person.
- 19) What do white borders on the UHC Monitor Tiles indicate?**
- a. Increase the number of trays
 - b. The number of Trays, or items in trays have increased.
 - c. Increase of number of items in each tray

- 20) What should you do if you notice inconsistencies with prepared product like McCafee Beverages, or products coming off the prep line?**
- Make a note and talk to your General Manager about it when you have time.
 - Find the source and address (Coach/Develope) the issue immediately.
 - Fix the issue yourself whenever you see something wrong.
- 21) When the Martin Brower delivery arrives, who must accept the truck?**
- Any trained crew member, crew trainer or manager.
 - A Shift Leader.
 - The maintenance man.
- 22) What should you do if there are missing items from the delivery?**
- Note it down on the invoice slip, notify the: truck driver, Supplier rep on Sync, Kitchen Department Manager and the General Manager immediately.
 - Let the truck driver know.
 - Note it down on the invoice slip, and there is no need to take further action.
- 23) When is the correct time to ensure you have enough product for your shift?**
- When completing your Pre-Shift checklist.
 - During your shift when you need to restock.
 - Ask the Shift Leader who is at the restaurant when you arrive.
- 24) If you run out of product, what should you do?**
- Call Martin Brower and ask for a special delivery.
 - Leave a note in the office for the Kitchen Department Manager to resolve the issue on their next work day.
 - Call your nearest McDonald's within the organization and ask if they can transfer out what is needed.

25) How often should the waste be counted?

- a. Once per day.
- b. Once per shift.
- c. Once every hour.

26) What items are inventoried on a daily basis?

- a. Top opportunity items for your restaurant.
- b. All items in the restaurant.
- c. Bacon, Chicken McNuggets, and Fries.

How Will I Be Evaluated?

You will be evaluated in 2 ways: internal verification and external verification.

Internal verification is administered by your GM. He or she will check your skills and knowledge. You will be internally verified Upon completion of *Shift Leadership* training.

External verification is administered by someone other than your GM, most likely Your Supervisor. He or she will check your skills and knowledge related to shift Leadership. You will be measured against the restaurant targets for service and profitability.

Once you are shift certified, you are qualified to run the shift without supervision. (See Shift Leadership Roadmap for more details)

Your coach will provide feedback on your performance while you are learning, as a way of preparing you for these internal and external verification points.

Finally once you are Verified you will Complete a PCAP.

Action Planning is an integral part of Managing both personal, and store wide change. To get you started using this vital process the Post Class Action Plan (PCAP) is your last Required step to Becoming a Certified Shift Leader.

Quality Standards	Y	N	Comments
Results vs targets: KVS targets			
Sandwich/Entrée – Hot, fresh, neat appearance, good taste, properly prepared			
Fries/Hash brown - Hot, fresh, good flavor, salted properly, & golden color – oil meets standards			
Beverages - Properly filled, proper temperature, good flavor, properly made. Bev stickers used			
Desserts - Properly prepared, good flavor and texture, holding time acceptable			
Grill slips are positioned correctly for accuracy			
Cabinet Charts - in place, up to date, and followed. Holding times adhered to eProduction			
All products within primary shelf life			
Secondary shelf lives marked / monitored			
Prep table times marked/monitored			
Tempered product properly marked / monitored			
Waste cans in place and counted			
Procedures observed and coached in the production area			
Quality - Need 10 out of 13 to pass			Total

Service Standards	Y	N	Comments
Results vs. targets: In Store GCs +/-			
Results vs. targets: Drive-Thru Car Count +/-			
DT service times - Restaurant targets			
R2P Restaurant targets			
Employees interact with customers in a polite, friendly and effective manner . Crew look for opportunities to create feel good moments			
Ensures Digital Ambassador is in place , maintain cleanliness, sanitation and engaging with guests			
Ensures Crew Members provide a digital prompt at all order points and uses customer's name when they use the app			
Orders accurately and properly assembled including condiments, napkins, straws etc.			
McDelivery orders are properly assembled, packaged, & double checked for accuracy			
Proper procedures for MOP Orders are followed – designated person to handle orders			
Guest Recovery Process in place, understood and followed using LAST.			
Use back to basics order taking, and proper pull forward procedures (including the 3 why's)			
Crew are attentive to the guest: table touch backs, assisting guests, greetings and farewells			
Cars - pull forward happening – and proper procedures used			
Service - Need 11 out of 14 to pass			Total

Cleanliness Standards	Y	N	Comments
Guest Conveniences - high chairs clean and sanitized, hand sanitizer dispensers in place and stocked, music on			
High Touch Point areas are cleaned and sanitized after each use (tables, chairs/booths, etc.) or every 30 minutes (door handles, push plates, etc.)			
Dining Room - floors, chairs, tables clean			
Kiosks and table locators clean and sanitized			
Playplace / Patio-seating – trashcans, floor, play unit, clean & well maintained, etc.			
Restrooms – Clean and sanitized, odor free, supplies stocked , hand dryer working			
Windows/Doors - All windows/mullions clean, Entrance doors and DT windows			
Outside Trash Cans/Sidewalks - Clean – not full			
DT Menu Board and DT lane clean - Promotions properly displayed, and DT window areas clean			
Landscape/Parking Lot/MOP spots free of litter, landscaping well maintained			
Kitchen - floors, walls, stainless, equipment clean, not cluttered			
Front Counter/DT - floors, walls, stainless equipment clean, not cluttered			
Fry station and Shake machine area cleaned			
Office / Crew Room/ Stock Room neat, clean and organized			
Cleanliness - Need 12 out of 14 to pass			Total

Discuss Shift Leader's Role and the Key Success Factors.

Highlight **1-2** success factors you observed the Shift Leader successfully demonstrated, and **1-2** that appear to be the most important opportunities.

Use them to coach the Shift Leader: What is a strength that they can leverage? What is an opportunity to improve?

Discuss why all the factors are critical to the success of their shift.

Shift Leader Key Success Factors

Pre-Shift	During Shift			Post-Shift
	Service Standards	Grill Standards	Cleanliness Standards	
24 hours in Advance	Adjust Positioning as conditions change	Maintain & Complete Food Safety Procedures	Hospitality Standards/Smiles/Tone of Voice/Eye Contact	Communicate Target Results / Recognition
Understand & use positioning guide (DSPT recommended)	Coaching team using positive & development feedback	Quality Products being served	McDelivery Standards	Reflect on What Went Well
Knows and Sets Targets and Expectations	Travel Paths every 15/30 Minutes	Product Prep & Pull Thaw Complete	DT Pull Forward Procedures followed / Park Runner & GESSL in place	Communicate Necessary Information to Management Team
Executes Pre-shift Checklist	Monitors & communicates progress towards targets	All Products within Code Dates	Role Models Hospitality and interacts with the guests	Transition Shift to Next Manager
Prioritizes Tasks and Assignments or training plan	Identify & Eliminate Danger Zones	HOTG Standards in Place	Dining Room/Beverage Station/Restrooms Clean and Stocked	Prepare Next Shift Positioning
Assist in Shift Management Transition	Customer Recovery steps are utilized as appropriate	UHC Cabinet Levels Correct	Exterior Clean	Continuous Improvement Mindset

Very Good Understanding:

- 1)
- 2)
- 3)

More Practice:

- 1)
- 2)
- 3)

Congratulations!
You have passed your Floor Verification.

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____

Floor Verification not passed.
Return Date:

Shift Leader Signature _____
 Restaurant Leader Signature _____
 Coach Signature _____ Date: _____

Goal Setting Individual Development Plan

Goals Should Be:

Specific
Here's what I'll do

Important – Values Driven
Here's why it matters, and how it contributes

Measurable
Here's how to tell

Name

People Manager's Name

Year

Department

Goal #1



Goal Deadline

Goal #2



Goal Deadline

Goal #3



Goal Deadline



Serve



Inclusion



Integrity



Community



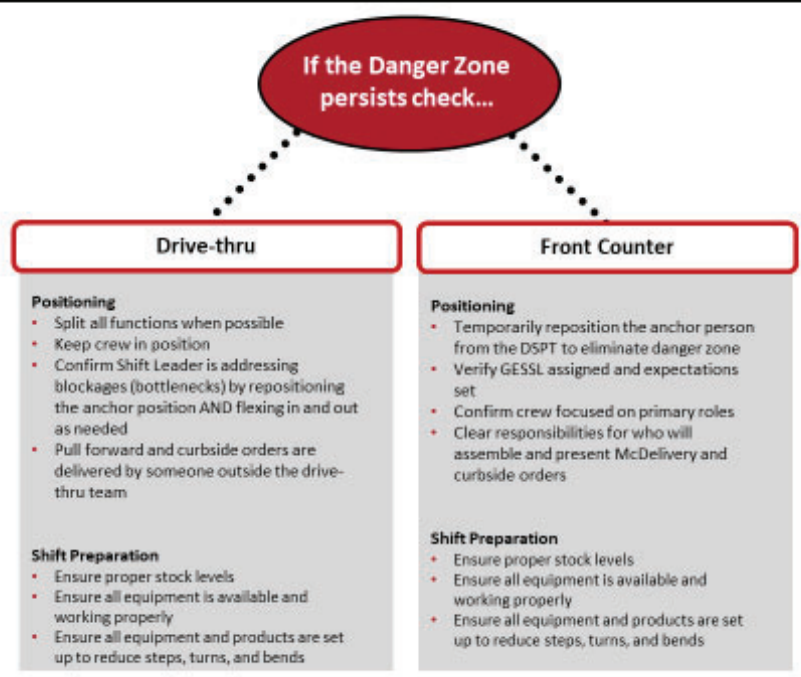
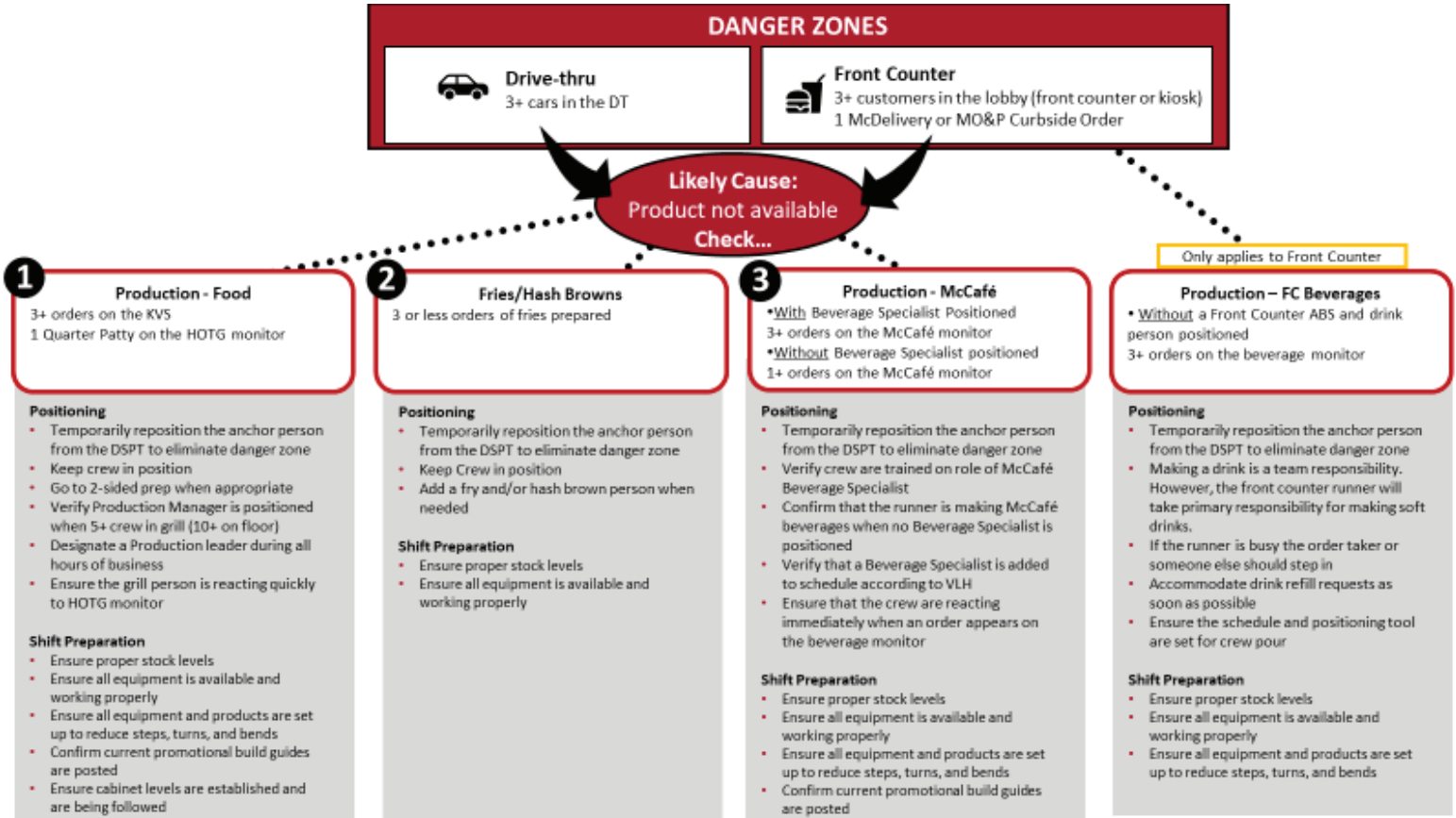
Family



Optional Space to Record Progress

After you set your goals for the year as part of the Commit Conversation, you should keep track of the progress you've made towards your goals, including what you did and how you did it. You can use the optional space below to do so. At a few key times during the year, you should provide a formal update to your manager on your goal progress – between June and July as part of your [Connect Conversation](#) and around the October timeframe as part of [Preparing for Year End](#).

Shift Troubleshooting Tool





Homework

1. Practice Using the DSPG.
2. Practice planning for breaks.
3. Practice Pre-shift Check list.
4. Practice All hands on Deck.
5. Practice Travel Paths & Table touches.
6. Practice "Post Peak" Restock & Clean up.
7. Learn & Practice Minor Labor Laws.
8. Practice CIT Administrative Duties.
9. Practice Post Shift analysis (WWW & EBI).

SHIFT MANAGEMENT



RESOURCES

3D's Health Check
MOP Health Check
McCafé Health Check
CFV (Customer First Visit)
GBS TRAINING COURSES 2024
GBS Growth Agreement

3Ds Health Check

Drive Thru



Digital



Delivery



3D [DRIVE THRU - DIGITAL - DELIVERY] Foundations

Yes

NO

Are crew trained properly on correct procedures per [MOP with ROA](#), [MMR Simulator](#), [Smart Order Taking](#), [Pull Forward](#)?

Is a 3D leader identified, in place, and providing coaching during peaks, e.g., Digital Ambassador, Delivery lead, DT lead, and Curbside?

Has a Pre-Shift Checklist been completed and followed up on? Are targets set (e.g., GMA GCs, Delivery GCs, cars over last year/OEPE), posted, communicated, and results shared?

Are all areas set-up according to [Be Well Served](#)?

Are all areas staffed to according to [VLH guidelines](#), crew positioned effectively, and the [DSPT](#) used correctly?

Are MOP/Delivery/ DT/ Kiosk equipment clean and in good repair (i.e., 3PO tablets, digital assembly carts, table markers, monitors, COD, printers, cashless devices, scanners, headsets, speakers, and signage)? For Digital/Delivery, are [RFM](#) hours aligned with hours of operations?

Are [Digital Channel Wayfinding](#) elements in place?

- Marketing elements and signage visible, clear, effective, current, and in good condition, e.g., MOP/Curbside signage, McDelivery window decals, DT menu board merchandising
- Curbside, DT and Courier stalls located to maximize guest convenience? (Minimum of 2)



Drive Thru

Yes

NO

Order Taking:

- Do Order Takers greet guests within 10 seconds with a friendly voice, use digital crew prompt, properly execute Smart Order Taking, and then thank the guest?

Cash:

- Are guests greeted with a smile, eye contact, and Recommended Responses?
- For GMA orders, does the cashier greet the guest by name?

Runner/Assembler:

- Are Runner/Assemblers [assembling orders](#) and double-checking for accuracy, leaving bags open before providing the order to the presenter?

Present:

- Are guests greeted with a smile, eye contact, and Recommended Responses?
- Are Presenters checking for accuracy, confirming an item in the order, presenting food first with an open bag, followed by drinks, and then thanking guests?



Drive Thru Execution:
Experience, Digital, and Delivery



Digital

Yes

NO

Curbside:

- Is someone assigned to monitor curbside orders for speed?
- Are crew wearing a safety vest and using an apron/caddy for condiments?
- Is the bag left open and a pick ticket on the bag?
- Do crew greet the guest by name, ask if they need anything else, and thank them?

Front Counter - Unassisted:

- Are all food, drink, and requested condiments included in the bag?
- After calling out the guest's name (if they are not present), is the order sealed properly and placed in the mobile pick-up area with the pick ticket?

Front Counter - Assisted:

- Do crew call out the guest's name, leave the bag open, include the pick ticket, and ask if they need anything else?
- If guest is not at the restaurant, does the crew seal the bag and place the order in the dedicated staging area?

Table Service:

- Did crew deliver the guest's accurate order including filled drinks with the pick ticket on the side of the tray?
- Do crew ask guests if they need anything and complete a check back during their visit?



Digital Resource Center:
Own the Ambition



Delivery

Yes

NO

Does the team assemble the order when it is complete, with fries added LAST?

Is ketchup automatically given with every order of fries (Small =1, Medium = 2, Large =3)?

Is the team double checking for accuracy by utilizing the pick ticket?

Are they using yellow-roped handle bags, sealed properly using 3 tamper-proof stickers and a pick ticket?



McDelivery Homepage:
Experience, Digital, and Delivery

3Ds Health Check

Drive Thru



Digital



Delivery



Completed on:

DATE

By:

NAME

For:

RESTAURANT/ORGANIZATION

Action Planning

Action 1: Attach Action Plan with start/end dates

Action 2: Attach Action Plan with start/end dates

Who will write? _____

Who will write? _____

Who will own? _____

Who will own? _____

Who will follow up? _____

Who will follow up? _____

When? _____

When? _____

Mobile Order & Pay (MOP) Health Check

Leading with Hospitality

- Review Organizational Digital Plan
- Observe DT, Curbside, & Dine-In from the outside and inside
- Place a mobile order
- Coach to Success
- Execute fast, accurate, and friendly MOP operations

- Step 1 – Complete monthly (Supervisor, GM and/or GSM)
- Step 2 – Answer questions either Yes (Y) or No (N)
- Step 3 – Decide should you Fix it Now (FN) or add to Action Plan (AP)
- Step 4 – Choose 1-2 items below make a plan to improve
- Step 5 – Follow up on the plan

Place a mobile order on the McDonald's App & evaluate your experience as a customer.	Y/N	FN/AP
Are all McDonald's products available on the GMA?		
Was the order in the correct packaging and presented correctly?		
Was the order accurate? (including condiments, napkins)		
Was the order Gold Standard Quality?		
Was the MOP service experience time within customer expectation (the target is 4:00 or <)?		
Did the employees interact with you in a friendly manner and attentive to you as a customer?		
Was the restaurant clean and were all safety practices followed?		
How would you rate the MOP overall customer experience (1 to 5, with 5 being excellent)?		

In Restaurant Health Check:		Y/N	FN/AP
PEOPLE	o Have all crew members completed MOP training on FRED?		
	<input type="radio"/> Is there a crew person assigned to manage Delivery & Mobile Order duties (recommended during peak hours)?		
	<input type="radio"/> Does the restaurant position a MOP Ambassador or a dedicated service experience lead?		
	<input type="radio"/> Are crew comfortable with using the GMA and MOP features?		
	<input type="radio"/> Are managers familiar with how to process customer requested refunds?		
	<input type="radio"/> Does the service staff understand the basics of MOP troubleshooting?		
SERVICE: IN-STORE	<input type="radio"/> Can the service staff distinguish between attended and unattended orders?		
	<input type="radio"/> Does the service staff know how to recall mobile orders?		
	<input type="radio"/> Can the service staff process understand how to process order modifications?		
	<input type="radio"/> Do guests receive a hard copy receipt when placing an attended order at the Front Counter?		
	<input type="radio"/> Is MOP Table Service executed to standards?		
SERVICE: DRIVE-THRU	<input type="radio"/> When a guest says they have a Mobile Order, does the crew person ask them for their mobile order code?		
	<input type="radio"/> Does the crew person ask the customer for their Mobile Order code, then greets customer by name?		
	<input type="radio"/> Does the crew person know how to handle order modifications?		
	<input type="radio"/> Did you receive a hard copy receipt when placing an attended order at the Drive-thru?		
SERVICE: CURBSIDE	<input type="radio"/> Is MOP curbside signage visible, clear, effective and in good condition?		
	<input type="radio"/> Are the MOP Curbside stalls located in locations that maximize customer convenience?		
	<input type="radio"/> Do the number of MOP Curbside stalls maximize customer convenience (minimum of 2)?		
	<input type="radio"/> When presenting the completed order, is the picklist adhered to the exterior of the double folded bag?		
	<input type="radio"/> Does curbside runner use a condiment apron and safety equipment?		
	<input type="radio"/> Does curbside runner greet you by name & thank you for your mobile order?		
	<input type="radio"/> Was the customer experience wait time over 4 minutes? If Yes, was the customer notified of longer wait time?		
MARKETING	<input type="radio"/> Is proper MOP signage in place and visible to customers? (i.e. Window and Door decals)		
	<input type="radio"/> Is curbside parking signage visible and does it clearly guide customers to MOP parking stalls?		
	<input type="radio"/> Are Mobile Order & Pay parking stalls clearly marked, visible, & easily accessible?		
TECHNOLOGY	o Do the restaurant operating hours in the GMA match the hours posted in eRestaurant?		
	o Does the MOP check-in availability match the hours posted in RFM?		
	<input type="radio"/> Do current menu items in the GMA accurate & priced correctly?		
	<input type="radio"/> Are the headsets and speakers working and clear-sounding?		
	<input type="radio"/> Are safety vests and apron(s) available, neat, and clean?		
	<input type="radio"/> Do crew/managers know how to use the Out of Product feature on the POS?		
	<input type="radio"/> After the guest checks-in, does the order auto release to the FC EXPO screen with appropriate MOP header?		
	o Are online business listings up to date and accurate (e.g. Google Maps, Yelp, etc.)?		

Developing your digital plan - Choose 1 to 2 on above outcomes	
Action 1: _____	Action 2: _____
Who will own and write a plan?	Who will own and write a plan?
Attach plan & start & end dates:	Attach plan & start & end dates:
Who will follow up and when?	Who will follow up and when?



McCafé Premium Roast Coffee*, Iced Tea and Iced Coffee Health Check (*Page1 only)

- People
- Optimized Equipment Layout
- Coffee Production
- Delivering a Great Guest Experience

- Step 1** – Complete monthly with Supervisor and General Manager.
Step 2 – Answer questions either Yes (Y) or No (N).
Step 3 – Decide should you Fix it Now (FN) or add to Action Plan (AP).
Step 4 – For any “No” answers, determine if root cause is Knowledge, Resources or Motivation (K/R/M).
Step 5 – Choose 1-2 items below and make an improvement plan.

		Y/N	FN/AP	K/R/M
People	Was a pre-shift checklist completed and followed up on? Pre shift Checklist -			
	Has a Beverage Lead been identified and are they in place and providing training and coaching?			
	Is the Beverage Cell staffed and positioned effectively using Staffing, Scheduling & Positioning Guide? Staffing			
	Are crew reacting immediately to the Beverage Monitor when a drink appears?			
	Have the crew been trained on brewing, holding and serving premium roast coffee, iced tea and iced coffee? McCafé Fred			
Procedures	Is premium roast coffee, iced tea and iced coffee being timed correctly and is product wasted if it's not served within its holding time? (premium roast coffee 30 minutes in glass decanter / 1 hour in thermal decanter, iced tea 8 hours, iced coffee 12 hours)			
	Are crew stirring all premium roast coffees with four (4) or more sweeteners?			
	Do premium roast coffees and iced coffees have a beverage sticker applied to the cup for accuracy?			
	Are crew following the new Single Spoon procedures for premium roast coffee and iced coffee?			
	Are crew using the new ice container for iced tea and iced coffee?			
	Are crew adding the correct amount of ice before brewing iced tea and iced coffee? (Full container)			
	Are empty BIBs of MIS being replaced immediately when display reads "REPLACE BIB!" in order to prevent having to prime the brewer?			
Equipment McCafé Premium Roast	Is the Beverage Cell laid out according to Be Well Served? Be Well Served			
	Use the Coffee Capacity Tool to ensure you have enough brewers.			
	Use the Coffee Prep Chart to determine how many pots of coffee to brew every 30 minutes. Coffee Prep Chart			
	Have you performed daily and weekly calibration of your coffee brewer? Coffee Brewer Calibration			
	Are coffee pots and brew baskets cleaned daily using the Kay Filter Pouch cleaner?			
	Is your timing system in place and working? Timing System			
	Are both your beverage printer and monitor working?			
	Equipment contact information			
Are any coffee smallwares or replacement parts for your coffee equipment needed? H&K Franke				

Equipment Iced Tea Iced Coffee	Are all dispensers and lids clean, in good repair and have a working locking device?			
	Are the dispenser wraps and/or stickers in good condition?			
	Is the correct ice container being used to brew iced tea and iced coffee?			
	Are the iced tea and iced coffee brew baskets clean (not stained) and in good repair? Is restaurant using Kay Filter Pouch Cleaner weekly on the tea and iced coffee brew baskets?			
	Have you performed the monthly calibration on your iced tea/iced coffee brewer?			
	Have you cleaned and sanitized the sweetener lines on your iced tea/iced coffee brewer?			
	Have you used the Dispenser Estimator tool to ensure you have enough dispensers for sweet tea, iced tea and iced coffee?			
	Have you added Sweet Tea, Iced Tea and Iced Coffee to your prep charts to determine number of batches of each product is needed daily?			
	Is the ABS dispensing a full cup of ice for iced tea?			
Product Iced Tea Iced Coffee	Are the BIBs of MIS stored at room temperature and hooked up properly at the brewers (top side up/spout down)?			
	Are all dispensers of brewed sweet tea, iced tea and iced coffee at or below 70°F?			
	Is the restaurant using the correct iced coffee? Smooth WRIN# 00093-114 Bold WRIN# 13257-001			

Who will own and write a plan #1:	Who will own and write a plan #2:
Attach plan start and end dates:	Attach plan start and end dates:

Customer First Visit 2024				
Drive-thru				
Cleanliness	DT1-US	<p>Cleanliness: Is the exterior of the restaurant clean?</p> <ul style="list-style-type: none"> <input type="radio"/> Parking lot not clean <input type="radio"/> Landscape not clean <input type="radio"/> Drive-thru not free of litter <input type="radio"/> Drive-thru windows not clean <input type="radio"/> Sidewalks not clean <input type="radio"/> Trash receptacles overflowing/full <input type="radio"/> Menuboard not clean <input type="radio"/> Corral area not clean <input type="radio"/> Other 	3	Comments:
	DT2-US	<p>Cleanliness: Were crew and managers wearing uniforms that are clean and in good condition?</p> <ul style="list-style-type: none"> <input type="radio"/> Employee uniforms dirty or stained <input type="radio"/> Employee uniforms were wrinkled <input type="radio"/> Employee uniforms were torn/ripped <input type="radio"/> Other 	3	Comments:
Service	DT3-US	<p>Order: Did Order Taker interact in a prompt, friendly and effective manner? Is order displayed clearly on the COD / Digital Menu Board?</p> <ul style="list-style-type: none"> <input type="radio"/> A genuine and sincere greeting not provided <input type="radio"/> A greeting not provided promptly (within 10 seconds) <input type="radio"/> Order Taker could not answer questions <input type="radio"/> Order Taker interrupted me <input type="radio"/> Order Taker did not ask to check my order on the screen <input type="radio"/> Order Taker didn't know how to recall Mobile orders <input type="radio"/> Order Taker did not know how to earn points or redeem deals and rewards <input type="radio"/> Poor audio quality <input type="radio"/> COD / Digital Menu Board screen poor quality / not working <input type="radio"/> Items not entered on the cash register as ordered <input type="radio"/> Other 	4	<p>Comments:</p> <p>Check that Order Taker greets you promptly and takes your order in a friendly manner, without interrupting. They are able to answer any questions. The audio/video quality enables a clear and effective communication process. Note: the order-taking principles will apply, regardless of DT configuration (e.g. HHOT, Auto-greeter, etc.). Checking for order displayed on screen is not applicable when using HHOT.</p>
	DT3-US-01	<p>Order: Did Order Taker provide a digital prompt and acknowledge you by name?</p> <ul style="list-style-type: none"> <input type="radio"/> Digital prompt not provided <input type="radio"/> Name not used <input type="radio"/> Other 	2	Comments:
	DT3-US-02	<p>Order: Was product outage managed correctly?</p> <ul style="list-style-type: none"> <input type="radio"/> Product outage not managed correctly <input type="radio"/> Item ordered not available <input type="radio"/> Other 	2	<p>Comments:</p> <p>If there are no issues, the question will meet standards. Do not look for product outage.</p>
	DT4-US	<p>Pay: Did employee(s) promptly interact in a polite, friendly and effective manner, including using your name to connect, and provide clear instructions?</p> <ul style="list-style-type: none"> <input type="radio"/> I was not greeted promptly <input type="radio"/> Employee(s) did not provide a friendly greeting to connect <input type="radio"/> Employee(s) did not use my name to connect <input type="radio"/> Employee(s) did not provide eye contact <input type="radio"/> I was not thanked <input type="radio"/> Not providing clear instructions <input type="radio"/> Other 	4	<p>Comments:</p> <p>Observe if employees are providing clear instructions if needed/appropriate. These may include how to use cashless/contactless, outside cash, etc.</p>
	DT5-US	<p>Present: Were the employees you came in contact with friendly? If pulled forward, were you provided with the 3 Ws (why, wait, where)?</p> <ul style="list-style-type: none"> <input type="radio"/> I was not greeted promptly <input type="radio"/> Employee(s) did not provide eye contact <input type="radio"/> I was not thanked <input type="radio"/> Presenter did not provide a farewell <input type="radio"/> Pull Forward: I was not explained the 3 Ws (why, wait, where) <input type="radio"/> Other 	4	<p>Comments:</p> <p>If car is pulled forward, the 3 W's must be provided; explain why they are waiting, what is the wait time and where to pull forward to.</p>

Service (continued)

DT6-US	<p>Speed: Was "Line Time from the 3rd car behind the order point" 70 seconds or less? (<i>Line Time begins when your wheels stop as the 3rd car behind the order point, not including the car at the order point, and ends when you arrive at the order point. If the line is less than 3 cars behind the order point, begin timing when your wheels stop.</i>)</p> <ul style="list-style-type: none"> <input type="radio"/> Line ahead of the order point stalled / not advancing <input type="radio"/> Large or complex orders <input type="radio"/> Tandem or Side by Side Drive-thrus did not have 2 assigned order takers <input type="radio"/> Customer not guided to the appropriate order point <input type="radio"/> COD/headsets not working properly/poor speaker quality <input type="radio"/> Extreme high arrival rate <input type="radio"/> Other 	<p>4 Comments: Record Time: _____</p>
DT7-US	<p>Speed: Was 'Order End Present End' time 120 seconds or below? (<i>OEPE time begins when employee states "Your total is..." and ends when the last item is presented to you.</i>)</p> <ul style="list-style-type: none"> <input type="radio"/> Order taker/cashier multitasking <input type="radio"/> Presenter multitasking <input type="radio"/> Cars not pulled forward <input type="radio"/> Waiting on food/beverage <input type="radio"/> Order not ready upon arrival at present booth <input type="radio"/> Large or complex orders <input type="radio"/> Extreme high arrival rates <input type="radio"/> Other 	<p>8 Comments: Record Time: _____</p> <ul style="list-style-type: none"> - 120" or less - 8 pts - 121"-140" - 7 pts - 141"-160" - 5 pts - 161"-180" - 3 pts - 181"-190" - 1 pts - 191" or greater - 0 pts
DT8-US	<p>Speed: Record the Total Experience Time. <i>Total Experience Time begins when your wheels fully stop at the back of the line or at the COD, and ends when the order is presented - non scored</i></p>	<p>— Comments: Record Time: _____</p>
DT9-US	<p>Accuracy: Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <input type="radio"/> Missing sandwich/entrée <input type="radio"/> Missing fries/hash browns <input type="radio"/> Missing dessert item <input type="radio"/> Missing drink <input type="radio"/> Received wrong sandwich/entrée <input type="radio"/> Received wrong drink <input type="radio"/> Received wrong dessert item <input type="radio"/> Received wrong size sandwich/fries/beverage <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other 	<p>8 Comments:</p> <p>Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>
DT10-US	<p>Accuracy: Did you receive the condiments (if required or requested), along with a receipt, utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <input type="radio"/> Did not receive any napkins <input type="radio"/> Missing straw(s) <input type="radio"/> Missing utensils <input type="radio"/> Condiments/dressing incorrect or missing <input type="radio"/> Missing receipt <input type="radio"/> Other 	<p>4 Comments:</p> <p>Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side.</p> <p>Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</p>

Quality

DT11-US

Quality: Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?

Please select item ordered:

- Sandwich/entrée not at proper temperature
- Sandwich/entrée did not taste good
- Sandwich/entrée not neat
- Bun not soft resilient and moist
- Bun/muffin not properly toasted/steamed
- Biscuit dry/hard/not flaky
- Beef/chicken/fish/sausage not tender
- Cheese not properly tempered
- Lettuce/tomato/onions not fresh
- Ingredients are not well distributed
- Bacon not crisp
- Eggs not fluffy and moist
- Other

6

Comments:
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.

Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was sturred, mustard first, etc.

DT12-US

Quality: Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?

- Fries/hash browns not hot
- Fries/hash browns did not taste good
- Hash browns not crisp
- Fries not properly salted
- Other

4

Comments:

DT13-US

Quality: Was your drink served neat, at the proper temperature and did it taste good?

Please select item ordered:

- Drink not neat
- Drink not at proper temperature
- Drink expired
- Drink did not taste good
- Other

2

Comments: Please do not order bottled water as the choice of drink.
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.
Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.

DT14-US-01

Quality: Was your dessert served neat, at the proper temperature, and did it taste good?

- Please select item ordered:
- Dessert item not neat
- Dessert item not at proper temperature
- Dessert item expired
- Dessert item did not taste good
- Other

2

Comments:

Total Drive-thru Points

60

Customer First Visit 2024

	Where was order taken?	Counter	Kiosk	MOP
	Where was order delivered?	Counter	Table	Service
In-restaurant				
Cleanliness	IRT-US Cleanliness: Was interior of the restaurant clean? <input type="radio"/> Floors not clean <input type="radio"/> Dining room windows were not clean <input type="radio"/> Beverage bar station not clean <input type="radio"/> Lobby seating and tables not clean <input type="radio"/> Playplace not clean <input type="radio"/> Trash receptacles overflowing <input type="radio"/> Dining area not clean <input type="radio"/> Other	3	Comments:	
	IR2-US Cleanliness: Was restroom clean, stocked and in working order? <input type="radio"/> Walls not clean <input type="radio"/> Floors not clean <input type="radio"/> Sinks/faucets not clean <input type="radio"/> Hand dryers not clean <input type="radio"/> Mirror not clean <input type="radio"/> Toilets/urinals not clean <input type="radio"/> Baby changer not clean <input type="radio"/> Faucets not functioning <input type="radio"/> Hand dryer not functioning <input type="radio"/> Toilets/urinals not functioning <input type="radio"/> Restroom not stocked (e.g., toilet paper, soap, paper towels, etc.) <input type="radio"/> Other	3	Comments: Observe: Cleanliness standards and the correct cleaning procedures during your visit. Note: do not cite if the restroom has both hand dryers and paper towels and one of the two is either not functioning or stocked, but the other is (e.g. hand dryer not working but paper towels available for guests to dry hands).	
	IR3-US Cleanliness: Were employees wearing uniforms that were clean and in good condition? <input type="radio"/> Employee uniforms dirty or stained <input type="radio"/> Employee uniforms were wrinkled <input type="radio"/> Employee uniforms were torn/ripped <input type="radio"/> Other	3	Comments:	
	IR4-US Order & Pay : Front Counter: Did order taker provide a digital prompt, was the order taking process effective, was Order Taker friendly, use your name, and provided clear instructions? Kiosk: Was the Kiosk in full working order, including table tents, and the product outage managed correctly? Mobile Order & Pay (MOP) Table Service: Was the MOP table marker in place and in good condition and the product outage managed correctly? <input type="radio"/> FC and Kiosk: Card reader not working <input type="radio"/> Front Counter: Digital prompt not provided <input type="radio"/> Front Counter: Name not used <input type="radio"/> Front Counter: Order Taker not available to take my order <input type="radio"/> Front Counter: Order Taker could not answer questions <input type="radio"/> Front Counter: Order Taker interrupted me <input type="radio"/> Front Counter: Order Taker not friendly <input type="radio"/> Front Counter: Did not provide clear instructions <input type="radio"/> Kiosk: Product outage not managed correctly <input type="radio"/> Kiosk: Active items not available on Kiosk <input type="radio"/> Kiosk: Table tent not available <input type="radio"/> Kiosk: Scanner reader not working <input type="radio"/> MOP Table Service: Table marker not available or not in good condition <input type="radio"/> MOP Table Service: Product outage not managed correctly <input type="radio"/> Other	4	Comments: All In-restaurant orders should be for dining in. Do not scroll through the Kiosk to look for product outage.	
Service	IR5-US Present: Was Presenter friendly and effective? Table Service orders: Did Presenter have condiments readily available (in apron, cart, tray, caddy, etc.) and ask if you have everything you need? <input type="radio"/> Presenter not friendly <input type="radio"/> Presenter did not provide a farewell <input type="radio"/> Table Service: I was not greeted by name <input type="radio"/> Table Service: Presenter did not check that I have everything I need <input type="radio"/> Table Service: Presenter did not have condiments readily available <input type="radio"/> Mobile Order & Pay Table Service: Presenter did not greet me by name <input type="radio"/> Other	4	Comments: For digital guests, the guest's name should be used when presenting the order.	

IR6-US	<p>Dining Area: Did you observe genuine hospitality in the dining area?</p> <ul style="list-style-type: none"> <input type="radio"/> Employees did not prioritize/assist customer when needed <input type="radio"/> Employees not actively looking for opportunities to connect with customers <input type="radio"/> Tone not friendly <input type="radio"/> No eye contact <input type="radio"/> Not communicating effectively <input type="radio"/> Other 	4	Comments:
IR7-US	<p>Speed: Was your 'Wait Time' 90 seconds or less? <i>Wait time begins when joining line and ends on arrival at order point.</i></p> <ul style="list-style-type: none"> <input type="radio"/> Manager not reacting to danger zones <input type="radio"/> Side 2 of the prep table not open when appropriate <input type="radio"/> Dedicated fries/hash browns person not positioned when appropriate <input type="radio"/> Dedicated beverage person not positioned when appropriate <input type="radio"/> Order taker not in position to take order <input type="radio"/> Order taker not effective <input type="radio"/> Extreme high arrival rates <input type="radio"/> Large or complex orders caused long order taking times <input type="radio"/> Customer not guided to appropriate order point <input type="radio"/> Service stock levels are not appropriate <input type="radio"/> Not enough order points available <input type="radio"/> Other 	4	Comments: Record Time: _____
IR8a	<p>Speed (Non Table Service orders): Was your Receipt to Present (R2P) 90 seconds or less? <i>R2P time begins when receipt/change is received and ends when the entire order is presented.</i></p> <p>OR</p>	8	Comments: Record Time: _____
IR8b	<p>Speed (Table Service): Was the combined R2P and Fulfillment Time 135 seconds or less? <i>Time begins when receipt/change is received and ends when the entire order is presented (including condiments).</i></p> <ul style="list-style-type: none"> <input type="radio"/> Manager not reacting to danger zones <input type="radio"/> Side 2 of the prep table not open when appropriate <input type="radio"/> Fry/hash browns person not positioned when appropriate <input type="radio"/> Beverage person not positioned when appropriate <input type="radio"/> Order taker not in position to take the order <input type="radio"/> Guest Experience Safety and Sanitation Leader (GESSL), Table Server, or member of the service team not available to deliver order (table service) <input type="radio"/> Unable to locate table number <input type="radio"/> Extreme high arrival rates <input type="radio"/> Large or complex orders caused long order taking times <input type="radio"/> Service stock levels are not appropriate <input type="radio"/> Orders served off the monitors too quickly <input type="radio"/> Other 		
IR9-US	<p>Accuracy: Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <input type="radio"/> Missing sandwich/entrée <input type="radio"/> Missing fries/hash browns <input type="radio"/> Missing dessert item <input type="radio"/> Missing drink <input type="radio"/> Received wrong sandwich/entrée <input type="radio"/> Received wrong drink <input type="radio"/> Received wrong dessert item <input type="radio"/> Received wrong size sandwich/fries/beverage <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other 	8	<p>Comments:</p> <p>Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>
IR9-US-01	<p>Accuracy (Table Service): did you receive a filled drink?</p> <ul style="list-style-type: none"> <input type="radio"/> Table Service: did not provide filled drink <input type="radio"/> Other 	Y/N	<p>Comments:</p> <p>Filled drinks are to be provided for all Table Service orders.</p> <p>For both Self-Service Beverage Bar (SSBB) and Crew Pour restaurants, all drinks should be filled before presenting the order to the customer. For restaurants with a Freestyle Beverage unit, the cup should be presented to the customer with their order so they can choose their drink.</p> <p>This question only applies to table service assessment, and otherwise should be marked as N/A.</p>
IR10-US	<p>Accuracy: Did you receive the condiments (if required or requested), along with a receipt utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <input type="radio"/> Did not receive any napkins <input type="radio"/> Missing straw(s) <input type="radio"/> Missing utensils <input type="radio"/> Condiments/dressing incorrect or missing <input type="radio"/> Missing receipt, if applicable <input type="radio"/> Other 	4	<p>Comments:</p> <p>Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side.</p> <p>Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</p> <p>For Mobile Order & Pay Table Service orders, a receipt is not provided and should not be assessed under this question.</p>

Quality

- IR11-US **Quality:** Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?
- Please select item ordered:
- Sandwich/entrée not at proper temperature
 - Sandwich/entrée did not taste good
 - Sandwich/entrée not neat
 - Bun not soft resilient and moist
 - Bun/muffin not properly toasted/steamed
 - Biscuit dry/hard/not flaky
 - Beef/chicken/fish/sausage not tender
 - Cheese not properly tempered
 - Lettuce/tomato/onions not fresh
 - Ingredients are not well distributed
 - Bacon not crisp
 - Eggs not fluffy and moist
 - Other

6 Comments:
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.

Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was stoned, mustard first, etc.

- IR12-US **Quality:** Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?
- Fries/hash browns not hot
 - Fries/hash browns did not taste good
 - Hash browns not crisp
 - Fries not properly salted
 - Other

4 Comments:

- IR13-US **Quality:** Was your drink served neat, at the proper temperature and did it taste good?
- Please select item ordered:
- Drink not neat
 - Drink not at proper temperature
 - Drink expired
 - Drink did not taste good
 - Other

2 Comments: Please do not order bottled water as the choice of drink.
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.
Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.

- IR14-US-01 **Quality:** Was your dessert served neat, at the proper temperature, and did it taste good?
- Please select item ordered:
 - Dessert item not neat
 - Dessert item not at proper temperature
 - Dessert item expired
 - Dessert item did not taste good
 - Other

2 Comments:

Total In-restaurant Points

59

Customer First Visit 2024			
Curbside			
Cleanliness	CU1-US	<p>Cleanliness: Is the exterior of restaurant clean?</p> <ul style="list-style-type: none"> <input type="radio"/> Parking lot not clean <input type="radio"/> Landscape not clean <input type="radio"/> Sidewalks not clean <input type="radio"/> Trash receptacles overflowing/full <input type="radio"/> Corral area not clean <input type="radio"/> Curbside signage not clean <input type="radio"/> Other 	<p>3 Comments:</p>
	CU2-US	<p>Cleanliness: Were crew wearing uniforms that were clean and in good condition?</p> <ul style="list-style-type: none"> <input type="radio"/> Employee uniforms dirty or stained <input type="radio"/> Employee uniforms were wrinkled <input type="radio"/> Employee uniforms were torn/ripped <input type="radio"/> Other 	<p>3 Comments:</p> <p>When appropriate, during the recap, coach if safety vest is not worn</p>
Service	CU3-US	<p>Messaging: Were Curbside spaces clearly signposted, easily identifiable and positioned near restaurant entrance doors?</p> <ul style="list-style-type: none"> <input type="radio"/> Curbside spaces not signposted <input type="radio"/> Curbside spaces not easily identifiable <input type="radio"/> Signage damaged <input type="radio"/> Signage not positioned correctly <input type="radio"/> Numbers across Curbside, Drive-thru pull forward and Delivery parking were not sequential <input type="radio"/> No clear differentiation of signage design between Curbside, Drive-thru pull forward, and Delivery <input type="radio"/> Other 	<p>4 Comments:</p> <p>Refer to wayfinding and signage standards for location recommendations (Included in MOP with ROA Technology Execution Manual posted on ROA website)</p>
	CU4-US	<p>Present: Was Presenter friendly and did they greet you by name?</p> <ul style="list-style-type: none"> <input type="radio"/> Presenter did not greet me by name <input type="radio"/> Employee(s) did not provide eye contact <input type="radio"/> Presenter did not thank me <input type="radio"/> Presenter did not provide a farewell <input type="radio"/> Other 	<p>4 Comments:</p>
	CU4-US-01	<p>Present: Did Presenter have condiments readily available (in apron, cart, tray, caddy, etc.), and asked if you have everything you need?</p> <ul style="list-style-type: none"> <input type="radio"/> Presenter did not check that I have everything I need <input type="radio"/> Presenter did not have condiments readily available <input type="radio"/> Other 	<p>4 Comments:</p>
	CU5-US	<p>Speed: Was service time (R2P + Fulfillment) 135 seconds or less? <i>Time starts once the bay number is entered and the button "Done" is clicked, stops when the last item is presented.</i></p>	<p>8 Comments:</p> <p>Enter Time: _____</p> <ul style="list-style-type: none"> • 135" or less - 8 pts • 136"-162" - 7 pts • 163"-188" - 5 pts • 189"-214" - 3 pts • 215"-240" - 1 pts • 241" or greater - 0 pts
	CU6-US	<p>Accuracy: Did you receive all the food and drink items as ordered and were they served as a full portion?</p> <ul style="list-style-type: none"> <input type="radio"/> Missing sandwich/entrée <input type="radio"/> Missing fries/hash browns <input type="radio"/> Missing dessert item <input type="radio"/> Missing drink <input type="radio"/> Received wrong sandwich/entrée <input type="radio"/> Received wrong drink <input type="radio"/> Received wrong dessert item <input type="radio"/> Received wrong size sandwich/fries/beverage <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other 	<p>8 Comments:</p> <p>Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered.</p> <p>If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc.</p>

Service (continued)	CU6-US-01	<p>Accuracy: Was product outage managed correctly?</p> <ul style="list-style-type: none"> <input type="radio"/> Product outage not managed <input type="radio"/> Item ordered not available <input type="radio"/> Other 	3	<p>Comments: If there are no issues, the question will meet standard. Do not scroll through the app to look for product outage.</p>
	CU7-US	<p>Accuracy: Did you receive the condiments (whether required or requested), along with utensils, napkins, and straws?</p> <ul style="list-style-type: none"> <input type="radio"/> Did not receive any napkins <input type="radio"/> Missing straw(s) <input type="radio"/> Missing utensils <input type="radio"/> Condiments/dressing incorrect or missing <input type="radio"/> Pick ticket not visible/missing <input type="radio"/> Other 	4	<p>Comments:</p> <p>Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side.</p> <p>Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.</p>
Quality	CU8-US	<p>Quality: Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <input type="radio"/> Sandwich/entrée not at proper temperature <input type="radio"/> Sandwich/entrée did not taste good <input type="radio"/> Sandwich/entrée not neat <input type="radio"/> Bun not soft resilient and moist <input type="radio"/> Bun/muffin not properly toasted/steamed <input type="radio"/> Biscuit dry/hard/not flaky <input type="radio"/> Beef/chicken/fish/sausage not tender <input type="radio"/> Cheese not properly tempered <input type="radio"/> Lettuce/tomato/onions not fresh <input type="radio"/> Ingredients are not well distributed <input type="radio"/> Bacon not crisp <input type="radio"/> Eggs not fluffy and moist <input type="radio"/> Other 	6	<p>Comments: Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.</p> <p>Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starved, mustard first, etc.</p>
	CU9-US	<p>Quality: Were the french fries hot, salted, and crisp -OR- hash browns hot and crisp and did they taste good?</p> <ul style="list-style-type: none"> <input type="radio"/> Fries/hash browns not hot <input type="radio"/> Fries/hash browns did not taste good <input type="radio"/> Hash browns not crisp <input type="radio"/> Fries not properly salted <input type="radio"/> Other 	4	<p>Comments:</p>
	CU10-US	<p>Quality: Was your drink served neat, at the proper temperature and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <input type="radio"/> Drink not neat <input type="radio"/> Drink not at proper temperature <input type="radio"/> Drink expired <input type="radio"/> Drink did not taste good <input type="radio"/> Other 	2	<p>Comments: Please do not order bottled water as the choice of drink. Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.</p> <p>Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.</p>
	CU11-US-01	<p>Quality: Was your dessert served neat, at the proper temperature, and did it taste good?</p> <p>Please select item ordered:</p> <ul style="list-style-type: none"> <input type="radio"/> Dessert item not neat <input type="radio"/> Dessert item not at proper temperature <input type="radio"/> Dessert item expired <input type="radio"/> Dessert item did not taste good <input type="radio"/> Other 	2	<p>Comments:</p>
Total Curbside Points			55	

Customer First Visit 2024

Delivery

Select 3PO partner:

Present	D1	For security reasons, was courier and vehicle correct per by 3PO app?	Y/N	Comments:
	D2	Was courier polite, did they confirm their name and yours?	Y/N	Comments:
	D3	Was courier neatly presented and adhered to appropriate hygiene standards? <input type="radio"/> Clothing dirty or stained <input type="radio"/> Clothing torn/ripped <input type="radio"/> Other	Y/N	Comments:
Speed	D5-US	Was 'End to End' time from payment to courier present under 30 minutes? <i>Time begins on payment and ends when order is presented</i>	Y/N	Comments: Record Time: _____
	D6-US	Was the actual arrival time less than the predicted app arrival time?	Y/N	Comments:
Service	D6-US-01	Accuracy: Was product outage managed correctly? <input type="radio"/> Product outage not managed <input type="radio"/> Item ordered not available <input type="radio"/> Other	3	Comments: If there are no issues, the question will meet standard. Do not scroll through the app to look for product outage.
	D7-US	Accuracy: Was order in correct packaging and sealing procedures followed? <input type="radio"/> Yellow rope-handled bag not used <input type="radio"/> Proper bags used to package food items inside yellow rope-handled bag <input type="radio"/> McDelivery cup holder not used for drinks/desserts inside yellow rope-handled bag <input type="radio"/> Other	3	Comments:
	D8-US	Accuracy: Was pick ticket visible? <input type="radio"/> Pick ticket not visible/missing <input type="radio"/> Other	3	Comments:
	D9-US	Accuracy: Did you receive all the food items as ordered and were they served as a full portion? <input type="radio"/> Missing sandwich/entrée <input type="radio"/> Missing fries/hash browns <input type="radio"/> Received wrong sandwich <input type="radio"/> Received wrong size sandwich/fries <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other	4	Comments: Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered. If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc. Follow process to contact 3PO if items are missing to determine the reason.
	D9-US-01	Accuracy: Did you receive all the drink and dessert items as ordered and were they served as a full portion? <input type="radio"/> Missing drink <input type="radio"/> Missing dessert item <input type="radio"/> Received wrong drink <input type="radio"/> Received wrong dessert item <input type="radio"/> Received wrong size beverage <input type="radio"/> Item was underfilled <input type="radio"/> Requested item not available <input type="radio"/> Other	4	Comments: Products ordered equates to the sizes, specific items, and flavors (inclusive of customized coffee) requested. Do not penalize the restaurant for upsizes that do not impact the cost for the customer. Example: A guest was provided a \$1 large drink for a \$1 small drink ordered. If an item is missing or incorrect, assess it here. Example: missing a QPC, providing an incorrectly customized coffee, given a Dr. Pepper vs. a Coke, etc. Follow process to contact 3PO if items are missing to determine the reason.

Service (continued)

- D10-US Accuracy:** Did you receive the condiments (whether required or requested), along with utensils, napkins, and straws?
- Did not receive any napkins
 - Missing straw(s)
 - Missing utensils
 - Condiments/dressing incorrect or missing
 - Other

- D10-US-01 Accuracy:** Was ketchup included with your french fry order?
- Did not receive any ketchup with fries
 - Other

Quality

- D11-US Quality:** Was your sandwich/entrée served neat, at proper temperature, fresh, and did it taste good?
Please select item ordered:
- Sandwich/entrée not at proper temperature
 - Sandwich/entrée did not taste good
 - Sandwich/entrée not neat
 - Bun not soft resilient and moist
 - Bun/muffin not properly toasted/steamed
 - Biscuit dry/hard/not flaky
 - Beef/chicken/fish/sausage not tender
 - Cheese not properly tempered
 - Lettuce/tomato/onions not fresh
 - Ingredients are not well distributed
 - Bacon not crisp
 - Eggs not fluffy and moist
 - Other

- D12-US Quality:** Were french fries at proper temperature and salted -OR- hash browns at proper temperature and did they taste good?
- Fries/hash browns cold
 - Fries/hash browns did not taste good
 - Fries not properly salted
 - Other

- D13-US Quality:** Was your drink served neat, at the proper temperature and did it taste good?
Please select item ordered:
- Drink not neat
 - Drink not at proper temperature
 - Drink expired
 - Drink did not taste good
 - Other

- D14-US-01 Quality:** Was your dessert served neat, at the proper temperature, and did it taste good?
Please select item ordered:
- Dessert item not neat
 - Dessert item not at proper temperature
 - Dessert item expired
 - Dessert item did not taste good
 - Other

4 Comments:
Stirrers are only required when ordering cream and sugar/sweetener on the side; do not order cream and sugar/sweetener on the side.
Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.
Ketchup included with french fries is assessed in question D10-US-01.

4 Comments:
Ketchup should be included with every order of fries.
Note: Due to local municipality requirements/restrictions in some markets, items such as condiments, utensils, etc. need to be requested as part of the ordering process. If items are not requested and not received, the standard is met.
N/A this question if conducting a breakfast assessment.
When appropriate, during the recap, coach to the proper number of ketchup required (1=small, 2=medium, 3=large).

6 Comments:
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.

Example for sandwiches/entrées: If an item has an ingredient that is missing or is impacted in quality (overheld, pulled early, over/under seasoned, etc.) such that it impacts the flavor, that is what is to be assessed (does not taste good) vs. assessing if the cheese was starred, mustard first, etc.

4 Comments:

2 Comments:
Please do not order bottled water as the choice of drink.
Taste includes looking for the qualities and characteristics of the item. It is not targeted towards the "correct build" of a particular item.
Example for drinks: coffee standards speak to the quality of the coffee not being weak/watery, burnt/bitter from overholding not to the customization. Sodas speak to not being flat, etc.

2 Comments:

Customer First Visit 2024			
Behind the Counter Operations			
Quality	BC1-US	<p>Tempering & Prep: Were product levels sufficient per posted product level charts/eProduction monitor for the volume of business?</p> <p><input type="radio"/> Product level charts / eProduction monitor not in use / incorrect / not followed</p> <p><input type="radio"/> Other</p>	3 Comments:
	BC1-US-01	<p>Tempering & Prep: Were products correctly labeled and within secondary shelf lives?</p> <p><input type="radio"/> Products not dated correctly</p> <p><input type="radio"/> Products overheld / poor quality</p> <p><input type="radio"/> Other</p>	3 Comments: Check dressing table, kitchen prepping and tempering area (sauce, cheese, and thawed items).
	BC2-US	<p>MFY: Were UHC product holding times and holding levels being adhered to?</p> <p><input type="radio"/> Not following appropriate process (e.g., setting timers, FIFO)</p> <p><input type="radio"/> Not checking and/or adhering to batch cooking levels using production chart/eProduction monitor</p> <p><input type="radio"/> Product level chart/eProduction monitor incorrect / not in use</p> <p><input type="radio"/> Not discarding expired products</p> <p><input type="radio"/> Fresh beef held in UHC</p> <p><input type="radio"/> Other</p>	3 Comments: Check UHCs against posted product levels. Observe the replenishment of the UHC to confirm it's being done correctly per the chart/monitor. The level might not match the chart/monitor if it's actively in use, products being cooked in vats, grills, etc. Fresh beef patties cannot be held in the UHC.
	BC3-US	<p>Fries/hash browns: Were french fries/hash browns available to meet demand, following cooking and holding procedures and french fries station set up/maintained correctly?</p> <p><input type="radio"/> Fry station not staffed when conditions dictate</p> <p><input type="radio"/> Secondary responsibility for cooking fries/hash browns not assigned</p> <p><input type="radio"/> Cooking procedures not followed</p> <p><input type="radio"/> Overholding fries/hash browns</p> <p><input type="radio"/> Accu-salt shaker not used correctly</p> <p><input type="radio"/> Oil not filled to normal level line</p> <p><input type="radio"/> Oil quality poor</p> <p><input type="radio"/> Oil not skimmed</p> <p><input type="radio"/> Fryer filtering cycle not followed</p> <p><input type="radio"/> Heat lamps not working or missing</p> <p><input type="radio"/> `</p> <p><input type="radio"/> Station not properly stocked for 24/2</p> <p><input type="radio"/> Other</p>	3 Comments:
	BC4-US	<p>Beverages: Were drinks placed on appropriate cart/table identified? Were drinks placed separately, grouped by order and served correctly?</p> <p><input type="radio"/> Flavor choice indicator buttons not correctly pressed down on lids</p> <p><input type="radio"/> Items not placed on correct section on appropriate cart/table</p> <p><input type="radio"/> Uncollected drinks not discarded</p> <p><input type="radio"/> Drinks not separated / grouped</p> <p><input type="radio"/> Orders with 2 or more drinks not served in a carrier</p> <p><input type="radio"/> Other</p>	3 Comments:
Service	BC5-US	<p>Order Assembly: Were orders assembled correctly, once all items were available? Were assembly Stations/Landing Tables utilized appropriately and orders checked for accuracy?</p> <p><input type="radio"/> All Channels: Orders assembled before all items ready or not assembled in correct sequence</p> <p><input type="radio"/> All Channels: Stickers not checked to ensure order accuracy</p> <p><input type="radio"/> All Channels: Correct packaging not used</p> <p><input type="radio"/> Drive Thru: Orders not positioned or grouped correctly on drive-thru cart</p> <p><input type="radio"/> Drive Thru: Orders not checked for accuracy</p> <p><input type="radio"/> Drive Thru: Bags and Happy Meals not kept open for checking</p> <p><input type="radio"/> Curbside: Pick ticket not used to assemble Curbside orders</p> <p><input type="radio"/> Delivery: 'Just cooked' fries not always used for Delivery orders</p> <p><input type="radio"/> Delivery: Pick ticket not used to assemble Delivery orders</p> <p><input type="radio"/> Delivery: Orders not sealed correctly</p> <p><input type="radio"/> Delivery: Station not used consistently for all orders</p> <p><input type="radio"/> Delivery: Station not set up correctly</p> <p><input type="radio"/> Delivery: Station not stocked correctly</p> <p><input type="radio"/> Delivery: Order accuracy checking procedures not followed</p> <p><input type="radio"/> Other</p>	4 Comments: Check that orders are assembled properly, in the correct sequence (e.g. sandwiches/entrees, fries, drinks, condiments, etc.). The right bag keeps food hot and prevents items from getting mashed together. Check that pick tickets are used to assemble Curbside and Delivery orders to ensure order accuracy. Assembly stations and tables should be set up, stocked, and used for all orders.

Cleanliness

- BC6-US **General Cleanliness Production and Service Areas:** Did restaurant display general shift cleanliness in production and service areas?
- Kitchen not clean
 - Front Counter area not clean
 - Drive-thru area not clean
 - Beverage Cell not clean
 - Other

3 Comments:
Check: Evidence of Clean As You Go (CAYG) and systems that support a clean and safe environment. Describe what you observed.

Shift Leadership*

- BC7-US **People Positioning:** Are employees positioned and adjustments made, as conditions dictate, throughout the shift?
- Not adjusting as conditions dictate

4 Comments:
Observe Manager behaviors to adjust the positioning of employees based on changing shift conditions. Reviewing the crew schedule and/or the DSPG is not needed to assess this question.

- BC9 **Leading Operations:** Shift and Area Leaders conduct travel paths, identify danger zones and take appropriate actions to prioritize & reduce operational barriers to deliver Gold Standard products and a great customer experience
- Not managing from an observation post or was dedicated to a station
 - Not effectively reacting to danger zones
 - Not complete or an effective travel path per guidelines
 - Not focused on taste & quality behaviors
 - Shift plan incomplete or not executed properly
 - Shift Leader does not react to reduce bottlenecks
 - Shift Leader does not react to danger zone(s)
 - Shift Leader does not provide coaching or redirection as appropriate
 - Shift Leader not setting priorities
 - Shift Leader not taking appropriate action
 - Other

Y/N Comments:
This question is not scored; it is diagnostic only.

Based on observations during your time assessing the Behind the Counter portion of the assessment observe the following:

Travel Paths: Does the Shift Leader conduct the travel path correctly, prioritizing and delegating actions based on observations throughout the shift?
Danger Zones: e.g., rule of 3. Does the Shift Leader anticipate and react to and reduce bottlenecks? Does the Shift Leader rectify the danger zone without becoming tied to a station, rather than redirect employees to break up the bottleneck? Does the Shift Leader react to quality opportunities (e.g., reacts to overheld product or no times on prep table or UHC, visible lack of seasoning on products, etc. Shift Leaders provide coaching or redirection as appropriate.
It is not needed to wait to observe if a travel path is conducted every 30 minutes.

These operational behaviors are expected of Shift Leaders at McOpCo restaurants.
These operational behaviors will be observed at owner/operator restaurants and can be used to consult with owner/operators regarding their restaurant operations.

General*

- BC10 **Operational Focus:** Was the Shift Leader aware of the restaurant's priorities, goals and actions, and progress?
- Manager not able to communicate what are the restaurant's priorities
 - Manager not able to communicate progress with the actions
 - Other

3 Comments:
Ask the manager to share what they are working on, related to the restaurant's priorities. Manager must be able to share in their own words what is the progress (i.e., if they are improving) against the restaurant's goals.

*Owner/Operators are independent employers and each Owner/Operator and each owner/operated restaurant is unique. Owner/Operators are alone responsible for all employment matters in their restaurant(s), including alone making all decisions regarding the requirements for jobs and setting all terms and conditions of employment, including hiring, firing, discipline, supervision, staffing and scheduling.

Shift to the Next Level:

- o **STTNL Session 1:** Shift Leadership Expectations, 12 Store Systems Review, Your Choices Matter, Shadow of a Leader, Equipment Expert Checklist Assigned: GM will follow up, People Skills, Training Crew, FRED & Campus Assigned Learning
- o **STTNL Session 2:** SHINE HOSPITALITY & SERVICE AREA MANAGEMENT.
- o **STTNL Session 3:** Production Area Leadership: Pre-Shift in Production, Production Crew Positioning, Production Cabinet Management, PROFITABILITY, Coaching, and Gold Standard Quality.
- o **STTNL Session 4:** Shift Manager Routines & Coaching: Pre-Shift Checklists, Positioning, Planning for Crew Training, Targets: It's How WE WIN! Travel Paths, Delegating & Prioritizing, Self-Accountability, Post-Shift Analysis, TEAMWORK, Planning for the Next Shift 24hrs in Advance.
- o **STTNL Session 5:** On-the-Floor Leadership: Area Management, Leading Great Shifts, Building Peaks, DT Times, Targets & Service Reports, SHINE, GELS, EBI, Golden Moments, Be the BEST, Shift Manager Verifications: How will you be evaluated on your shifts.
- o **STTNL Session 6:** Closing the Store: What is expected of me, Security, Pre-shift, Peak, Post-Peak, Pre-Close, Close, Deep Clean.
- o **STTNL Session 7:** McDonald's Food Safety: Daily Food Safety Checklist, Unannounced Food Safety Visits and BSV Standards in Food Safety, Final Exam.
- o **Shift Manager Internal & External Verifications:** These will be scheduled once all E Learning, FRED and Equipment Lists are completed. Manager Verifications may be repeated if standard is not met

Leadership Transitions Class:

(The "ICING ON THE CAKE!" To be Considered / chosen to attend YOU MUST RUN GREAT SHIFTS, BE A TEAM PLAYER, complete all sessions of STTNL & Coursework in STTNL Book, and all e Learning on Fred/Campus.

1. Class starts at **8:30 am** each morning in the **Conference Room** of the hotel where the SMTs are staying.
2. SMTs share a hotel rooms (Tues. & Wed.). SMTs need to get Themselves there **On Time** Tuesday morning.
3. Class attire is your McDonald's UNIFORM w/name tag.
4. Take a TIME PUNCH SUMMARY REPORT & Daily Crew Schedule (SAME DATE). (Used in class on Day 3.)
5. Each SMT will be given a 3 DAY STIPEND to be used for gas, food, etc. We do not need receipts.
6. Breakfast is served compliments of the Hotel from 6am-10am
7. There is a pool in the hotel

Please remember **You're Representing GBS**. We will receive a participant report.

Like all of your Training, GBS is sending you to this class as an investment in you, your future, and the future of our organization. Go to Learn, but enjoy this opportunity, and do your part in class. Participate, ask questions, be part of the discussions, and help out your fellow students.

"Because we have Learned from Each Other, We Have Grown." ~Ray Kroc, 1965

Good Luck!

Hotel Info:

Holiday Inn Express
1180 Wilson Drive
Greenwood, IN 46143

Serv Safe:

- This is a Federal and State requirement for all Food Service Shift Managers.
- There is a 10 session ONLINE learning at servsafe.com that must be completed.
- 80% or Higher is passing.
- We highly recommend students take notes during their online learning and review time with Joey.



Opportunities Beyond Shift Leadership:

- PL Next
- Scheduling
- Hiring
- Profitability/Food Cost
- Hospitality
- Coaching
- Orientation
- Leading Departments
- Leading Great Restaurants

THERE'S NO END TO WHERE YOU'LL GO WITH GBS!

YOU HAVE THE ABILITY TO CREATE YOUR OWN CAREER PATH BY CONSISTENTLY DOING GREAT THINGS, EVERYDAY AT EVERY LEVEL AT GBS!

STEP ONE IS TO LEARN AND THEN LEAD GREAT SHIFTS. YOU'RE ALREADY ON YOUR WAY! CONGRATS!

GBS Growth Agreement



Learner: _____

Gen Mgr: _____

Owner & Supervisors Michael & Gerry Stiglietz (Owners)
Greg Vilardo & Sonny Morgan (Supervisors)

Training Lead Joann Morgan

Signatures: _____

Date: _____

We commit to provide Training and Development by investing in YOU!

- Commit to TEAM!
- On-the-Floor Coaching and Training with New Hires
- Treat Everyone Equally
- Frequent Feedback Sessions with your GM & at Manager Meetings
- Open to Regular Coaching and Accept Feedback during shifts from GM and supervisor
- Managers will apply and follow GBS Policies Consistently

Total Investment in you over \$10,000 per person here.

The above learner has agreed to commit to long-term learning, growing and being part of our Management Team at GBS Restaurants by successfully preparing for and attending Leadership Transitions Class. This commitment is an agreement between the above learner and GBS Restaurants. As GBS Leadership (Owner/Supervisor/Training Lead/GMs) we commit to value you, your growth and your contributions.

- Goal 1** To attend and successfully complete Everyday Leadership Teamwork Session
- Goal 2** Duties: Shift Manager Role Profile and Shift Manager/DM Leadership behaviors. Run great shifts: Complete Internal and External Shift Verifications with 80% or higher
- Goal 3** Write and fully complete Post Class Action Plan within 8 weeks of Everyday Leadership Teamwork Session
- Goal 4** Agree to be coachable and commit to developing others through coaching and developing others. Long-term career goals with GBS

Job Responsibilities	Manager Assessment	Coach Assessment	Notes
Manager will complete all training with enthusiasm in a timely manner			
Manager will commit to be coachable and professional at all times. Including during challenging times			
Deliver SHINE Hospitality and commitment to PEOPLE SKILLS when Leading others			
Operate with a CUSTOMER FIRST mentality during every shift. Role Model Customer 1 st			
Commitment from Manager to GBS to SUPPORT change			

List of Leadership Behavior/Skills required
(Must consistently demonstrate skills below in order to be promoted to Certified Shift Leader)

Builds Teamwork	Communicates Effectively and Honestly	Develops & Coaches Crew
Influences by Example	Organizes the Work (Pre-Shift, Positioning, Travel path, Routines, Training planning)	Plans beyond the Shift
Puts the Customer First	Supports Change	Have a positive attitude
Shift Manager Performance Target Measures: Car Counts, Waste, Assign PM, Cleaning Tasks, Training of others, Travel Paths every 30 minutes	Commit to Receive and Give Feedback Professionally	Manages from Observation Post
Identify danger Zones and Gives direction to team	Review Schedule for staffing, Ensure Labor Controls are in place	Communicate set targets and goals, Monitor progress, communicate results
Execute Support Shifts in Production, Service and Completes Cleaning Tasks	Ensure Safety and Security on Food, People, Product and Cash	Coaches others in a professional manner, Commit to retaining crew and developing their skills

Based upon Performance goals during your training period you do or do not meet the standard for becoming a certified shift manager due to the following:

**Manager Training Agenda:
Session 6
Closing the Store**

- I. What's Expected of me
- II. Safety & Security
 - A. Scams and Hoaxes
- III. Critical Close Procedures
 - A. Leading Close Smoothly
- IV. Closing Shift Walk Through pt1
 - A. Before Pre-Close
 - 1. Pre-Shift through Post Peak
- V. Closing Shift Walk Through pt2
 - A. Pre-Close
 - B. Detail Cleaning
 - 1. Preparing The Lobby for Close
 - a. Deep Clean Play place
 - 2. Preparing Service Area
 - 3. Preparing Production Area
 - a. Dishes
 - b. Cabinets
 - c. Grills
- VI. Closing Shift Walk Through pt3
 - A. Close-out, Set Expectations, Count-down, Record, Clean-up, Walkthrough.
 - B. Closing the Lobby
 - 1. Tables, Chairs, Trash, Drink Stand, Windows, Floors
 - C. Closing Service Area
 - 1. Shake & Sundae Machine, Beverage Towers
 - 2. Counters, Coffee,
 - 3. Floor Drains
 - D. Closing Production Area
 - 1. Waste, Grills, Freezers, Toasters, Coolers, Counters, Tables, Shelves, Walls Floors
 - 2. Bring up & put dishes away.
 - 3. Sweep & Mop Floors
 - 4. Set up Breakfast.
 - E. Closing Back Room
 - 1. Sweep and Mop the back room floor.
 - 2. Clean walls
 - 3. Red-line Towels & Grill Towels
 - 4. Clean Sink, Ware washer, Walls, Floor Sink, and Drains
 - 5. Back Door, boxes, floors.

What Is Expected of Me?

As a Shift Leader in a McDonald's restaurant, you will learn to run a multimillion-dollar business. You will be accountable for restaurant performance, increasing profit and sales growth, managing your people, and most importantly—**delivering outstanding Quality, Service, Cleanliness, and Value (QSC&V)** during your shift. You are also expected to manage your own development. Be prepared to ask for the time you need from your coach and others on the restaurant team. Know what tools and resources you need, and ask for them soon enough for them to be available for your training.

Performance expectations

You will be expected to consistently meet operational standards, customer expectations, and employee commitment levels during your shift by:

1. Delivering outstanding quality consistently to each and every Customer.
 - Food is hot, fresh, good-tasting, and attractively presented.
 - Raw product standards are maintained.
 - Procedures are followed.
2. Delivering outstanding service.
 - Employees are customer-oriented:
 - Friendly and courteous, creating a pleasant environment.
 - Responsive to customer needs.
 - You model outstanding service behaviors for others on your team.
3. Ensuring that the restaurant and lot are attractive, clean, well-maintained, and properly-equipped. While providing a safe and welcoming environment for customers and employees.
4. Demonstrating leadership by setting the pace, communicating and motivating effectively.
 - You support development of employees' capabilities to improve individual and restaurant performance, and you take advantage of opportunities to improve the restaurant.
 - You model the behaviors and values that create a high-performance work environment and employment reputation.
 - You ensure that McDonald's employment policies and procedures are followed, and you report any violations or complaints to the appropriate person.
 - You respond to changes in volume patterns and promotional activities by planning and making adjustments as needed to ensure that operational standards are maintained.
 - You display a positive, professional image of a McDonald's manager to both employees and customers.
 - You ensure profitability by managing costs of day-to-day
5. Driving the People Vision and Promise "*We value you, your growth and your contributions*" to build a strong, skilled and effective workforce capable of delivering service and satisfaction to our customers.
 - Communicate basic information about the commitment survey, including the purpose and specific time frames.
 - Demonstrate support and a positive attitude towards the use of the commitment survey.
 - Show initiative and take responsibility for specific follow-up actions in response to survey issues.
 - Treat all employees with dignity and respect, responding to their questions and needs in a timely, concerned manner.

Safety and Security

Objective | A safe and secure environment that enhances your customer and employee experience while adding value to the business

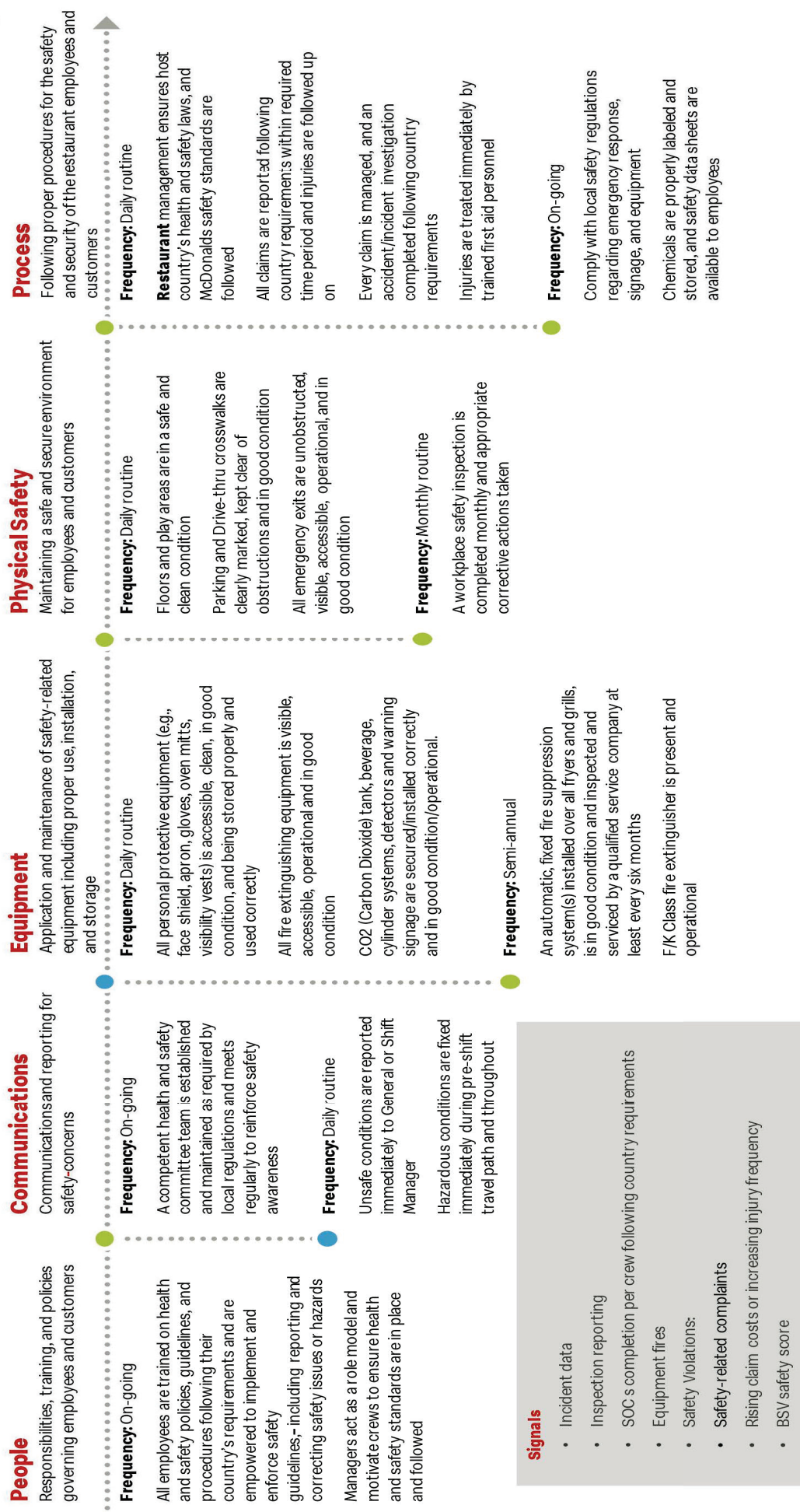
●
 General Manager

●
 Department Manager



Safety

Restaurant conditions



Signals

- Incident data
- Inspection reporting
- SOC's completion per crew following country requirements
- Equipment fires
- Safety Violations:
- Safety-related complaints
- Rising claim costs or increasing injury frequency
- BSV safety score

STOP + THINK



U.S. SECURITY

Protecting McDonald's Business, Restaurants and Brand.



Scams and Hoaxes

To prevent or respond appropriately to scams and hoaxes targeting your restaurant, we recommend that you review the following with your management team.

Impersonation of Vendors/ Utility Companies

Be aware of callers claiming to be a vendor or representing a utility company and requesting you to take restaurant funds to an undisclosed location or transfer funds to resolve the issue. Vendors or utility companies will not contact a restaurant by phone making such requests.

Fire Department Calls / Ansil Activations

Be aware of callers claiming to be the Fire Marshal or working for the fire department and requesting you test the ansul system. Doing so will result in a manual discharge and closure of the restaurant. Public officials will not contact a restaurant by phone making such requests.

Short / Quick Change

Be aware of customers who place a low dollar order, pay with a high dollar bill such as a \$50 or \$100, and attempt to request change made or exchange bills once the cashier begins handing the original change back to them. If this occurs, it is recommended that a manager count down the register to ensure the correct amount is given to the customer.

Impersonation of Company Employees Requesting Money

Be aware of callers claiming to be corporate McDonald's employees working in partnership with law enforcement investigating theft of monies at your restaurant and requesting you to take restaurant funds to an undisclosed location to resolve the issue. Corporate employees and/or law enforcement will not contact a restaurant by phone making such requests.

Counterfeit Money

Be aware of customers attempting to pass counterfeit money. The system is seeing an increase in counterfeit money. Ensure managers are trained on legitimate currency features and what to do in the event a counterfeit bill is received. Counterfeit detection machines are available through AccessMCD.

Unauthorized Personnel

Be aware of unauthorized personnel or vendors attempting to gain access behind the counter and to your systems. As a reminder, company policy requires all vendors to provide proper credentials prior to gaining access behind the front counter. This policy also prohibits access to friends or family of employees and former employees.

CONTACT YOUR GM BEFORE GIVING OUT ANY INFORMATION OVER THE PHONE! IF YOU CAN'T REACH YOUR GM GET AHOLD OF A SUPERVISOR OR DIRECTOR OR OWNER. IF YOU RECEIVE A QUESTIONABLE CALL NEVER PURCHASE GIFT CARDS OR GIVE OUT BANKING INFORMATION TO ANYONE OVER THE PHONE OR IN PERSON. NEVER GIVE YOUR PERSONAL ADDRESS OR EMAIL TO A CALLER. NEVER GO TO ANY WEBSITE A CALLER MAY ASK YOU TO GO TO.



CLOSE PROCEDURES

Critical Close Procedures

A good **closing** is critical to ensure that all equipment is clean and sanitized and administrative tasks are properly performed. A properly **closed** restaurant is much easier to open the next day. At **closing**, there are potential risks including robbery, so follow proper security procedures. Make sure you know and exercise all security precautions.

Leading Close Smoothly

The **closing** shift leader must make sure that the restaurant is ready for the next day's operation. The leader is responsible for organizing the crew, assigning duties, and overseeing their actions. Set expectations for cleanliness and completing tasks while staying focused on Quality, Service, Cleanliness, and Value (QSC&V). During the evening, provide quality service to your customers while performing as many **closing** activities as is practical.

- **Guests must not get the impression that the restaurant is about to close,** but you can shorten your closing time by performing tasks early, **as business allows.**
- It is important to **serve every item on the regular menu until the last minute of the business day.** You discourage guests from coming back if you do not offer the full menu up until the **close** of business.
- **All food safety and quality standards must be followed throughout the closing period.** As business slows, remove the cash drawers from unused Point Of Sale (POS) registers at the front counter.

Closing Shift Walk Through Pt1

Before Pre-Close

Day before shift

Make a Plan: Review Daily Crew Schedule (Line-bar) for staffing, and targets.
Fill out a DSPT including brake, Danger zone, & Training plan. "**Position to Develop!**"

3:30-4 Pre-Shift

Review positioning.
Pre-shift Checklist. (Check Rotation, Code Dates, & Prep)
Towel Buckets.
Handshake. (Discuss People, Equipment, & Product)

4-4:15 Position (Coach into position) Don't be a "Runager"!

Minors clock-in after 4:15. (on School Days)
Set expectation for primary, secondary, and extra cleaning duties.
Communicate Goals for Cleaning, and PM.
Communicate Hourly Targets for Each area (DT, GC, SC, Delivery, & Curb side) throughout the shift.

4:15-5 Settle in

Travel Paths. Interact with Guests (Be the Host), Solve Complaints (B.L.A.S.T.). Get 11-7 breaks out before 5-7 peak.
Stock & Clean stations/areas per pre-shift check list.
Ensure Crew are positioned, and have restroom breaks, drinks etc..
Communicate (set) Hourly Targets for Each area (DT, GC, SC, Delivery, & Curb side) throughout the shift.
Record first hour labor tracking.
Check equipment cleaning, calibration, and function. (Dial Grills, Check Small Wares, & Kiosk printers)
Count Safe before Previous manger Leaves.

5-7 Peak (All hands-on Deck To Build Sales. Remember More Sales makes room for more crew hours!)

Travel Paths. Interact with Guests (Be the Host), Solve Complaints (B.L.A.S.T.) Towel Buckets. Monitor Clean as you go.
Focus & Motivate Team with ongoing target Communication (DT, GC, SC, Delivery, & Curb side).
Record hourly labor tracking.
You Can Manage Danger Zones by monitoring for them, and repositioning "anchors" to clear them out.
Maintain Crew Positioning to keep them in place and helping each other.
Send 14 & 15 year-olds home by 6:45.

7-9 Post Peak (recover & maintain Gold Standard Service)

Travel Paths. Interact with Guests (Be the Host), Solve Complaints (B.L.A.S.T.).) Towel Buckets. Monitor Clean as you go. Check Prep, thaw pull, burritos. Follow-up on Good bye jobs.
Focus & Motivate Team with ongoing target Communication (DT, GC, SC, Delivery, & Curb side).
Record hourly labor tracking.
Get Breaks out. Start with those who came in first, or if all came in at once then those who go home first.
Have Closers move their vehicles up closer to the exit door while on break.
Restock. (All stations. Lobby, Service, Production areas).
Clean up from rush (Wipe down, Change Trash & take out including Boxes, Sweep & Mop. Lobby, Play Land, Restrooms, Service, Production, Lot & Patio Check).
Towel Buckets.

Closing Shift Walk Through Pt2

Pre-Close

9-Close (Pre-Close)

Travel Paths. Interact with Guests (Be the Host), Solve Complaints (B.L.A.S.T.). Towell Buckets.
 Monitor Clean as you go. Follow-up on Good bye jobs.
 Focus & Motivate Team with ongoing target Communication (DT, GC, SC, Delivery, & Curb side).
 Record hourly labor tracking.
 Follow-up on Good bye jobs. Send Home non-closers Per Schedule or Labor Needs.
 Position/Assign Dish Washer, Lobby Closer, Service Closer, Grill Closer.
 Start Breaking down Service, & Grill areas. Take Dishes back to be washed.

Detail Cleaning:

Lobby:

Play Place: Tables Chairs & Booths (with a towel & bucket of hot soapy water), Windows Doors & Ledges, Highchairs, Shoe rack, Play Equipment (inside & out), Trash Cabinets (Change over ½ full), Sweep & “Deck scrub” (w/Floor Care) entire floor.

Lobby: Tables Chairs & Booths (with a towel & bucket of hot soapy water), Self-Serve area, Windows & Doors, Kiosks, Shelves ledges & Frames, Trash Cabinets (Change over ½ full). Sweep & “Deck Scrub” (w/Floor Care) entire floor.

Restrooms: Stock Soaps & Paper Clean Mirrors, Counters, Fixtures (Chrome & Porcelain), Hand driers, Walls, Doors & Handles, Change all trash cans. Sweep & “Deck Scrub” (w/Floor Care) entire floor.

Service Area:

With a towel & bucket of hot soapy water. Clean Machine fronts, tops, sides, under, around & Stock (ABS, Mccafe, Ice Cream, Frozen Coke, HLZs/OATs, Coffee maker & Pots), Registers, Monitors, Counters, Carts, Crew Pour Ice Bin, Coolers (inside & out), DT windows, ledges, handles, Change Trash & rinse out Cans.

Production Area:

With a towel & bucket of hot soapy water. Assembly Tables: (Tops, Sides, Underneath, shelves, & Legs) UHCs (Tops, fronts, sides, inside slots, & underneath). Toast table & Bun Racks (top, sides, shelves, Runners, & Legs) Toaster & Steamer (outside, inside, under, & parts).

Grills: Clean 1st Grill (Steam flat surface, Remove Teflon & Clean on hot Grill surface, soak clips, Clean top back sides & front of platen with hot grill cleaner, clean Rear “Bull nose” lift arms & sliding rings behind the platen, Clean grill surfaces (platens & flat) with hot grill cleaner & no scratch pad with blue “bent” handle, steam grill surfaces (platens & flat), pull all hood/stack vent filters take to the floor sink, rinse out with hot floor care (Best Choice), or Hot degreaser (Degreaser is not effective if used at room temperature!) Pull Grease Traps take to the floor sink, rinse out with hot floor care (Best Choice), or Hot degreaser (Degreaser is not effective if used at room temperature!) Pull Grill out, Sweep “Grill stall”, Clean back & sides of grill and inside “Grill stall”, Deck Scrub (w/Floor Care) the Floor inside the “grill stall”, replace grill, vent filters, and grease traps, wipe off Teflon’s Rods & Clips. Leave Teflon’s Rods & Clips on the Grill to be put on in the morning. Do not put Teflon’s back on (Leave them off so you, and the opening manager can both verify that the Platen surface is clean.)

Grill side freezers & cabinets: Clean inside, under, top, sides, shelves, legs of all Grill side freezers, carts, counters, and cabinets.

Grill stack & hood: Clean front side, inside & racks on the stack & hood.

Grill side walls & floors: Clean walls behind & Floors under grill side freezers, coolers, cabinets, & shelves.

Auto Mist: Hot water & De-greaser in catch trough. Wipe catch trough "away from the hole" to avoid clogs.

Vats Fries & Fried Product:

Pull all hood/stack vent filters take to the floor sink, rinse out with hot floor care (Best Choice), or Hot degreaser (Degreaser is not effective if used at room temperature!).

Clean Hood/Stack inside, outside, sides, under, & around Vents, Vats, Basket holders, & Heating element hinges.

Strain & Filter oil, wipe off control boards, & doors (inside & out).

Clean Vat-side Freezers, Counters, & Cabinets. Inside, outside, doors, backsplash, sides, shelves, & legs.

Clean Vat-side walls, & floors. Clean walls behind & Floors under vat-side freezers, coolers, cabinets, & shelves.

Do not tear down Fry station until later.

Dish & Back-room areas:

Wash all dishes as they are brought back. Sort & put away any that can be put away, leave the rest in an easy place to get them taken back up after close.

Clean floors, walls, sink, and ware washer as you go.

Change trash in kitchen and put in kart by back door ready to go out just before close.

Straighten Freezer, Cooler, and stock room. Remove & break down empty boxes to be taken with trash just before closing.

Final pre-close.

Everyone but closers leave the store.

Take out trash, do final lot check.

Lock doors, and DT windows. (No one goes in or out again until closers leave for the night!)

Preparing the Lobby and Dining Room for Close

You can begin preparations for close as business allows. **These activities must not interfere with your delivery of outstanding Quality, Service, Cleanliness, and Value** (QSC&V).

Crew members may perform the following activities as they pertain to your restaurant.

Action	Description
Clean Customer Condiment Center and Self-Serve Beverage Bar	Clean and sanitize the customer condiment center and the Self-Serve Beverage Bar after customers have finished with these stations.
Clean tables, chairs, and other surfaces	Use a bucket of hot soapy waster. Do not disturb guests while cleaning tables, chairs, and highchairs. Do not place chairs on top of tables.
Clean lobby trays	Clean and sanitize the lobby trays. Coordinate with the back room crew member responsible for cleaning and sanitizing.
Wipe waste receptacles	
Clean restrooms	Clean the restroom, including mirrors, soap dispensers, floors, trash receptacles, walls, and plumbing fixtures.
Sweep and mop floor	Do not disturb your guests. Keep the floor free of debris.



PLAYPLACE DEEP CLEANING

SUPPLIES:



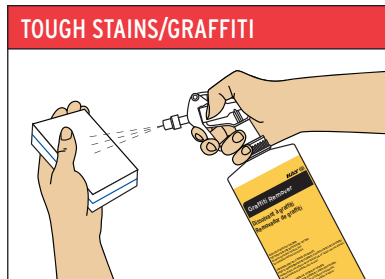
OTHER SUPPLIES NEEDED:

- Deck Brush/Broom/Dust Pan
- Clean Mop/Bucket/Wringer
- Extension Pole with Cleaning Pad
- Pot Brush
- Wet Floor Sign
- Wet/Dry Vacuum
- Microfiber Mitt

NOTE: Not all of the following pieces of equipment will be in every PlayPlace.
If needed, use Heavy Duty Degreaser to remove difficult soils when cleaning the PlayPlace equipment.



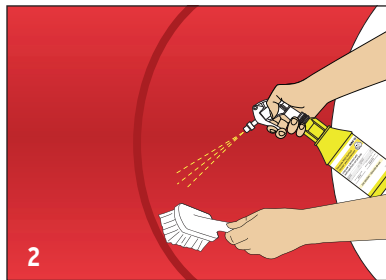
- Check interior and exterior of PlayPlace equipment for structural damage
- Fix damage immediately



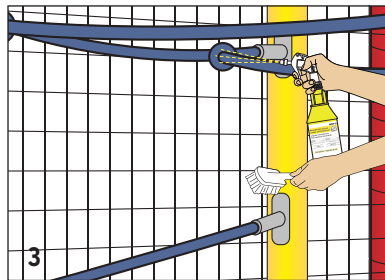
- Locate stains and graffiti marks on interior and exterior of equipment
- For tough stains, scuff marks or graffiti, spray a Power Pad with Graffiti Remover; gently buff away stains
- Spray surface with Peroxide Multi-Surface Cleaner & Disinfectant; wipe with a sanitizer-soaked towel to clean residue off



- **DETAIL** clean and sanitize all Playplace Equipment interior surfaces with Peroxide Multi Surface Cleaner & Disinfectant Solution
- Spray surface with Peroxide Solution; scrub with a pot brush or microfiber mitt to remove heavy soil
- Spray again with Peroxide Solution; let sit for 45 seconds to sanitize
- Use wet/dry vacuum if needed



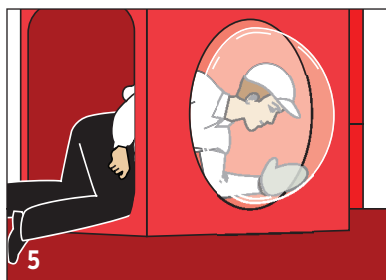
- **DETAIL** clean and sanitize all joints and crevices of tubes and slide areas
- **DETAIL** clean and sanitize slide runout



- **DETAIL** clean and sanitize web crawls and suspension bridges



- **DETAIL** clean and sanitize all netting and support frames



- **DETAIL** clean and sanitize plastic windows or bubble domes with a microfiber mitt

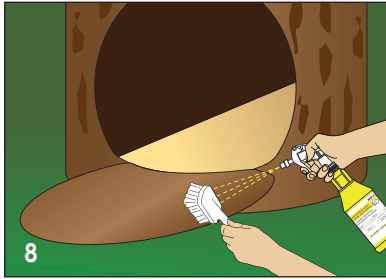


- **DETAIL** clean and sanitize post padding while cleaning interior of playplace equipment

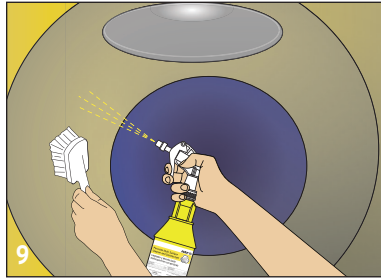


- **DETAIL** clean and sanitize interior of playbay area

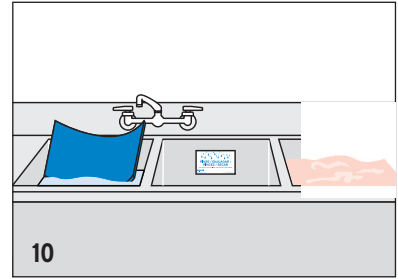
PLAYPLACE DEEP CLEANING (CONTINUED)



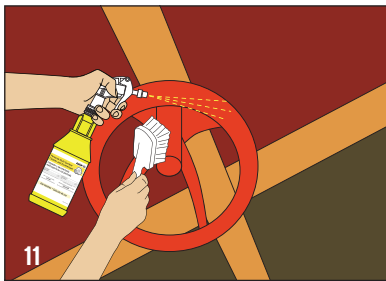
- **DETAIL** clean and sanitize interior and entry/exit areas of climbing tower



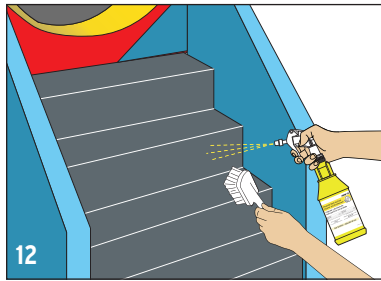
- **DETAIL** clean and sanitize junction boxes, vehicles or observation balls



- Wash, rinse and sanitize junction box foam pads at the 3-compartment sink
- Allow to air dry before replacing pads



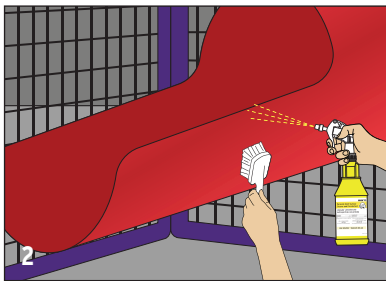
- For **ACTIVE PLAY** units, **DETAIL** clean and sanitize Sky Wheels, Log Roll, Wobble Hopper, etc.
- For **LEGACY** units, **DETAIL** clean and sanitize all handles



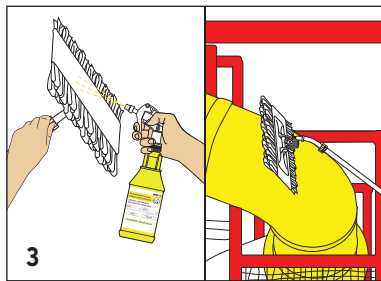
- **DETAIL** clean and sanitize platforms and stairs



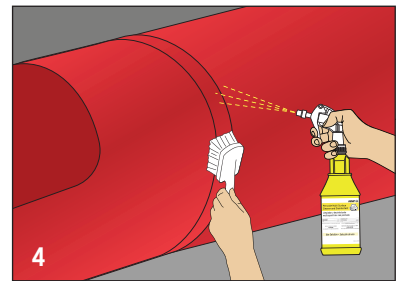
- **DUST** exterior of all equipment using a clean dry pad and extension cleaning pole



- **DETAIL** clean all exterior Playplace equipment with Peroxide Multi Surface Cleaner & Disinfectant Solution
- Spray surface with Peroxide Solution; scrub with a pot brush or a microfiber mitt to remove heavy soil
- Use wet/dry vacuum if needed

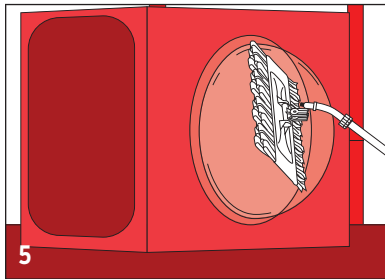


- NOTE:** For hard to reach exterior areas, use extension pole with pad
- Spray pad with Peroxide Multi Surface Cleaner & Disinfectant Solution
 - Scrub exterior surface of equipment with extended pole

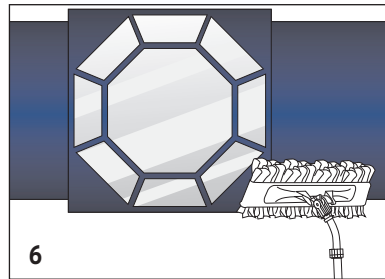


- **DETAIL** clean exterior of all joints and crevices on slide and tube areas

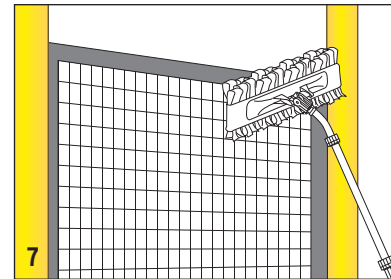
PLAYPLACE DEEP CLEANING (CONTINUED)



- **DETAIL** clean exterior bubble domes and plastic windows



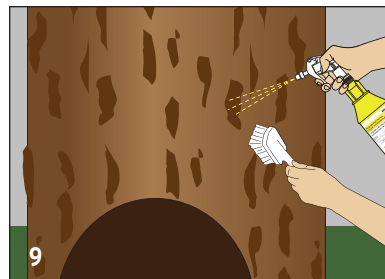
- **DETAIL** clean exterior of junction box, vehicles or observation balls



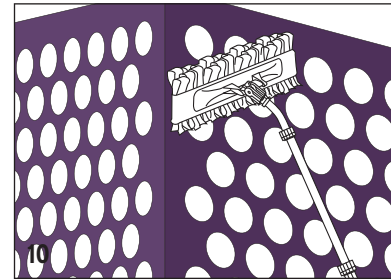
- **DETAIL** clean all exterior netting and support frame



- **DETAIL** clean post padding on exterior of equipment; for hard to reach areas use an extended pole/pad



- **DETAIL** clean exterior of climbing tower



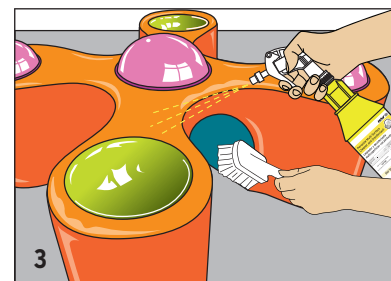
- **DETAIL** clean exterior of playbay area



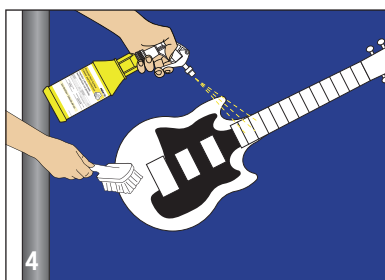
- STAND-ALONE EQUIPMENT CLEANING**
- **DETAIL** clean and sanitize all stand-alone equipment with Peroxide Multi Surface Cleaner & Disinfectant Solution
 - Spray surface with Peroxide Solution; scrub with a pot brush or a microfiber mitt to remove heavy soil
 - Spray again with Peroxide Solution; let sit for 45 seconds to sanitize
 - Use wet/dry vacuum if needed



- **DETAIL** clean and sanitize sneaker keeper



- **DETAIL** clean and sanitize all toddler equipment



- **DETAIL** clean and sanitize toddler play panels



- **DETAIL** clean and sanitize toddler slides



MONTHLY

PLAYPLACE DEEP CLEANING (CONTINUED)



- Sweep floors and safety flooring surfaces



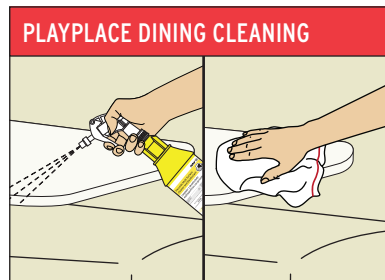
- Apply Floorcare A or B to floor; deck brush
- Damp mop flooring to pick up Solution
- Use a wet/dry vacuum if needed



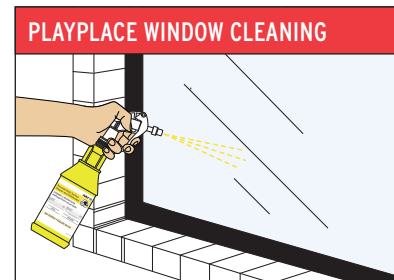
- Apply Floorcare A or B to safety surface flooring; deck brush
- Damp mop flooring to pick up Solution
- Use a wet/dry vacuum if needed



- For digital play touchscreens, spray a microfiber cloth or wrung-out sanitizer towel with Peroxide Solution; wipe surface
NOTE: DO NOT spray electronic screens directly with cleaning Solution
- Clean and sanitize projection table and panels with Peroxide Solution and a clean, sanitizer-soaked towel



- Follow daily cleaning procedures on LOBBY DÉCOR KAY CARD for all tables and chairs in the Playplace area using Peroxide Solution



- Follow daily cleaning procedures on WINDOWS/GLASS CLEANING KAY CARD for all windows and doors using Peroxide Solution



MONTHLY

PLAYPLACE DEEP CLEANING (CONTINUED)

PLAYPLACE CLEANING (CONTINUED)

CLEANING AND SANITIZING CHECKLIST	EMPLOYEE ASSIGNED	MANAGER SIGN OFF
<p>NOTE: Deep clean and sanitize all surfaces in the PlayPlace equipment area. Not all of these pieces of equipment will be in every PlayPlace.</p>		
<p>PLAYPLACE STRUCTURE (NOT ALL INCLUSIVE)</p>		
Entry/Exit Points		
Slides / Slide Runout		
Tubes/Tunnels		
Joints And Crevices Of Tubes		
Bubble Domes		
Steering Wheels		
Web Crawls And Suspension Bridges		
Junction Boxes/Vehicles/Observation Balls		
Platforms		
Climbing Towers		
Cable Climbers/Cables		
Stairs and Steps		
Support Frames - Bars, Poles, Pipes		
Post Padding		
Netting		
Playbays		
Toddler Slides		
Toddler Play Panels		
Other Toddler Equipment		
Sneaker Keeper		
Projection Table/Panels		
Other Play Equipment in the Restaurant		
Digital Play Touchscreens**		

**For electronics, spray a wrung-out sanitizer towel with approved disinfectant solution then wipe the surface. Do not spray electronic screens directly with cleaning solution.

Preparing the Service Area for Close

Preparing Service Area for Close

You can begin preparations for close as business allows. **These activities must not interfere with your delivery of outstanding Quality, Service, Cleanliness, and Value** (QSC&V).

- Clean and stock the areas near the point of sale (POS) registers. Do this only when no customers are at the front counter.
- Clean and arrange the center-island storage area.
- Take trash cans at unused POS registers to the back sink area for cleaning.

Action	Description
Turn off unneeded equipment	Turn off equipment that is no longer needed, such as additional coffee makers.
Remove unneeded equipment	Take unneeded equipment, such as pans, trash receptacles, coffee pots, and serving trays to the back room for cleaning. Coordinate with the back room crew member for washing and sanitizing.
Clean equipment not in use	<p>Clean any equipment that is not being used. Clean and polish stainless steel. Wipe down all surfaces using clean sanitizer-soaked towels. Discard the towels into the soiled towel bucket after each use.</p> <ul style="list-style-type: none"> • Center island • Coffee machines • Condiment dispensers • Cookie display rack • Counter tops • Drink towers • Drive-thru condiment cart • Equipment legs • Fry station • Juice dispensers • McCafe and blended ice machine • McFlurry mix-in dispensers Menuboard • frame • Milkshake and soft-serve machine • Napkin and straw dispensers • Pie merchandiser • Point of sale (POS) registers • Refrigerator in the service area Products • display case • Storage cabinets • Heated Landing Zone (HLZ) <p>After using a sanitizer-soaked towel to wipe down McFlurry mix-in dispensers that have mix-ins containing nuts, immediately place the towel in the soiled towel bucket. This will prevent the transfer of peanut-containing ingredients to other surfaces.</p>
Sweep and mop floor	

Preparing the Production Area for **Close**

Begin preparations for **close** in the production area as business allows. **These activities must not interfere with your delivery of outstanding Quality, Service, Cleanliness, and Value** (QSC&V).

Crew Member Tasks for Preparing the Production Area for **Close**

Crew members in the production area may perform the following activities as they pertain to your restaurant.

Action	Description
Remove unneeded equipment	Remove unneeded equipment, such as trays, spatulas, and fry baskets, from the production area. Coordinate with the back room crew member who is washing and sanitizing the equipment.
Begin turning off grills	Turn off grills not being used for production. Remove the grill filters as you turn off the grill and immediately replace them with clean filters. Take the used filters to the back sink for cleaning. Tip- do not disassemble any dress table small equipment to ensure proper amounts of condiments when assembling sandwiches.
Turn off unneeded equipment	Follow your restaurant's fire-up schedule to turn off unneeded equipment.
Wipe down equipment and surfaces	As business slows, use clean, sanitizer-soaked towels to wipe the following surfaces and equipment. Discard towels into the soiled towel bucket after each use. <ul style="list-style-type: none"> • Equipment legs and wheels • Front of grills and fryers Grill • hoods • Holding cabinets • Prep table • Toaster tables • Toasters • Walls
Clean stainless steel	Clean stainless-steel equipment with McD Stainless Cleaner-Dressing. Polish the stainless steel if it is not sparkling and free of streaks.
Sweep, deck scrub and mop floors	
Clean shutdown grills	Clean the grills following the recommended procedures. Wipe the front of the grills.
Empty grill grease troughs prior to closing	After dark, empty the grease troughs into a grease container inside the restaurant.

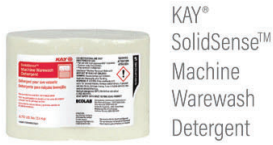


THROUGHOUT DAY



REUSABLES PROGRAM FOR TSC DISHMACHINE

SUPPLIES:



KAY® SolidSense™ Machine Warewash Detergent



KAY® QSR TSC Rinse Additive



ECOLAB® Dish Machine Pellet Sanitizer (for warewash)



KAY® Liquid Delimer



KAY® Peroxide Multi Surface Cleaner and Disinfectant Solution



KAY® SolidSense™ Sanitizer



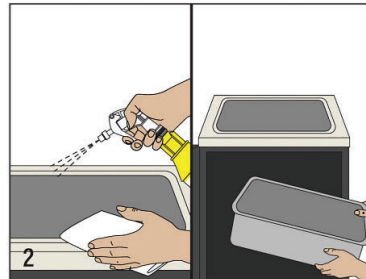
KAY® SolidSense™ All Purpose Super Concentrate (APSC)



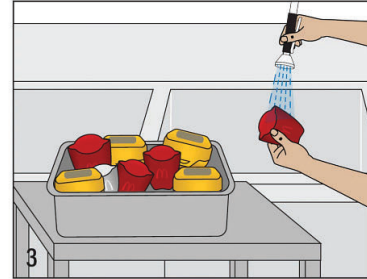
KAY® Delimer Tablets



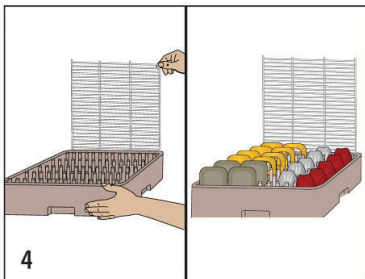
- **REMOVE** collection bin from sorting station
- **PLACE** onto cart to transport



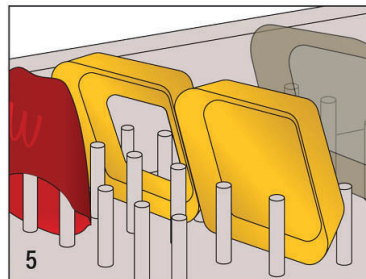
- **WIPE** up spills from sorting station with Peroxide Multi Surface Cleaner & Disinfectant Solution and a clean, sanitizer-soaked towel
- **RESTOCK** collection bin from below sorting station
- **DISCARD** used towel into soiled towel bucket



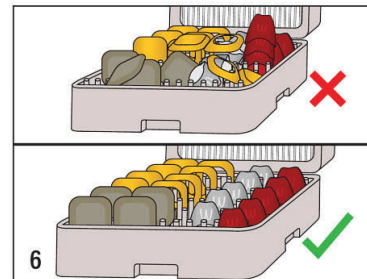
- **BRING** cart with bin full of wares to 3-compartment sink
- **PRE-SCRAPE AND RINSE** wares to make sure they are as clean as possible before putting into machine



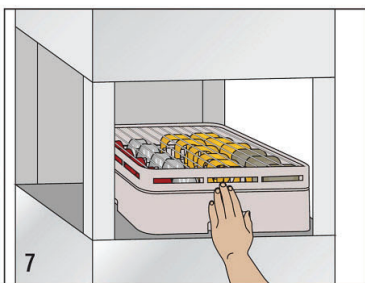
- **LIFT** wire cover of dish rack
- **LOAD** pre-scraped wares into dish rack



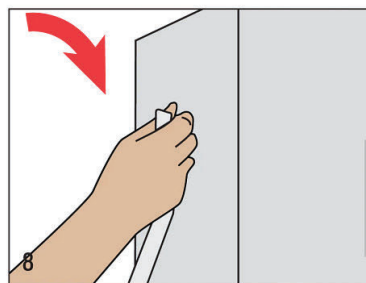
- **ENSURE** wares are racked properly
 - Fry boxes are upside down
 - Yellow clamshells are at a 45° angle



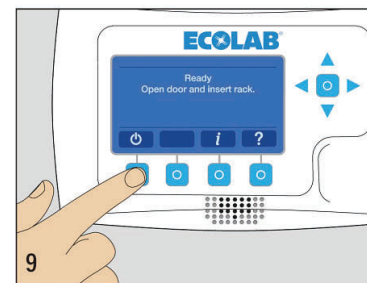
- **DO NOT** stack or nest wares
- **ONLY** run load when rack is full



- **CLOSE** dish rack cover and place into dishmachine



- **SHUT DOOR**; machine will automatically begin cycle



- **DO NOT** open door until machine displays "Ready Open door and insert rack."
- **REMOVE** rack



Kay Chemical Company
8300 Capital Drive
Greensboro, NC 27409-9790, USA

CUSTOMER SERVICE 800.529.5458

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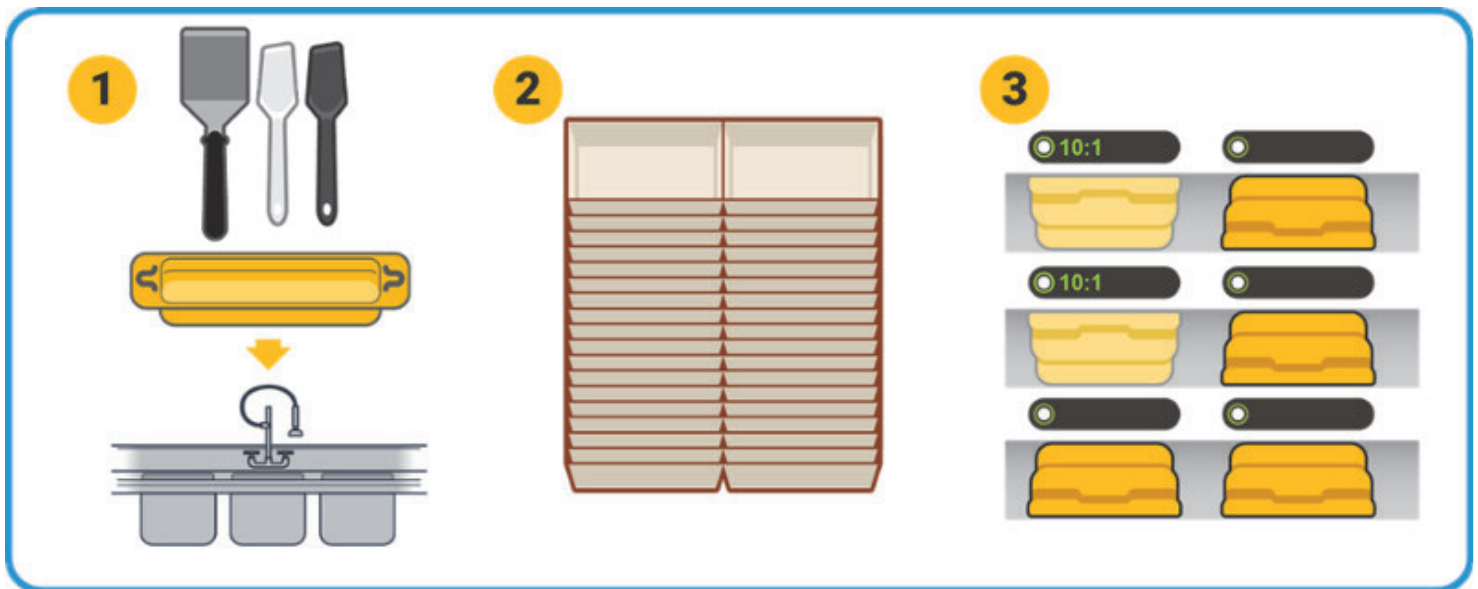
REUSABLES PROGRAM FOR TSC DISHMACHINE

Pre-Close Procedures

Sometimes it is possible to handle some closing tasks ahead of the close period. This will depend on your restaurant's sales and Guest volume prior to close. Some days are busier than others, so this opportunity to get ahead will vary.

These activities must not interfere with your delivery of outstanding Quality, Service, Cleanliness, and Value (QSC&V).

Getting Started



Remove unneeded equipment such as trays, spatulas, and fry baskets from the production area. Coordinate with the Crew Member who is washing and sanitizing equipment.

Stock the grill area with wraps, boxes, ketchup, mustard, or other items considered part of 24-hour stock.

Turn off and clean unneeded equipment, like the appropriate slots of the universal holding cabinet (UHC), the second side of the prep tables, and turn grill sections to cleaning mode:

- a) Infinite Gap Taylor and Garland grills: place the grill in "CLEAN MODE". Do not turn the grill off.
- b) Taylor Grills that are not Infinite Gap: turn off the heat and leave the fan turned on.



DAILY & WEEKLY

MOFFAT STAGING CABINET

SUPPLIES:



KAY® Delimer Tablets



KAY® Peroxide
Multi Surface
Cleaner and
Disinfectant
Solution



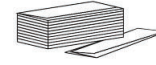
KAY® SolidSense™
All Purpose Super
Concentrate (APSC)



KAY® SolidSense™
Sanitizer



Clean Sanitizer-
Soaked Towels



Paper Towels



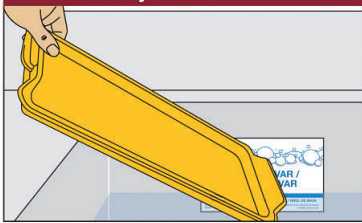
Heat-Resistant
Gloves

NOTE: This cleaning procedure is for throughout the day cleaning of smallwares and wiping down the cabinet interior. Always remove food product before cleaning.

24-HOUR LOCATIONS: Perform this cleaning procedure when staging cabinet is not in use (not serving product).

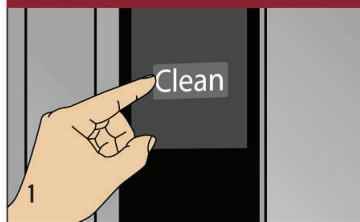
NON 24-HOUR LOCATIONS: Perform this cleaning procedure after breakfast.

DAILY — Every 4 Hours

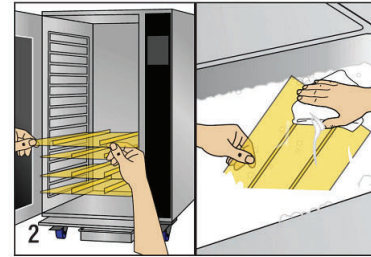


- Remove inserts, transfer trays and UHC trays
NOTE: Leave colored bands attached to inserts during DAILY cleaning; colored bands should only be removed during WEEKLY cleaning
- Take to 3-compartment sink or warewash machine to wash, rinse and sanitize
- Allow to air dry

DAILY



- Select DAILY CLEAN from display screen
- Leave door open; allow to cool before starting cleaning



- Remove shelves; take to 3-compartment sink or Warewash machine to wash, rinse and sanitize
NOTE: Remove all food products from cabinet before cleaning



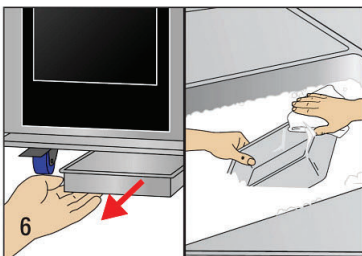
- Spray a clean, sanitizer-soaked towel with Peroxide Multi Surface Cleaner and Disinfectant Solution
- Wipe interior walls, side racks, door gaskets, and interior door



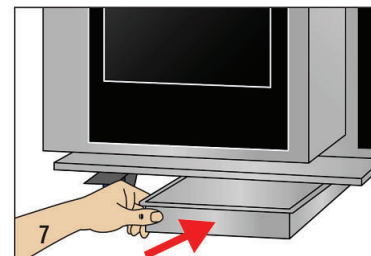
- Spray a clean, sanitizer-soaked towel with Peroxide Multi Surface Cleaner and Disinfectant Solution
- Wipe exterior walls, door handle and display screen
- Discard all towels into soiled towel bucket



- Spray interior and exterior door window with Peroxide Multi Surface Cleaner and Disinfectant Solution; wipe with a paper towel
- Discard paper towel



- Remove drain pan from underneath cabinet; empty at 3-compartment sink
- Wash, rinse and sanitize drain pan



- Return clean drain pan to cabinet



ECOLAB® HIGH TEMP - VENTED (EHT-V) WAREWASH MACHINE



SUPPLIES:



KAY® SolidSense™
Machine Warewash
Detergent



KAY® QSR TSC
Rinse Additive



KAY® Liquid
Delimer



KAY® Peroxide Multi
Surface Cleaner and
Disinfectant Solution

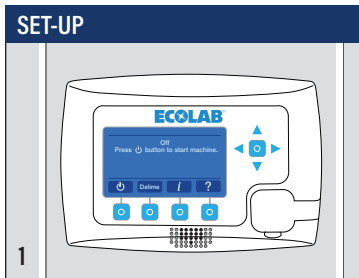


KAY® Specialty
Cleaner & Polish

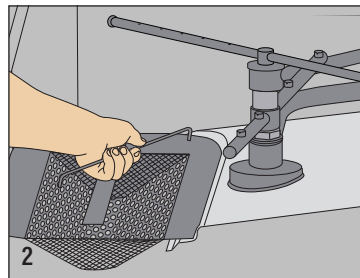


Clean Sanitizer-
Soaked Towels

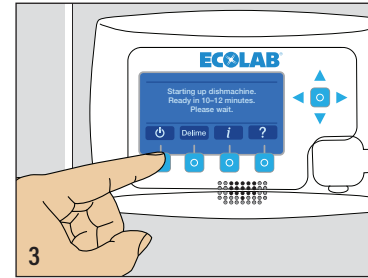
IMPORTANT: Ask your Territory Representative how to properly delime your machine. This machine provides sanitization by heat and therefore does not require a separate sanitizer product.



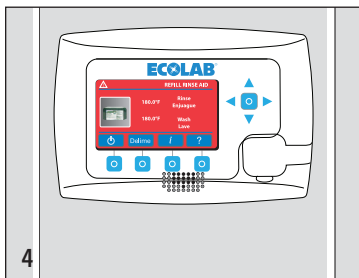
- Ensure machine is OFF and drained.
NOTE: Machine must be powered off at end of day, or power cycled at beginning of day.



- Check that machine is clean and drain opening is clear; ensure drain stopper and screens are in place and wash arms spin freely.



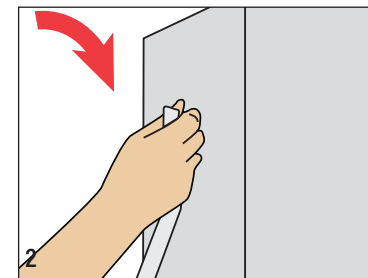
- Turn machine ON. Machine will be ready for operation in approximately 10-12 minutes.



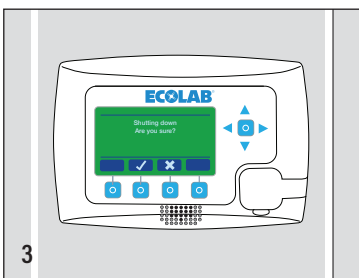
- When display indicates, refill products: Power Warewash Detergent and Rinse Additive.



- Load rack into machine.



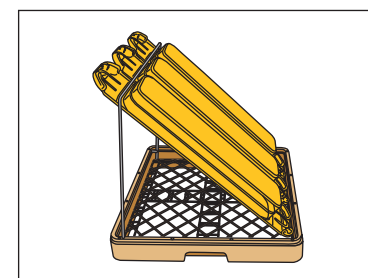
- Shut door; machine will automatically begin cycle
NOTE: Door will not open while cycle is in process



- Open door and remove rack when cycle is complete



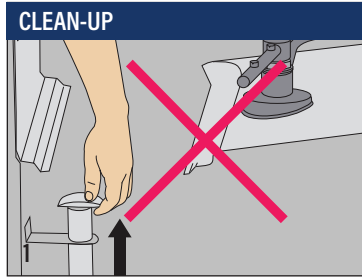
- **INCORRECT** racking procedure; DO NOT place small wares under tray lids



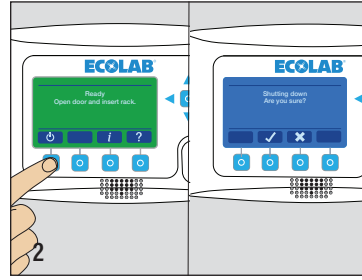
- **CORRECT** racking procedure; bottom of rack should be open for proper cleaning



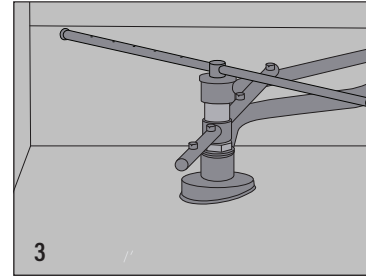
ECOLAB® HIGH TEMP - VENTED (EHT-V) WAREWASH MACHINE (CONTINUED)



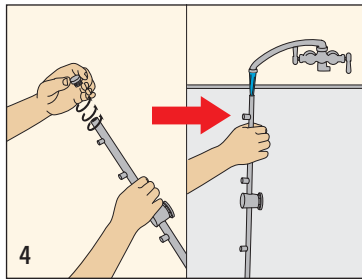
- DO NOT PULL OUT STAND PIPE.



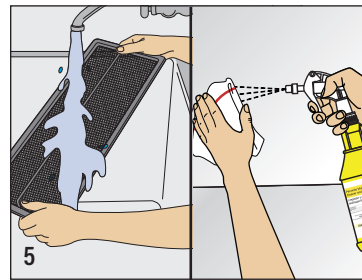
- Press power button to turn off machine and allow machine components to completely cool; shut-down time may take up to three minutes.
NOTE: DO NOT open door until screen turns blue; machine will indicate "OFF." Machine must be powered off at end of day.



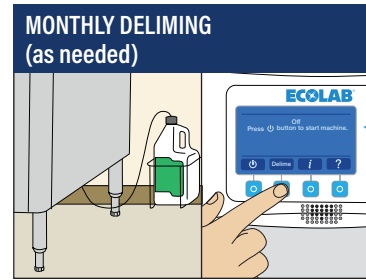
- Ensure machine is drained.



- Remove both top and bottom wash arms and top and bottom rinse arms
- Remove caps, then flush with water.
- Clean nozzles with toothpick and reassemble.
- Reinstall wash arms and ensure they spin freely.



- Remove and clean screens; place screens back in machine.
- Wipe outside of machine with clean, sanitizer soaked towel and Peroxide Multi Surface Cleaner and Disinfectant Solution.

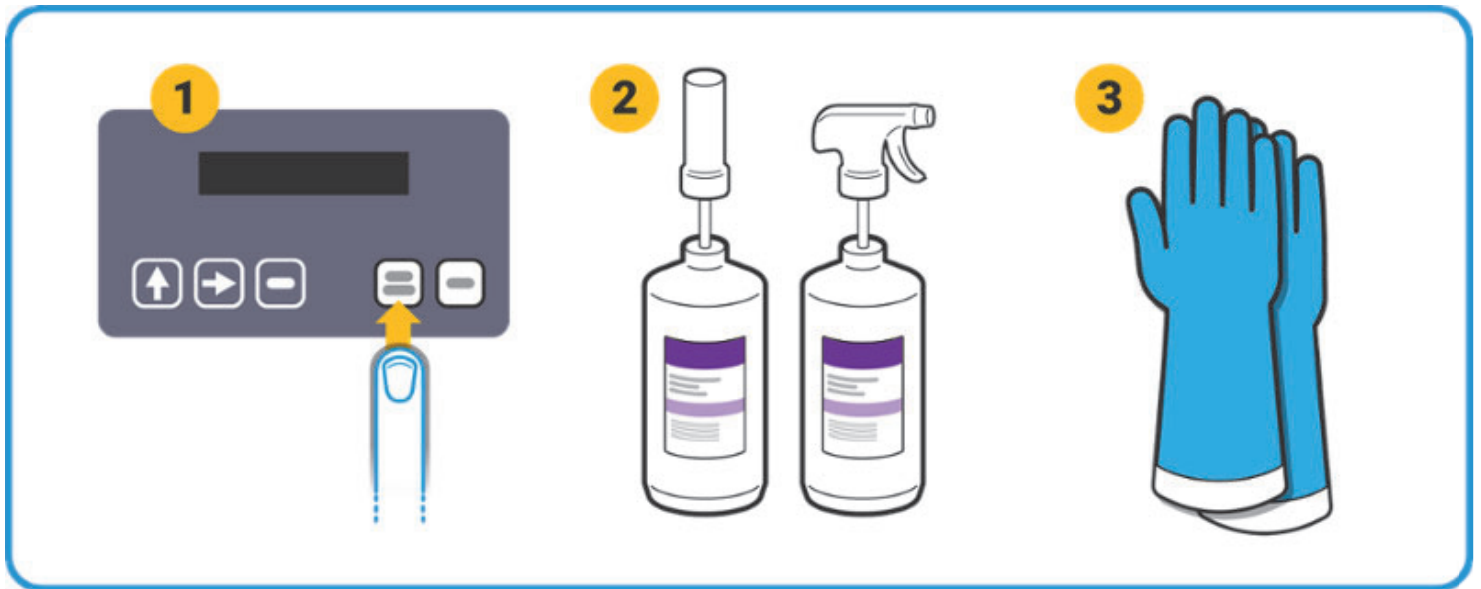


- Press Delime button and follow on-screen instructions to start automated deliming.
- Replace bottle of Liquid Delimer when empty.
NOTE: Delime more frequently as needed.

Cleaning the Grills

Thorough cleaning of the grill surfaces should be done daily. For 24-hour restaurants, the General Manager should identify and communicate to staff when the best time is to clean the grills.

Prepare



For Infinite Gap (Taylor and Garland) grills, place the grill in “CLEAN MODE” before cleaning. Do not turn the grill off. For all other Taylor grills, turn off the heat and leave the fan turned on. Place the grill in “CLEAN MODE” if the grill has this setting.

Gather supplies for cleaning while the grill is cooling down. For proper application, two bottles of Heat-Activated Grill & Toaster Cleaner will always be used: one with the dosing cup and one with the sprayer.

Put on heat resistant gloves. Never handle hot components or move hot oil without heat-resistant gloves.

On The Floor Activity: Clean a Grill

Clean the Trough, Clips, Bars, and Release Sheets



Clean the grease trough. Remove and empty grease trough. Rinse it at the three-compartment sink, then replace. For your safety, and to reduce the risk of spills, do not allow grease trough to get more than half full. Depending on your restaurant's volume, you may need to empty grease trough more than once per day. If the trough is too full, ask for assistance to carry safely.

Wipe release sheets. Wipe both upper and lower grill, prior to removing any release sheets, with a clean, sanitizer-soaked grill cloth.

Clean upper and lower release sheets. Spray a clean, sanitizer-soaked grill cloth with one spray of Heat-Activated Grill & Toaster Cleaner. Wipe to clean the upper release sheets, including the sides. Repeat the cleaning for lower release sheets. Rinse the upper and lower release sheets with a separate clean, sanitizer-soaked grill cloth. Wipe until the grill cleaner residue has been fully removed.

Remove all clips, bars, and release sheets. Place all release sheets, clean side down, flat on the release sheet storage tray. Be careful not to fold or crease release sheets. Do not clean them in the three-compartment sink.

Wash, rinse, and sanitize the clips and bars in the three-compartment sink.

Clean the other side of the release sheets on the storage tray with grill cleaner. Spray a clean, sanitizer-soaked grill cloth once with grill cleaner. Wipe the soiled side of the release sheet until clean. Then, rinse the release sheet with a separate, clean sanitizer-soaked grill cloth to rinse off any remaining grill cleaner. Repeat cleaning and rinsing all release sheets.

Clean the Platens & Grill Surfaces



Apply grill cleaner to upper platens, starting with the sides and back. One spray for each side. If you have three upper platens, lower the middle platen first to easily access the adjoining sides of the left and right platens. After spraying the sides, spray the surface of each upper platen three times to cover (bottom, middle, top).

Spread the grill cleaner around the upper platens with the grill cleaning tool and pad to distribute the cleaner and ensure full coverage.

Apply grill cleaner onto the bottom grill surface by using the grill cleaner bottle with the dosing cup. Remove the cap and squeeze the dosing bottle to fill the dosing cup as marked; 1/2 oz.

Beginning on the left side of the grill, pour the dosed 1/2 oz. of grill cleaner from left to center in the shape of an arch pattern ("M"). Refill the dosing cup and repeat from center to right side of the grill to cover the top region of the grill. Repeat both steps to cover the bottom region of the grill. Important: Cover product on the entire lower surface of the grill using 4 doses in total.

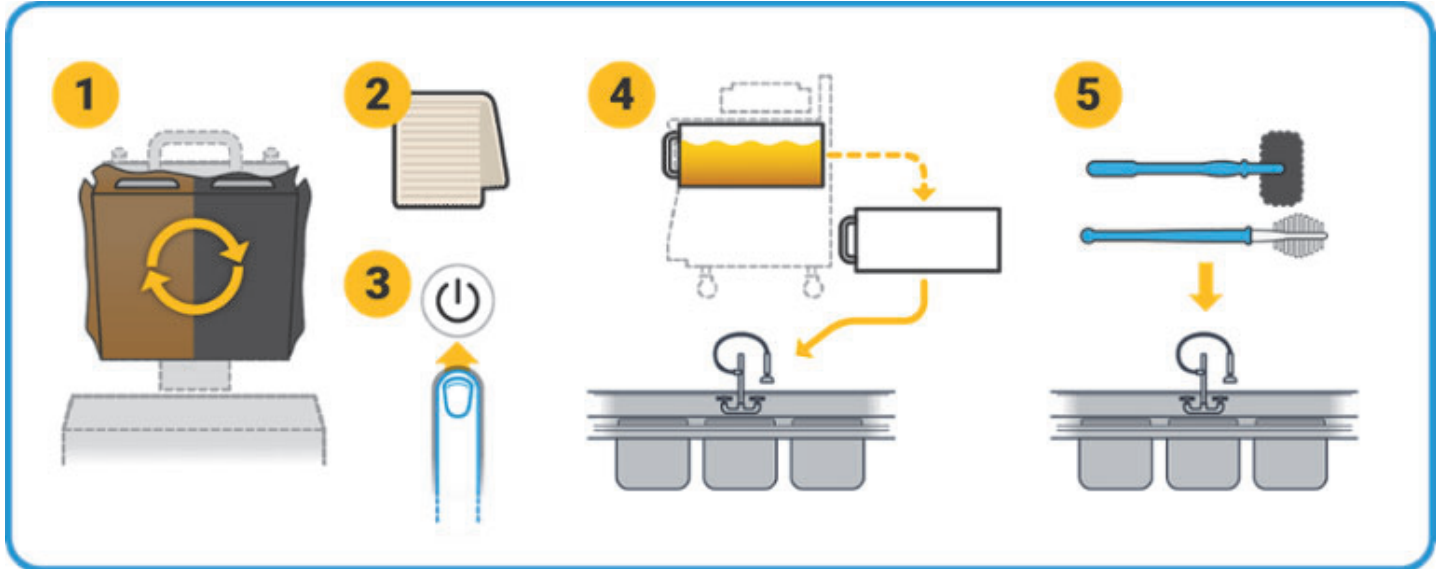
Spread the grill cleaner thoroughly on the lower grill surface to ensure full coverage.

Scrub the upper platen and lower grill surface with the grill cleaning tool and pad. If needed, scrub the upper platen with the KAY Double-Sided Grill Brush. Failure to thoroughly clean sides of the platens will eventually lead to damage.

Rinse both upper and lower platens with a clean, sanitizer-soaked grill cloth. Clean surrounding areas such as the hood bull nose and backsplash. Remember to use a clean side of the cloth with each wiping. Discard all soiled towels used to clean the grill into the soiled towel bucket.

On The Floor Activity: Clean a Grill

Final Steps



Reinstall upper release sheets prior to using. To prolong shelf life, install upper and lower release sheets on the opposite side than what was previously used for cooking. Reinstall black on odd days; grey or brown on even days.

Wipe lower grill surface with a clean, sanitizer-soaked grill cloth until no visible soil remains.

Prepare the lower grill surface - turn grill ON. If using lower release sheets, use a sundae spoon, sprinkle 2 level scoops of Soy Adhesion Flakes on the bottom grill surface, and spread on the cooking zone with a clean squeegee.

Reinstall lower release sheets. Make sure to align release sheets evenly with the backsplash and edge of the grill. The lower release sheet should not go up the backsplash. Allow 1" overlap where sheets meet between upper platens. Squeegee air bubbles and wrinkles out of each release sheet.

Remove and empty grease trough, rinse and replace.

Once grill tool and pad have cooled, remove. Then wash, rinse and sanitize all utensils and tools used to clean the grill. Flip grill pad over and place it back on the tool so it is ready for the next grill cleaning.

Clean Equipment & Floors



Wipe equipment surfaces with clean, sanitizer-soaked towels, including: Fried products fryer, front of grill, toaster and toaster table, grill hoods, prep table, walls, equipment legs and wheels, UHC table, and cabinet.

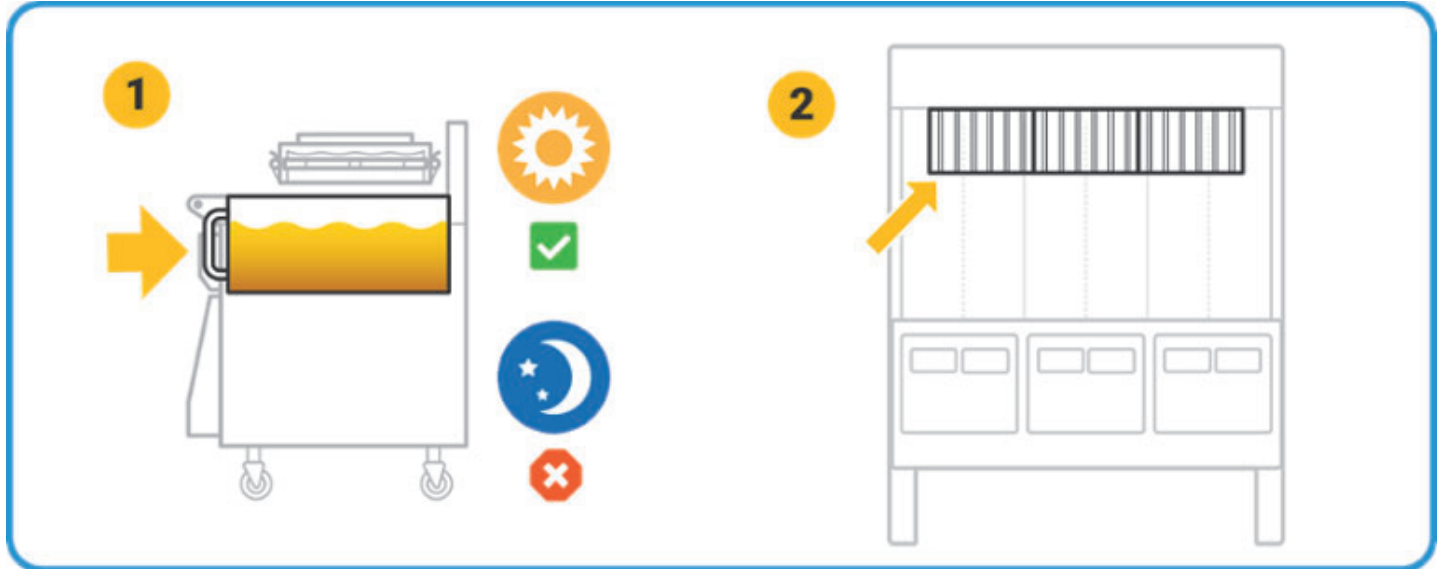
Clean and polish stainless steel with KAY Specialty Cleaner & Polish and a clean, dry cloth. Follow the grain of the stainless steel.

Polish heavily used surfaces, such as freezer doors, daily. Polish stainless stacks once a week. Be sure to clean the surfaces with KAY Peroxide Multi-Surface Cleaner and Disinfectant. Avoid polish build-up on less frequently polished surfaces by cleaning off old polish first.

Sweep and mop the Production area with mop water prepared with KAY SolidSense FloorCare solution.

Clean filters on shutdown grills.

Clean Filters & Grease Traps



Empty grill grease troughs before dark. It is a security violation to use the back door after dark.

Empty fryer vent hood grease traps.

It's important not to let pre-close tasks interfere with serving our Guests.



**QUARTERLY
CLEANING**

UNIVERSAL HOLDING CABINET

SUPPLIES:



Hi-Temp Tool with Multi-Use Pad and Universal Pad



KAY® SolidSense™ All Purpose Super Concentrate (APSC)



KAY® Peroxide Multi Surface Cleaner and Disinfectant Solution



KAY® QSR Super Contact Cleaner

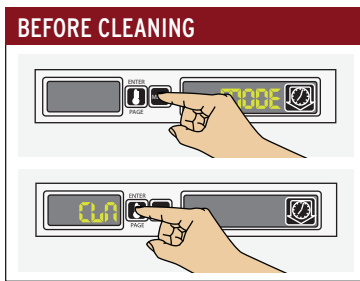


KAY® NO-SCRATCH™ Pads

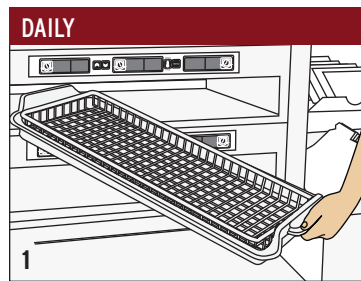


Clean, Sanitizer-Soaked Towels

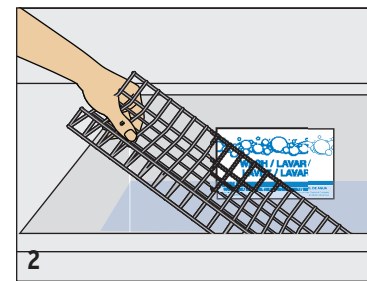
Other supplies needed:
Clean Bucket
Small Wares Cleaning Brush



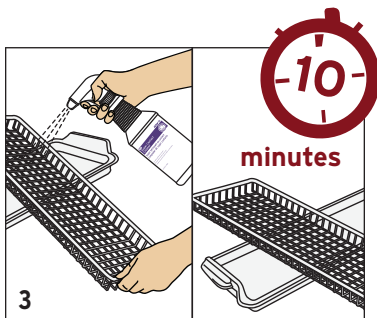
- Press **MENU** key to scroll to Clean Mode
- Press **ENTER** to start Clean Mode



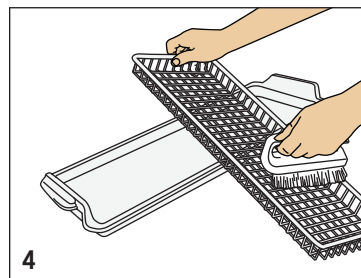
- Remove and take trays and racks to 3-compartment sink or warewash machine



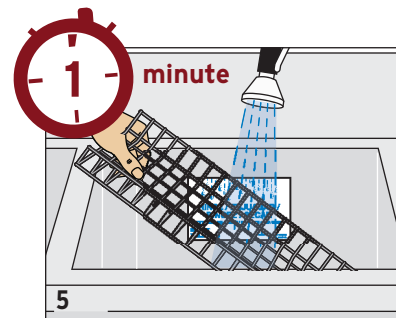
- Place in **WASH** compartment of 3-compartment sink filled with fresh hot (110–120°F) APSC Solution



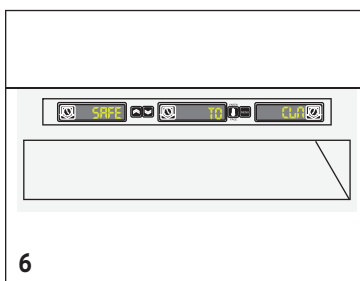
- For heavy soil buildup, pre-spray with Super Contact Cleaner; allow to soak for 10 minutes



- Use Small Wares Cleaning Brush to remove all soil buildup from wire racks; use a NO-SCRATCH Pad to scrub trays



- Rinse and sanitize all items; sanitize in Sanitizer Solution for one minute; allow to air dry
NOTE: Rotate items to allow cleaning and sanitizing of all surfaces



- Let cabinet cool until **SAFE TO CLN** is displayed



- Fill a clean bucket with hot (110–120°F) APSC Solution
- Dip Hi-Temp Multi-Use Tool Pad into APSC Solution; shake excess Solution off pad into bucket
NOTE: Failure to shake out all excess Solution from pad can result in permanent damage to UHC electrical components



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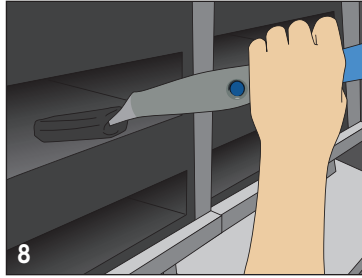
92121306/06 MCD NAM 26908/8006/0518 ©2018 Kay Chemical Company. All rights reserved.

UNIVERSAL HOLDING CABINET

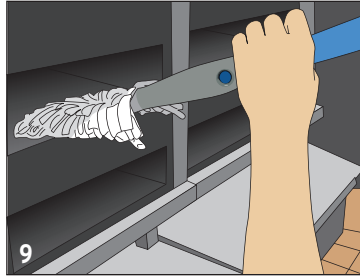


QUARTERLY
CLEANING

UNIVERSAL HOLDING CABINET (CONTINUED)

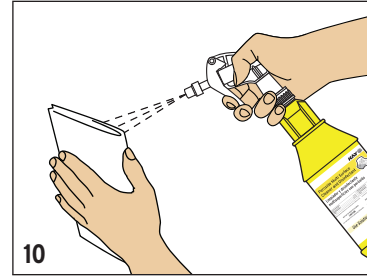


- 8 • Scrub inside of each UHC cabinet shelf with Hi-Temp Multi-Use Tool with Pad
- Repeat for all UHC shelves

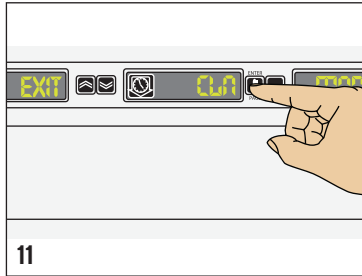


- 9 • Remove black Multi-Use pad
- Retrieve white Universal Pad from clean towel bucket and wring it out thoroughly
- Slide white Universal Pad onto tool
- Use white Universal Pad to wipe out and rinse UHC shelves; repeat for all shelves

NOTE: Make sure to wring out white Universal Pad before using in UHC shelves



- 10 • Spray a clean sanitizer-soaked towel with Peroxide Multi Surface Cleaner and Disinfectant Solution; wipe exterior of cabinet
- Discard towel into soiled towel bucket after use



- 11 • Press **ENTER** to return to normal display mode
- Wash, rinse and sanitize tools at 3-compartment sink

Preparing the Restaurant for **Close**

The following activities may be performed by the back room closer, as they pertain to your restaurant. **These activities must not interfere with your delivery of outstanding Quality, Service, Cleanliness, and Value** (QSC&V).

Action	Description
Replace all soiled towels and grill cloths	Sort and launder towels. Have the towels in clean-towel buckets, ready for the closing procedures.
Clean crew room	Clean the tables and chairs. Empty and clean the waste receptacles. Sweep and mop the floor.
Coordinate washing, rinsing, and sanitizing of utensils and equipment with service and grill areas	
Clean outside of walk-in refrigerator and freezer	Clean and polish the stainless steel with McD Stainless Cleaner-Dressing.
Remove trash liners in service, production, and back room areas	Take trash to the corral using proper security procedures. Caution: After dark, follow security procedures for handling trash.
Prepare mop water for production and service areas	
Organize storage areas, refrigerators, and freezers	Neatly organize the dry storage area and the contents of the walk-in refrigerators and freezers. Be sure items are organized using the first-in, first-out rotation method. Make sure all open packages of food are covered or wrapped and marked with an expiration date and time.

Closing Shift Walk Through Pt3

Close & Leave

Close (Close-out, Set Expectation, Count down, Records, Clean-up, Walkthrough.)

Close-out all open registers: POS Close each key station, remove tills & Changer, and take to the safe.

Set expectations: Follow up with each closer to be sure they are on task & on schedule to be out at a reasonable time.

Lobby area: Should be taking final dishes from self-serve area & lobby to sink, taking the spouts off to soak, cleaning out the drink trough & grates, and finishing up “Slop Mop”. Clean lobby closet, floor sink, floor, mop, and bucket (Leave empty!).

Then help the Service the Production & Dish closers.

Service area: Should be taking back final load of dishes, tearing down & cleaning the Fry station Fry Hopper & HLZ, doing final Wipe down, sweep, bring dishes back up & put them away. Final “Slop Mop”.

Then help the Production & Dish closers.

Production area: Taking final dishes back to sink, Clean Last Grill (See above), clean last UHC Cabinet (See above), do final wipe down, sweep, bring dishes back up, and put them away. Final “Slop Mop”. Help Dish closer with Back room.

Dish Stock & Back room: Be sure all dishes are put away, and that the sink, the floor sink, the ware washer, the floors & walls in the sink, stock & back door areas are clean. Clean Mops, & mop bucket. Put away all cleaning supplies. Start towel wash & Clean towel Buckets.

While closers finish Manager does administrative work.

Count-down: Count-down Tills & changers, deposit, safe, & waste.

(Take Minute to follow-up on Closers progress between counting drawers.)

Record Shift stats: Drawer Counts, Skims, Deposit, Safe Count, Labor Tracking, Waste, Transfers, Disciplinary action. POS Close, & End Business Day.

Clean-up: Straighten up office, empty trash, sweep, mop.

Walk-through: Help Closers finish up with dishes & wipe downs. Walkthrough to check that all is clean, dishes are put away (Back room, Dish area, Production area, Service area, Lobby, Playland, & Restrooms), and secure (Doors front back & DT windows all Locked.) No one besides closers are in the building.

Leave.

Leave the building using staggered close method for safety.

Everyone waits inside away from doors, and windows.

Manager lets first person go to their car. Door locks behind them.

First person starts their car, and is prepared to drive to a safe place to get, or call for the police.

The rest of the closers go out to get in, and start their cars one at a time to make it difficult to catch everyone in a group.

Finally the closing manager goes out insuring that the building is secure, and everyone drives away.

Closing the Lobby

Action	Description
Double-check that all lobby doors are locked	
Complete final cleaning	Complete any unfinished pre-closing cleaning.
Check lobby and restroom	Make sure the dining room and restroom areas are ready for the opening crew and maintenance.

Closing the Service Area

Crew Member Tasks for Closing Service Area

Crew members in the service area should perform the following activities as they pertain to your restaurant.

Action	Description
Remove supplies	Remove all refrigerated products and return them to the walk-in refrigerator. Follow the first-in, first-out rotation system.
Turn off remaining equipment and allow it to cool	
Remove remaining equipment parts	Move all remaining equipment parts to the back sink area for washing and sanitizing. Coordinate with the back room person.
Close all-purpose dispensers	Rotate the inner disk on all all-purpose dispensers for sugar or sweeteners (APDS) to the closed position.
Clean equipment	Use appropriate procedures to clean: <ul style="list-style-type: none"> • Beverage dispensers • Coffee brewers • Fry station • Iced tea and iced coffee dispensers • Milkshake and soft-serve machine • Pie merchandiser • Products display case • McCafe coffee machine and blended ice machine
Return clean equipment parts to their original positions	Reassemble parts, if necessary.
Sweep and mop floor	
Check service areas	Make sure the service areas are clean, sanitized, organized, and ready for the opening crew.



McFLURRY, SHAKE AND SUNDAE MACHINE—DAILY CLEANING

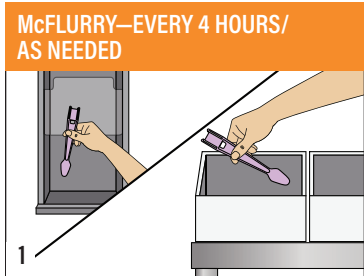
IMPORTANT: Follow local regulatory requirements that may require additional cleaning.

SUPPLIES:

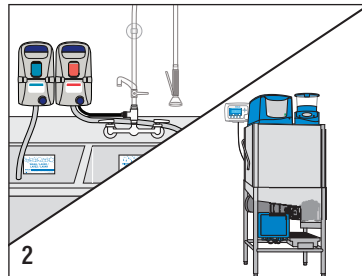


EVERY 4 HOURS AND DAILY AT OPEN/CLOSE

Other supplies needed:
 Shake Machine Brushes
 Syrup Hole Plugs
 Valve Cap
 (2) Small Clean Containers



- After blending McFlurry, remove reusable spindle and place into used spindle container



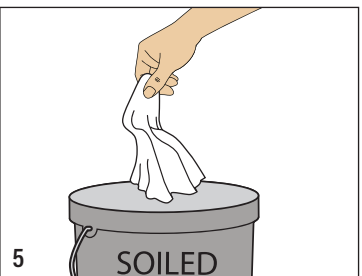
- When reusable spindle container is full, wash/rinse/sanitize in 3-compartment sink or in warewash machine
NOTE: If needed, use brush to clean top of spindle where it connects to McFlurry machine shaft



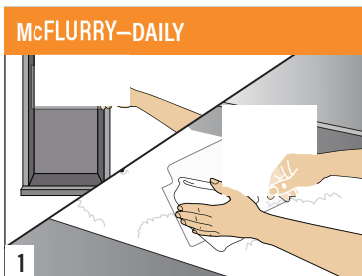
- Wash/rinse/sanitize spindles and used spindle storage container in 3-compartment sink or in warewash machine every 4 hours (or more often if needed)
- Use No-Scratch Pad or Sanitizer-Soaked towel to remove soils.



- Wipe any splashes or spills with a clean, sanitizer-soaked towel
- Pay special attention to these areas:
 - Shaft area where reusable spindle connects to machine
 - Back wall area
 - Splash guard



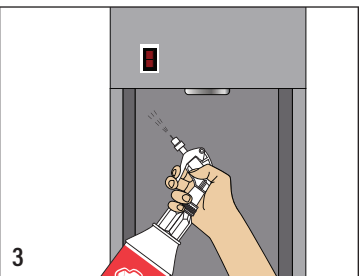
- Discard used towel in soiled towel bucket



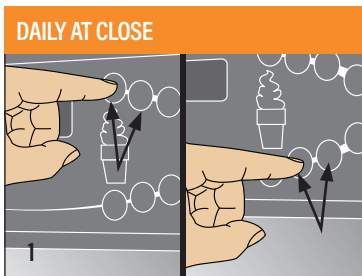
- Daily, wash McFlurry unit with a clean, sanitizer-soaked towel to clean
- Pay special attention to shaft area and back wall; splash guard can be removed and washed in 3-compartment sink



- Rinse McFlurry unit with a clean, sanitizer-soaked towel



- Sanitize McFlurry unit by spraying all surfaces with Sanitizer Solution
- Let Solution sit for 1 minute before wiping with a clean paper towel or allow to air dry



- **SET** both sides of freezer controls to **STANDBY** or **AUTO** mode
- **SET** topping heater switch to **OFF** position



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McFLURRY, SHAKE AND SUNDAE MACHINE—DAILY CLEANING

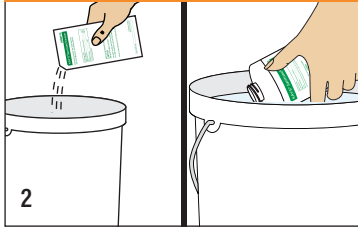


McFLURRY, SHAKE AND SUNDAE MACHINE— DAILY CLEANING (CONTINUED)

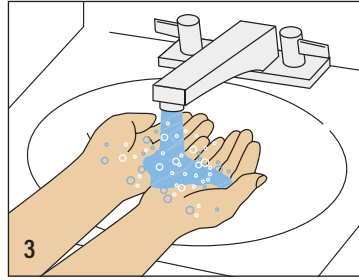
EVERY 4 HOURS AND
DAILY AT OPEN/CLOSE

IMPORTANT: Follow local regulatory requirements that may require additional cleaning.

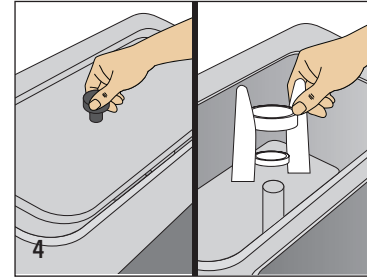
DAILY AT CLOSE (continued)



- **PREPARE** cleaning supplies
- **PREPARE** bucket of KAY-5 Sanitizer/Cleaner Solution by mixing 1 packet to 2.5 gallons of lukewarm (85-105°F) water
- **DIP** KAY-5 squeeze bottle into Solution to fill



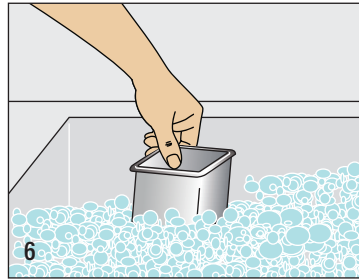
- **WASH** hands



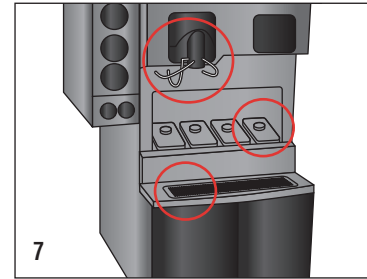
- Select **CALIBRATE** icon to stop agitator from turning before removing from mix hopper
- With clean hands, **REMOVE** hopper covers
- **REMOVE** agitator from mix hoppers



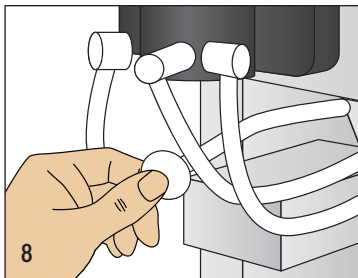
- **FILL** both mix hoppers with fresh shake mix up to fill-line



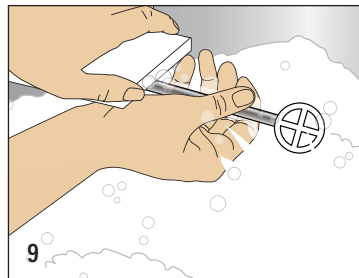
- **FILL** a small container with hot APSC Solution from 3-compartment sink



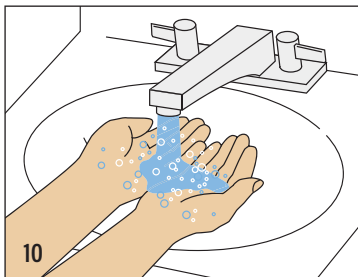
- **REMOVE** parts such as hopper cover, shake cup holder, drip tray, splash shield and drip pans



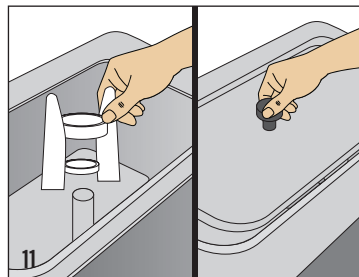
- **REMOVE** restrictor caps from shake door



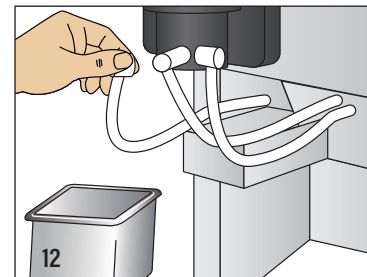
- **WASH**, rinse and sanitize removable parts in 3-compartment sink; allow to air dry
- **NOTE:** Do not place parts in dishwasher
- **KEEP** restrictor cap, shake cup holder, drip tray and splash shield on a clean, dry surface until heat treat cycle is complete (at opening or when cycle is complete)



- **WASH** hands



- **REINSTALL** clean agitators and replace hopper covers



- **REMOVE** syrup lines from shake freezer door; **PLACE** APSC Solution container under shake area
- **NOTE:** Leave syrup lines uninstalled and spout cap on overnight during heating cycle (**STEP 20**); leaving syrup lines connected during heating cycle can damage syrup valve tips



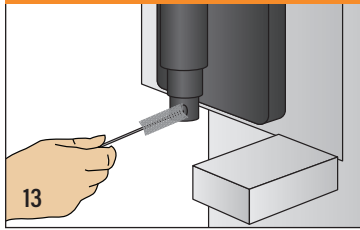
SHAKE AND SUNDAE MACHINE—DAILY CLEANING (CONTINUED)

IMPORTANT: Follow local regulatory requirements that may require additional cleaning.

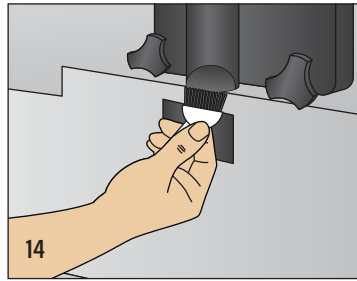
EVERY 4 HOURS AND
DAILY AT OPEN/CLOSE

SHAKE AND SUNDAE MACHINE—DAILY CLEANING (CONTINUED)

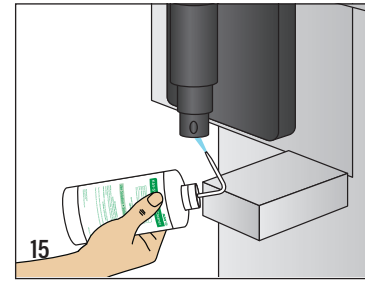
DAILY AT CLOSE (continued)



- **CLEAN** shake door areas
- **DIP** shake brush into APSC Solution and scrub freezer door, door spouts and bottom of draw valve nozzles
- **SCRUB** each syrup port until all soil is removed



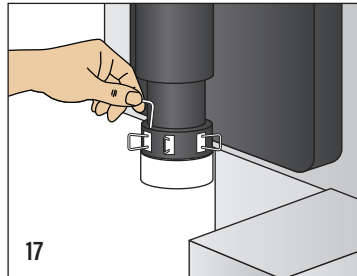
- **CLEAN** soft serve areas
- **DIP** brush in APSC Solution and scrub freezer door, bottom of draw valve nozzles and draw valve handles
- **SCRUB** nozzles until all soil is removed



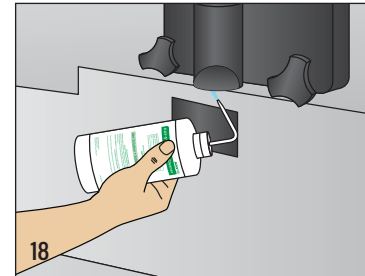
- **RINSE AND SANITIZE** shake door area
- **PLACE** an empty container under shake door area
- **SQUEEZE** KAY-5 Sanitizer/Cleaner squeeze bottle to rinse off APSC Solution from all areas
- **SQUEEZE BOTTLE** to flush areas AGAIN with KAY-5 Sanitizer/Cleaner Solution
- **AIR DRY** to sanitize



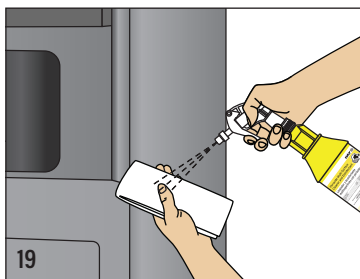
- **PLACE** spout cap O-ring into spout cap and fill with KAY-5 Sanitizer/Cleaner from squeeze bottle
- **HOLD** draw valve closed and install cap over end of door spouts



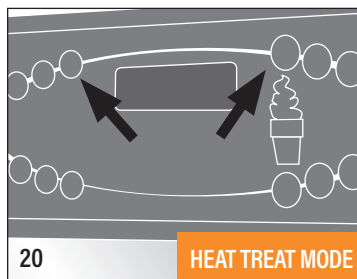
- **REINSTALL** clean syrup hole plugs into syrup ports of freezer door



- **RINSE AND SANITIZE** soft serve door area
- **PLACE** an empty container under soft serve door area
- **SQUEEZE** KAY-5 Sanitizer/Cleaner squeeze bottle to rinse off APSC Solution from all areas
- **SQUEEZE BOTTLE** to flush areas AGAIN with KAY-5 Sanitizer/Cleaner Solution
- **AIR DRY** to sanitize



- **CLEAN** exterior of machine with Peroxide Solution and a sanitizer-soaked towel

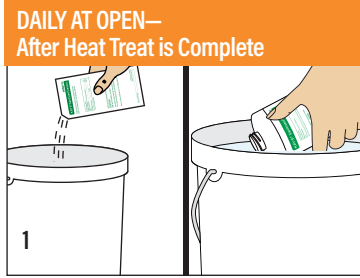


- **MAKE** sure machine is in AUTO or STANDBY
- **PUT** machine into HEAT TREAT mode



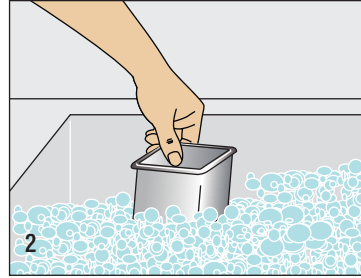
McFLURRY, SHAKE AND SUNDAE MACHINE— DAILY CLEANING (CONTINUED)

EVERY 4 HOURS AND
DAILY AT OPEN/CLOSE

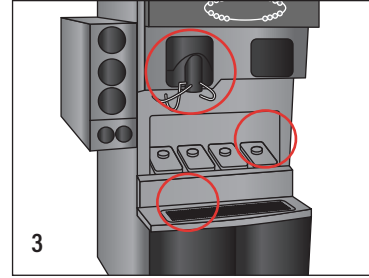


DAILY AT OPEN—
After Heat Treat is Complete

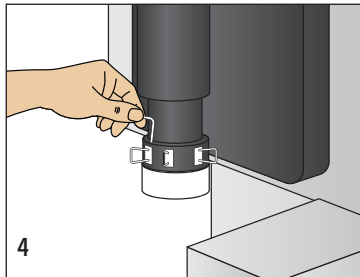
- **PREPARE** cleaning supplies
- **PREPARE** bucket of KAY-5 Sanitizer/ Cleaner Solution by mixing 1 packet to 2.5 gallons of lukewarm (85-105°F) water
- **DIP** KAY-5 squeeze bottle into Solution to fill



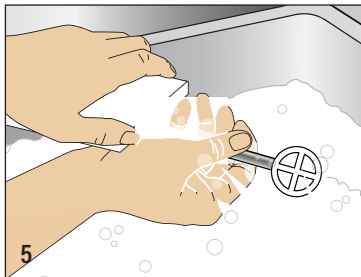
- **FILL** a small container with hot APSC Solution from 3-compartment sink



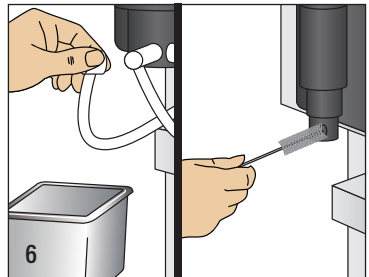
- **REMOVE** parts such as shake cup holder, drip tray, splash shield and drip pans



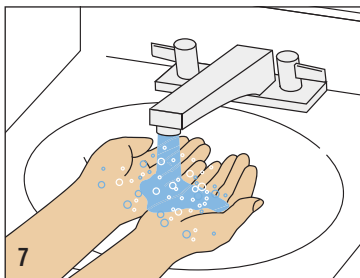
- **REMOVE** syrup hole plugs from shake door
- **REMOVE** spout cap O-ring from shake door



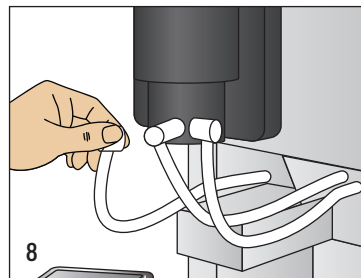
- **WASH**, rinse and sanitize removable parts in 3-compartment sink; allow to air dry
NOTE: Do not place parts in dishwasher



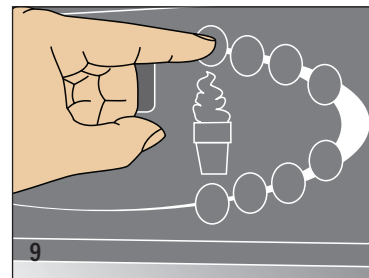
- **REPEAT** steps 12-15 and 18 from the DAILY AT CLOSE procedure



- **WASH** hands



- **INSTALL** clean restrictor cap, syrup lines, shake cup holder, drip tray and splash shield
NOTE: Install syrup hole plugs for unused syrup lines



- **SELECT** AUTO button (SNOWFLAKE) for both shake and soft serve to turn machine on for production



SHAKE AND SUNDAE MACHINE—DAILY CLEANING (CONTINUED)

EVERY 4 HOURS AND
DAILY AT OPEN/CLOSE

Important: Shake and Sunday Mix should be filled to exactly the height of the Ring around the Black Plastic Agitator.

(As shown Below..)





BEVERAGE TOWER CLEANING



CLEAN LOWER VALVE BODY DIRTY LOWER VALVE BODY

DAILY & RECOVERY CLEANING

SUPPLIES:



KAY-5® Sanitizer/Cleaner



Valve Cleaning Brush
Inspection Mirror



KAY® Peroxide Multi Surface Cleaner and Disinfectant Solution



KAY® Daily Beverage Tower Drain Cleaner



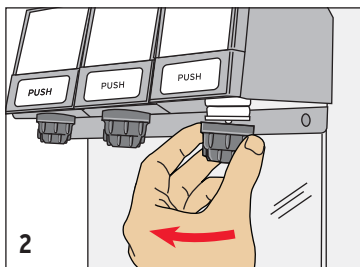
- | | | |
|---------------|----------------|--------------------------------------|
| Franke | H&K | |
| #143492 | MEP-18550 | Valve Cleaning Brush |
| #143493 | 15037033 | Mirror Inspection tool |
| #143494 | 15037023 | Pail |
| #143496 | 581996-00 | Squeeze bottle, Heavy Duty Degreaser |
| #143498 | 581999-00 | Squeeze bottle, KAY-5 |

Other supplies needed:
Clean, Sanitized Container
Clean, Sanitizer-Soaked Towels
Degreaser, Sanitizer and Water-Only Squeeze Bottles

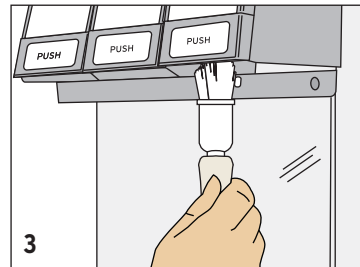
IMPORTANT: Daily procedure should be performed every day, at close or slow volume period, to eliminate the potential for buildup on beverage nozzles and diffusers. If buildup occurs, perform the recovery procedure using Heavy Duty Degreaser Solution.



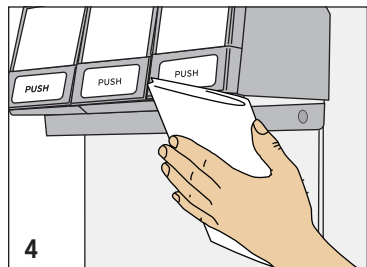
- Gather all cleaning supplies; wash hands before preparing Sanitizer Solution
- Prepare Sanitizer Solution by dissolving 1 packet of KAY-5 Sanitizer/Cleaner in 2.5 gal. (9.5 L) lukewarm (85-105°F) water (100ppm); mix thoroughly
- Fill a separate clean and sanitized container and Sanitizer squeeze bottle with KAY-5 Sanitizer Solution



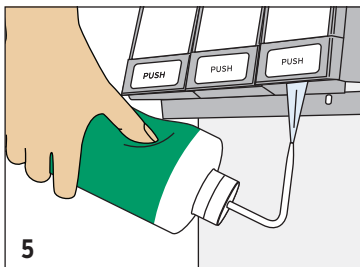
- Remove nozzles and diffusers; place in Sanitizer Solution; allow to soak if needed



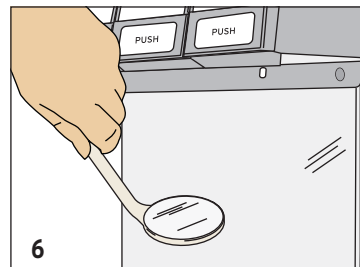
- Use valve cleaning brush dampened with KAY-5 Sanitizer Solution to clean underside of the diffuser and valve area and inside the lower valve body
- Repeat for all valves



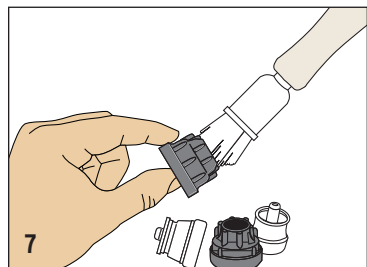
- Wipe diffuser and valve area with a clean sanitizer-soaked towel; discard towel into soiled towel bucket after use



- Squeeze KAY-5 Sanitizer Solution vigorously into lower valve area to sanitize
- Repeat for all valves



- View each diffuser and valve area with inspection mirror to ensure visual cleanliness; if soil is visible, conduct recovery procedure



- Brush clean nozzles and diffusers; rinse at 3-compartment sink
- Place rinsed nozzles and diffusers in a separate clean and sanitized container of KAY-5 Sanitizer Solution; allow to soak for one minute; remove nozzles and diffusers immediately after soaking for one minute



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8300 Capital Drive
Greensboro, NC 27409-9790, USA

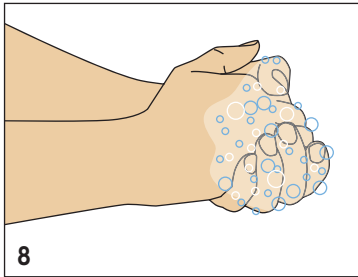
CUSTOMER SERVICE 800.529.5458

9212274.03 MCD NAM 40921/8003/0618 ©2018 Kay Chemical Company. All rights reserved.



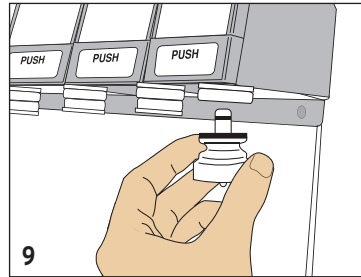
DAILY & RECOVERY CLEANING

BEVERAGE TOWER CLEANING (CONTINUED)



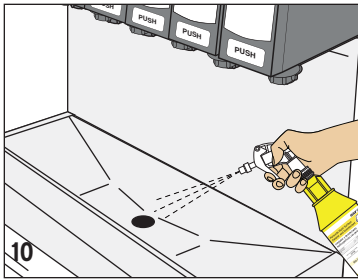
8

- Wash hands before reinstalling cleaned and sanitized nozzles and diffusers



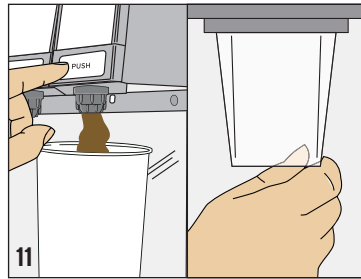
9

- Replace nozzles and diffusers



10

- Clean exterior (including drip tray/pan) using Peroxide Multi Surface Cleaner and Disinfectant Solution and a clean sanitizer-soaked towel
- Discard towel into soiled towel bucket after use



11

- Dispense beverage for 3 seconds after cleaning/sanitizing equipment; discard liquid
- If ice combo: Remove ice chute and wash, rinse and sanitize at 3-compartment sink; re-install

DRAIN CLEANING—DAILY DURING LOW PEAK HOURS



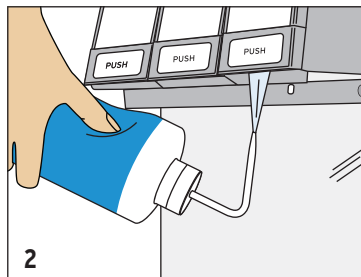
- After beverage tower cleaning is complete, clean beverage drain with Daily Beverage Tower Drain Cleaner
- Follow the BEVERAGE AND FLOOR DRAINS KAY CARD for step by step instructions

RECOVERY



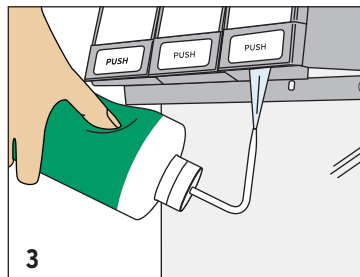
1

- Fill Degreaser squeeze bottle and a clean container with Degreaser Solution
- Remove nozzles and diffusers; place in container of Degreaser Solution; allow to soak
- Squeeze Degreaser Solution vigorously into lower valve area; repeat for all valves
- Follow step 3 from daily cleaning of valves
- Rinse brush with water after cleaning
- Follow step 6 from daily cleaning to visually inspect valve areas with inspection mirror



2

- Fill the water squeeze bottle with **hot** (110-120°F) water
- Squeeze **hot** water vigorously several times into lower valve area to rinse; repeat for all valves
- Wipe diffuser and valve area with a clean sanitizer-soaked towel
- Repeat step 7 from daily cleaning and sanitizing of nozzles and diffusers



3

- Fill squeeze bottle with KAY-5 Sanitizer/Cleaner Solution
- Squeeze Sanitizer Solution vigorously into lower valve area to sanitize; repeat for all valves
- Repeat steps 8-12 from daily cleaning



BEVERAGE AND FLOOR DRAINS

DAILY AND WEEKLY CLEANING

SUPPLIES:



KAY® Peroxide Multi Surface Cleaner and Disinfectant Solution



KAY® Drain Treatment Plus and Equipment



KAY® Daily Beverage Tower Drain Cleaner



KAY® QSR Heavy Duty Degreaser



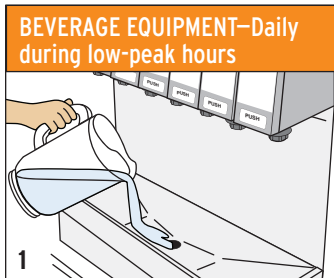
KAY® NO-SCRATCH™ Pad



Century Flexible Floor Drain Brush with Splash Guard

Other supplies needed:
Hot Clean Water
Small Clean Bucket
Screwdriver
Disposable Gloves

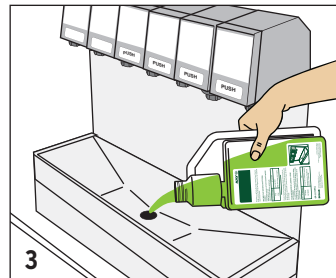
NOTE: The floor drain brush should be only used for floor drain cleaning, not any other purposes.



1



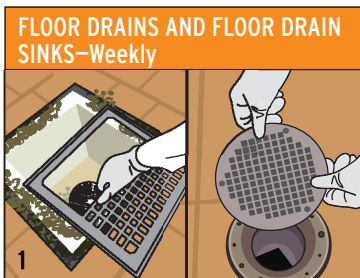
2



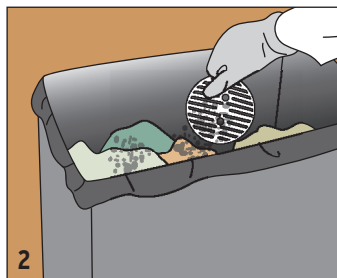
3

Dosing Amount	Area of Application
1 fl oz	Beverage drains/ daily maintenance
2 fl oz	Floor drain, recovery
2 fl oz	Partial clog or slow drain

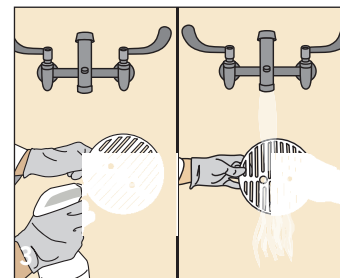
- Complete daily cleaning procedure in all beverage and floor drains; follow with a water rinse
NOTE: Daily Beverage Tower Drain Cleaner can be poured into floor drains if needed
- Loosen cap; squeeze bottle to fill dosing chamber with recommended amount of Daily Beverage Tower Drain Cleaner per application chart
- Remove cap and pour dose directly down drain; DO NOT follow with a water rinse



1



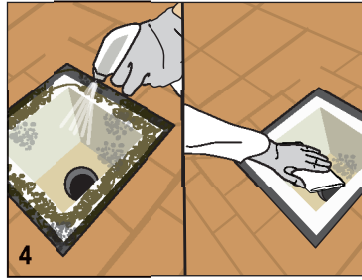
2



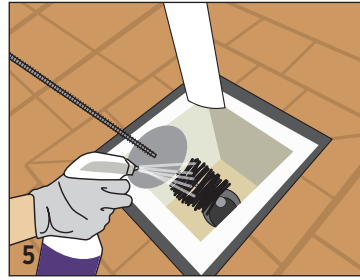
- Follow this procedure to clean all floor drains
- Put on disposable gloves; remove drain covers and drain baskets; use a screwdriver if needed to remove drain covers; take to mop sink to clean
NOTE: Drain covers and baskets should always be cleaned at mop sink; do not place in 3-compartment sink
NOTE: Place a wet floor sign over exposed drain to prevent tripping; drain screws and other small items need to be secured and set aside during cleaning to prevent loss
- Remove all heavy dirt and trash from drain cover and drain basket into a trash can using a paper towel
NOTE: Do not empty heavy dirt and trash into drain hole
- Spray Degreaser Solution onto drain cover and drain basket at mop sink
- Scrub drain cover and drain basket with a white NO-SCRATCH Pad until soil is removed
- Discard Pad after use
- Rinse drain cover and drain basket with hot (110-120°F) water from mop sink; spray with Peroxide Multi Surface Cleaner and Disinfectant Solution



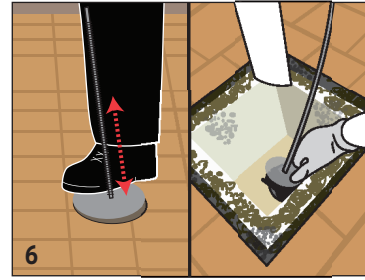
DAILY AND WEEKLY CLEANING



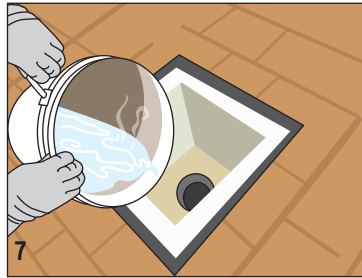
- Spray Degreaser Solution into drain opening and entire drain sink area
- Scrub drain sink area with a white NO-SCRATCH Pad
- Discard pad after use



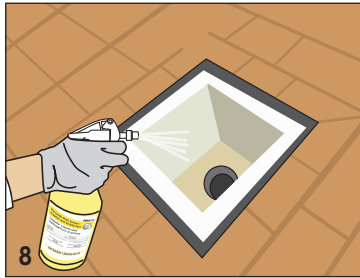
- Spray floor drain brush bristles with Degreaser Solution and insert into drain pipe hole



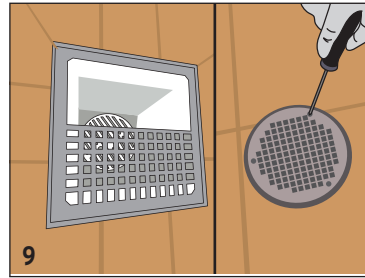
- Insert drain brush into drain
- Place splashguard over drain opening
- Step on splashguard to hold in place and prevent splash-back
- **NOTE: For drain sinks, hold splashguard down with your hand**
- Move drain brush wire up and down to scrub inside drain



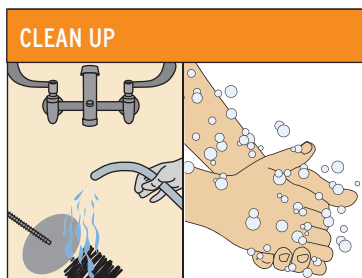
- Fill a clean bucket with fresh hot (110-120°F) water and pour into drain and inside drain sink; this will rinse all loosened debris down the drain



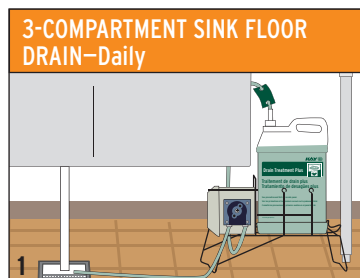
- Spray Peroxide Multi Surface Cleaner and Disinfectant Solution into drain opening and entire drain sink area; allow to air dry



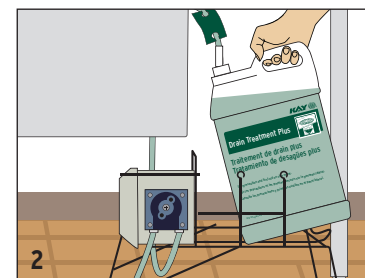
- Place clean drain basket and drain cover back into drain sink
- For regular floor drain, screw clean floor drain cover back onto floor drain with a screwdriver
- Remove and discard disposable gloves after floor drain cleaning is complete



- Rinse floor drain brush out at mop sink with hot (110-120°F) SolidSense Floorcare Solution from dispenser hose; rinse with hot (110-120°F) water
- Hang drain brush to store and air dry
- Mop floor area around floor drain with fresh hot (110-120°F) SolidSense Floorcare Solution if needed
- Wash hands thoroughly



- Ensure drain product is in the automatic Drain Treatment Plus dosing equipment
- Check tubing; if drain product is not in tubing, replace batteries; call Ecolab Customer Service for battery replacement



- Replace bottle when empty

Closing the Production Area

Crew Member Tasks for Closing Production Area

Crew members in the production area should perform the following activities as they pertain to your restaurant.

Action	Description
Discard product	Discard any cooked products remaining in the Universal Holding Cabinet (UHC) cabinets. Properly record all waste. Discard any produce remaining at the prep table and all ketchup and mustard remaining in the dispensers. Check the use-thru date and secondary shelf life of all remaining product. Discard product appropriately.
Store unused product	<p>Store product appropriately.</p> <ul style="list-style-type: none"> • Cover pickles and store at room temperature. • Wipe down sauce tubes that still contain sandwich sauce with a clean, sanitizer-soaked towel, cover the tubes with plastic wrap, and use first the next day. Remove caps with nozzles from • squeeze bottles that still contain Snack Wrap sauces, cover the tops with plastic wrap, then place a clean, sanitized cap with nozzle over the plastic wrap, and use first the next day. If the cheese has been tempered, it must be discarded and counted as raw waste and cannot be used the next day • Empty mix-ins from McFlurry dispensers into clean, air-tight containers and cover.
Turn off grills and fryers	Turn off the remaining grills and fryers. Remove the grill filters as you turn off the grills and immediately replace them with clean filters. Take the used filters to the back sink for cleaning.
Turn off remaining equipment	Allow equipment to defrost or cool to the proper temperature for cleaning.
Take utensils to back sink	Take all remaining utensils to the back sink area. Coordinate with the back room crew member for washing and sanitizing.
Empty grill-side freezers	Close and reseal any opened cases or bags of product and return them to the walk-in freezer. Turn off freezer and clean.
Clean prep table	Remove all cambro food containers, sauce guns and dispensers and coordinate with the back room crew member for washing and sanitizing.

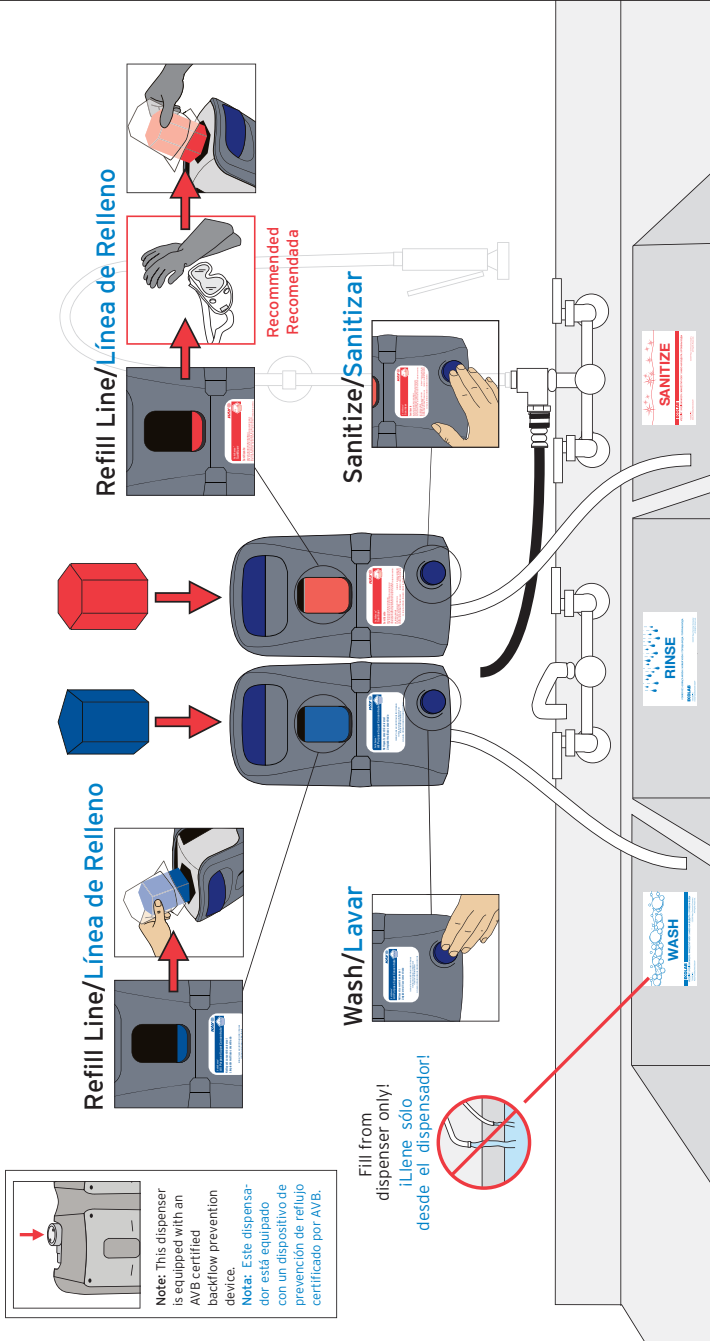
Clean fry station and surrounding area	<p>Filter oil if not done previously during the day.</p> <ul style="list-style-type: none"> • Skim the fryers. Cover them with lids. • Sweep and mop the area under the fryers. • Wipe inside the fryer doors. • Wipe the area above the fryers including the hood and computers. • Remove and clean the fryer filters.
Clean and sanitize reach-in freezer and refrigerator in fried products area	This includes walls, racks, and sauce gun racks.
Clean grills and surrounding area	<p>Clean the grills following the recommended procedures.</p> <ul style="list-style-type: none"> • Wipe the front of the grills. Clean the remaining grill filters. <p>Caution: Grill surfaces may still be hot. Use caution when cleaning.</p>
Clean toasters	
Return clean utensils and equipment parts from back room to original positions	
Sweep and mop floors	
Set out breakfast equipment	Take out the required breakfast equipment, utensils, and wraps. Set them in the appropriate locations.
Check production area	Make sure the production area is clean, organized, and ready for the opening crew.

Closing the Back Room

Action	Description
Sweep and mop the back room floor	Scrub the area around, inside, and under the sink.
Clean walls	Clean the walls as needed.
Wash soiled towels and grill cloths	Wash towels and grill cloths from the service, grill, and lobby areas. Make sure they are ready for the next day's use. Wash aprons and uniforms.
Clean three-compartment-sink	Wipe walls, pipes and outer sink surfaces and clean the floor drain.
Check back room area	Make sure the back room area is ready for the opening crew and maintenance person.

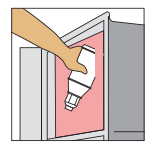
KAY® SolidSense™
All-Purpose Super Concentrate (APSC)/
Limpiador multiuso concentrado sólido (APSC)

KAY® SolidSense™
Sanitizer/Sanitizante



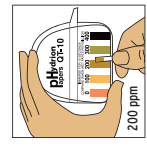
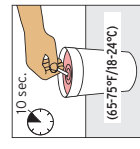
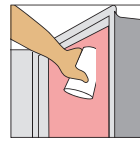
Bottle Filling/Para Llenar el Envase

- SolidSense™ APSC**
 - Fill first sink compartment with fresh, hot SolidSense APSC Solution.
 - Submerge clean APSC Solution spray bottle in Solution to fill.
- SolidSense™ APSC**
 - Llene el primer compartimiento del fregadero con una solución nueva y caliente con APSC SolidSense.
 - Sumerja la botella aspersora en la Solución de APSC para llenarla.
- SolidSense™ Sanitizer**
 - Fill third sink compartment with fresh, lukewarm SolidSense Sanitizer Solution.
 - Test the Solution for 200 ppm sanitizer concentration.*
 - Submerge clean Sanitizer Solution spray bottle in Solution to fill.
- SolidSense™ Sanitizante**
 - Llene el tercer compartimiento del fregadero con una solución nueva y tibia con el Sanitizante SolidSense.
 - Pruebe la solución para una concentración de 200 ppm de Sanitizante.*
 - Sumerja la botella aspersora en la Solución Sanitizante para llenarla.



***Testing the Sanitizer/Probando el Sanitizante**

- Take a sample of SolidSense Sanitizer Solution from the third sink compartment and let cool to room temperature (65-75°F/18-24°C).
- Hold quat test strip in Sanitizer Solution for 10 seconds. Do not shake.
- Compare to color chart at once.
- If Solution reads less than 200 ppm, make fresh Solution. Use in accordance with label instructions.
- Check Sanitizer Solution concentration throughout the day.
- Tome una muestra de la solución con el Sanitizante SolidSense del tercer compartimiento del fregadero y déjela enfriar a temperatura ambiente (65-75°F/18-24°C).
- Sostenga la tira de prueba quat en la Solución Sanitizante durante 10 segundos. No agite.
- Compárela con la tabla de colores de inmediato.
- Si la solución se leyera con menos de 200 ppm, realice una solución nueva. Utilice de acuerdo a las instrucciones de la etiqueta.
- Revise la concentración de la Solución Sanitizante durante todo el día.



Sanitize/Sanitizar

1. Fill third sink compartment with lukewarm SolidSense Sanitizer Solution.
 2. Test the Solution for 200 ppm sanitizer concentration.*
 3. Place items in Sanitizer Solution for at least 1 minute.
 4. Allow items to drain or air dry on a clean, sanitized surface.
1. Llene el tercer compartimiento del fregadero con una solución tibia con el Sanitizante SolidSense.
 2. Pruebe la solución para una concentración de 200 ppm de sanitizante.*
 3. Ubique los artículos en la Solución Sanitizante por lo menos durante 1 minuto.
 4. Deje que los artículos se escurran o sequen al aire libre sobre una superficie limpia y desinfectada.

Rinse/Enjuagar

1. Rinse items in clean, hot (minimum 110°F/43°C) running water.
1. Enjuague los artículos en agua corriente, limpia y caliente (mínimo 110°F/43°C).

Wash/Lavar

1. Pre-scrape, rinse or soak items.
 2. Fill first sink compartment with hot (110-120°F/43-49°C) SolidSense APSC Solution.
 3. Wash items.
 4. Change water every 4 hours or when water becomes visibly soiled.
1. Pre-friegue, enjuague o remoje los artículos.
 2. Llene el primer compartimiento del fregadero de una solución caliente (110-120°F/43-49°C) con APSC SolidSense.
 3. Lave los artículos.
 4. Cambie el agua cada 4 horas o cuando el agua se torne visiblemente sucia.

ATTENTION MANAGERS!
For product to dispense properly, the water temperature must be no higher than 140°F.
¡ATENCIÓN GERENTES!
Para que el producto se suministre correctamente, la temperatura del agua no debe exceder los 140°F.

ECOLAB® Kay Chemical Company
8300 Capital Drive
Greensboro, NC 27409-9790, USA
800.529.5458

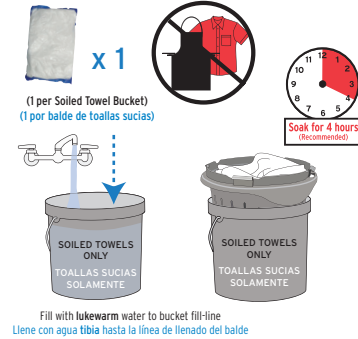


QSR Auto-Dispensed Laundry

SOILED TOWEL BUCKET/ CUBO DE TOALLA SUCIA

KAY® QSR Laundry Pre-Soak Plus Bleach sachet/pouch and Laundry Handler

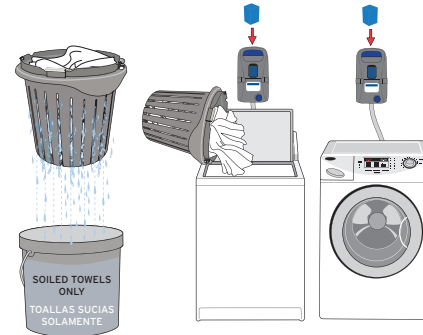
Bolsita de agente de remojo con lejía para lavado de ropa KAY® QSR y separador de ropa para balde de lavado



Fill with lukewarm water to bucket fill-line
Llene con agua tibia hasta la línea de llenado del balde

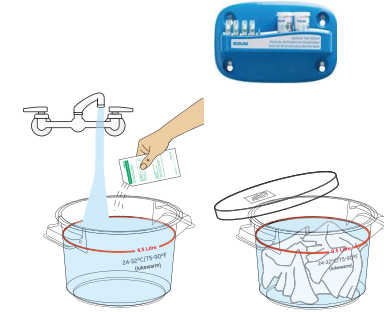
LAUNDERING/LAVADO

KAY® SolidSense™ Laundry Detergent and Laundry Handler
Detergente de ropa KAY® SolidSense™ y separador de ropa para balde de lavado



CLEAN TOWEL BUCKET/ CUBO DE TOALLA LIMPIA

KAY-5® Sanitizer/Cleaner
Sanitizante/limpiador KAY-5®



**DO NOT MIX TOWELS and GRILL CLOTHS in SOILED TOWEL BUCKET OR WASHING MACHINE /
NO MEZCLE TOALLAS Y LOS PAÑOS DE PARRILLA EN UN BALDE PARA TOALLAS SUCIO O EN UNA LAVADORA**

PRE-SOAK

NOTE: Pre-Soak cannot be used for washing uniforms and aprons as it contains bleach and will stain these items.

- Using dry hands, place one Laundry Pre-Soak Plus Bleach sachet/pouch in Soiled Towel Bucket. Re-seal zip bag once Pre-Soak sachet/pouch is removed.
- Fill the Soiled Towel Bucket with lukewarm 75-90°F (24-32°C) tap water to bucket fill-line and place Laundry Handler into Soiled Towel Bucket.
- Add soiled towels or grill cloths to the Laundry Handler.
- Allow soiled towels or grill cloths to soak until time to wash. Recommended soak-time: 4 hours.

NOTE: Do not mix Laundry Pre-Soak Plus Bleach with other cleaning products.

PRODUCT	PACK SIZE	WRIN
KAY® SolidSense™ Laundry Detergent	8 x 2.2 lb	01184-009
KAY® QSR Laundry Pre-Soak Plus Bleach	2 x 170 x 0.7 oz	00307-013
KAY-5® Sanitizer/Cleaner	200 x 1 oz	01969-000
Sanitizer Test Strip Station	1 Station	07603-282
Chlorine Test Strips	2 Vials	4999-003

WASH

NOTE: Towels, grill cloths, aprons and uniforms should be washed as separate loads.

- Lift Laundry Handler from bucket to drain excess soiled Laundry.
- When draining is complete, empty soiled towels or grill cloths from Laundry Handler directly into washer.
CAUTION: DO NOT pour Pre-Soak Solution from soiled towel or grill cloth buckets into washer.
- Add soiled towels or grill cloths to washer following recommended load sizes:
 - 70-80 towels per single load
 - 20 grill cloths per single load**DO NOT mix towels in the same load as grill cloths.**
- Set temperature setting to "Hot/Cold," the cycle dial to "Normal," and water level to "Medium." Water temperature must be at least 120°F (49°C) and not more than 140°F (66°C). Front-loading machines may display different settings. Refer to your equipment manual for the correct settings.
- Close lid and start machine. Push button on the Solid Laundry System dispenser to turn machine "On." Dispenser will automatically add SolidSense Laundry Detergent to the machine.
- Empty excess soiled Pre-Soak Solution from the Soiled Towel Bucket into the drain at the mop sink.
- Wash, rinse, and sanitize the Soiled Towel Bucket and Laundry Handler at the 3-compartment sink.

CLEAN TOWEL BUCKET PREP

- To prepare fresh Sanitizer Solution, add one packet Sanitizer/Cleaner to clean towel bucket and then fill with lukewarm 75-90°F (24-32°C) tap water to bucket fill-line (2.5 gallons).
- After washing, place towels and grill cloths in Clean Towel Buckets containing fresh Sanitizer Solution. Place no more than 30 clean towels or 20 grill cloths per bucket.
- Dip the chlorine test strip into the Sanitizer Solution and quickly remove. Blot the chlorine strip immediately with a paper towel. Compare the strip to the color chart immediately. Choose color on chart that most closely matches color of chlorine test strip.
- Cover bucket with lid and label the lid with a 2-hour food rotation label to indicate when the solution needs to be checked with a test strip.
NOTE: If the reading is less than 100 ppm, prepare fresh Sanitizer Solution and test again. The Sanitizer Solution in the towel bucket should be checked every 2 hours (at a minimum). Ensure test strips are easily accessible so the Sanitizer Solution in the Clean Towel Buckets can be tested every 2 hours. Test strip stations are available for purchase through Ecolab Food Safety Solutions (800.321.3687).
After using sanitizer soaked-towels or grill cloths, place them in the Soiled Towel Bucket. DO NOT leave towels or grill cloths out on surfaces in kitchen area. Doing so could result in a potential health department violation. Health department regulations require wiping cloths to be kept in Sanitizer Solution when not in use and DO NOT allow in-use towels to be left out on surfaces.

AGENTE DE REMOJO

NOTA: El agente de remojo no puede usarse para lavar uniformes y mandiles ya que éste contiene lejía y manchará estos artículos.

- Con las manos secas, coloque una bolsita de agente de remojo con lejía para lavado de ropa KAY® QSR en el balde de toallas sucias. Vuelva a sellar la bolsa después de sacar la bolsita con el agente de remojo.
- Llene el balde de toallas sucias con agua tibia del grifo 75-90°F (24-32°C) (llénelo hasta aproximadamente la mitad) y coloque el separador de ropa para balde de lavado ECOLAB® dentro del balde de toallas sucias.
- Coloque las toallas o los paños de la parrilla sucios en el separador de ropa para balde de lavado.
- Deje que las toallas o paños de parrilla sucios se remojen hasta que sea el momento de lavarlos.

Tiempo de remojo recomendado: 4 horas.

NOTA: No mezcle el agente de remojo con lejía para lavado de ropa KAY® QSR con otros productos de limpieza.

PRODUCT	TAMAÑO DEL PAQUETE	WRIN
Detergente para lavado de ropa KAY® SolidSense™	8 x 2.2 lb	01184-009
Agente de remojo con lejía para lavado de ropa KAY® QSR	2 x 170 x 0.7 oz	00307-013
Sanitizante/limpiador KAY-5®	200 x 1 oz	01969-000
Estación de prueba del sanitizante	1 Station	07603-282
Tiras de prueba de cloro	2 Vials	4999-003

LAVAR

NOTA: Las toallas, los paños de parrilla, los mandiles y uniformes deben lavarse en cargas separadas.

- Levante el separador de ropa para balde de lavado y sáquelo del balde para drenar el exceso de solución sucia.
- Cuando termine de drenar, vierta las toallas o paños de parrilla sucios desde el separador de ropa ECOLAB® directamente a la máquina lavadora.
PRECAUCIÓN: No vierta solución de remojo del balde con las toallas o paños de parrilla sucios dentro de la máquina lavadora.
- Coloque las toallas o paños de parrilla sucios en la máquina lavadora siguiendo las recomendaciones de carga siguientes:
 - 70-80 toallas por carga
 - 20 paños de parrilla por carga**No mezcle las toallas y los paños de parrilla en la misma carga.**
- Fije la temperatura en "Hot/Cold" (Caliente/Frío), el dial del ciclo en "Normal" y el nivel del agua en "Medium" (medio). La temperatura del agua debe ser de por lo menos 120° F (49° C) y no más de 140° F (66° C). Las máquinas lavadoras que se cargan por el frente pueden mostrar ajustes diferentes. Consulte el manual del equipo para informarse sobre los ajustes correctos.
- Cierre la tapa y encienda la máquina. Presione el botón del dispensador del sistema de lavado con agente sólido KAY® para encender la máquina. El dispensador añadirá automáticamente el detergente de ropa KAY® SolidSense a la máquina.
- Vacíe el exceso de solución de remojo sucia del balde con toallas sucias al drenaje del trapeador.
- Lave, enjuague y sanitice el balde de toallas sucias y separador de ropa para balde de lavado en el fregadero de 3 compartimentos.

PREPARACIÓN DEL BALDE DE TOALLAS LIMPIAS

- Para preparar una nueva solución sanitizante añada un paquete del sanitizante/limpiador KAY-5® al balde de toallas limpias y luego llénelo con agua tibia del grifo 75-90°F (24-32°C) hasta la línea de llenado del balde (2,5 galones).
- Después de lavar, coloque las toallas y los paños de parrilla en los baldes de toallas limpias que contienen la nueva solución sanitizante. No coloque más de 30 toallas o 20 paños de parrilla por balde.
- Sumerja la tira de prueba de cloro en la solución sanitizante y retírela rápidamente. Seque inmediatamente aplicando toques con una toalla de papel a la tira de cloro. Compare la tira con la tabla de colores inmediatamente. Seleccione el color de la tabla que se parezca más al color de la tira de prueba de cloro.
- Cubra el balde con la tapa y etiquete la tapa con una etiqueta de rotación de alimentos de 2 horas para indicar que la solución necesita revisarse con una tira de prueba.
NOTA: Si la lectura es de menos de 100 ppm, prepare una solución nueva y realice la prueba nuevamente. La solución sanitizante en el balde de toallas debe revisarse cada 2 horas como mínimo. Asegúrese de que las tiras de prueba estén fácilmente accesibles de manera que la solución sanitizante de los baldes de toallas limpias pueda probarse cada 2 horas. Las estaciones de tiras de prueba pueden comprarse en Ecolab Food Safety Solutions (800.321.3687).
Después de usar las toallas o los paños de parrilla remojados en sanitizante, colóquelos en el balde de toallas sucias. NO deje las toallas ni los paños de parrilla sobre las superficies de la cocina. El hacerlo puede resultar en una violación de las normas del departamento de salud. Las normas del departamento de salud requieren que los paños de limpieza se mantengan en solución sanitizante cuando no se usan y no se permite que las toallas en uso se dejen sobre las superficies.



Kay Chemical Company
8300 Capital Drive
Greensboro, NC 27409-9790, USA

Customer Service 800.529.5458

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Closing the Restaurant

Shift Leaders Closing Duties

Your duties as **closing** shift leader may include the following activities as they pertain to your restaurant.

Action	Description
Move crew members' cars	Just before closing , have crew and managers move their cars near the designated exit.
Lock restaurant	Lock all doors. Check the lobby for customers. If customers are still eating, assist them in exiting the restaurant when they finish. Check the restrooms and other areas for customers, too.
Turn off outside lights	Turn off the outside lights, signs, and Drive-thru menuboard. Designated exit and back door lights remain on.
Turn off music system	
Direct crew members to turn off all equipment	Make sure this task is properly completed.
Supervise cleaning	<p>Direct crew members in cleaning. Check each station for proper cleaning and direct crew to complete any additional cleaning. Coordinate all cleaning activities with the crew in the back room.</p> <p>Visit the Ecolab Cleaning & Sanitation Resource Center for up-to-date KAY Cards, cleaning procedures, and other helpful resources.</p> <p>https://ecolab.widencollective.com/portals/vx/aejexe/Customer-FacingMCDUSCollaterals</p> <p>Tip: Dedicating a crew member to clean and sanitize all equipment will make your closing process more efficient.</p>

Perform post-shift analysis	<p>Perform a post-shift analysis of what went well and what needs to be improved on your next shift.</p> <ul style="list-style-type: none"> • Compare results to targets. • Provide feedback and recognize crew for meeting targets. • Fill out the communication log with any information you have for the opening manager. • Resolve any issues before ending the shift. • Create an initial plan for your next shift.
Complete administrative duties	<p>Complete these tasks as appropriate for your restaurant.</p> <ul style="list-style-type: none"> • Close out the point of sale (POS) registers, count the cash drawers, and place all money in the safe. • Make sure the safe is locked. • Take inventory. • Record promotional items and waste. • Check crew time cards or time reports. • Double-check that the safe is locked. • Record any raw and completed waste.
Check stock levels for next shift	
Set heating, ventilation, and air conditioning (HVAC) system for overnight operation	
Leave restaurant	<p>Follow the staggered closing procedure for leaving the restaurant.</p>



4th Day Part Security and Robbery Education Awareness

Prevention:

- Ensure drive thru security bars/ thumb turn locks are being used.
- Do not take trash out at night (refer to after dark procedures).
- All camera and alarm systems are functioning properly.
- Ensure all parking lot lights are working.
- Review proper deposit procedures to ensure minimal amounts of cash are held in the safe.
- Conduct frequent skims, so there is a limited amount of cash in the register.
- Employees report any suspicious activity to their local police department.
- Ensure all employees are wearing the panic alarm lanyards and know location of panic buttons.
- Check the restrooms before locking the lobby doors (closed 24 hour lobby).
- Contact your local Police Departments and request for extra police patrols doing the closing & opening hours of operations (if applicable).

During a Robbery, it is critical that everyone follow these guidelines:

- Remain calm and do exactly as told.
- Give the robber(s) what they want.
- Do not make any moves that may endanger anyone's safety.
- Study the physical features and clothing of the robber(s).
- Observe the robber's method and direction of escape.
- Do not pursue the robber(s).

After a Robbery, it is critical that everyone follow these guidelines:

- Call the local police.
- Call your General Manager, Area Supervisor and your Regional Security Manager.
- Close the restaurant (if applicable).
- Cooperate fully with the police.
- Secure the closed circuit television (CCTV) video recording.
- Contact MAPLINE: 630-623-3400 to report incident if media is present or potential for media.



Homework

1. Practice Using the DSPG.
2. Practice planning for breaks.
3. Practice Pre-shift Check list.
4. Practice All hands on Deck.
5. Practice Travel Paths & Table touches.
6. Practice "Post Peak" Restock & Clean up.
7. Learn & Practice Minor Labor Laws.
8. Practice "Stealth" Pre-Close.
9. Practice setting "Deep Clean" Expectation.
10. Practice CIT / Administration duties.
11. Practice "Deep Clean" Follow up walk through.
12. Practice "Safety & Security" Walk Through.



RESOURCES

Clean As You Go!
Deep Cleaning Check List
Security Check List

McClean As You Go! One Step – Fast and Easy



Lobby / Décor	Restroom	Kitchen
Chairs and Seating	Glass / Mirrors	Counter Tops
Walls	Sinks	Prep Lines
High Chairs and Trash	Toilets and Urinals	Equipment Exteriors
Tables and Trays		
Non-Food Spills		
Glass / Windows		

When using an approved microfiber pad and tool, follow proper washing procedures.

ECOLAB
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DO NOT USE ON:

- Ice Machine**
- Shake Machine**
- Blended Ice Equipment**

These surfaces should be sanitized using **KAY® SolidSense™ Sanitizer Solution.**



Deep Cleaning and Disinfecting Checklist - High Touch Points	Employee Assigned	Manager Sign Off
NOTE: Deep clean and disinfect any surface that hands may have touched		
Back of House	Employee Assigned	Manager Sign Off (initial)
Door handles and push plates and area surrounding		
Handles of all the equipment doors and area surrounding		
Equipment operating push buttons		
Equipment display screens		
Ice machine door		
Handles of the dispensers (beverage, etc.)		
Ice scoops		
Walk-in and other refrigerator handles and area surrounding		
Walk-in refrigerator and freezer plastic curtains		
Freezer handles and area surrounding		
3-compartment sink and mop sink handles		
Handwash sink handles		
Soap dispenser push plates at handwash sink		
Cleaner dispenser push buttons		
Towel dispenser handle at handwash sink		
Trash receptacle touch points		
Cleaning tools		
Buckets		
Bump bars		
All kitchen counter surfaces		
Trash cart handles		
Shelving units/racks		
Ladders		
Washing machine lid/controls		
Mop sink handles and dispensers		
Bun racks		



Service Area	Employee Assigned	Manager Sign Off (Initial)
Headsets and batteries ** See microsite for cleaning details <u>Headset Cleaning</u>		
Point of sale registers (POS) ** See microsite for cleaning details <u>Technology Equipment Cleaning</u>		
All service area counter surfaces		
Drive-Thru window handles and area surrounding		
All service equipment operating push buttons		
All service equipment display screens		
Handles of all the equipment doors and area surrounding		
Bump bars		
Service area handwash sink handles		
Service area soap dispenser push plates at handwash sink		
Service area towel dispenser handle at handwash sink		
RMHC collection boxes		
Credit card readers **See microsite for cleaning details <u>Technology Equipment Cleaning</u>		
Coin changer quick cup		
Telephone keypad and handset		
Biometrics ** See microsite for cleaning details <u>Technology Equipment Cleaning</u>		
Mobile Scanners**See microsite for cleaning details <u>Technology Equipment Cleaning</u>		
ORB Scanners/ Touch screen**See microsite for cleaning details <u>Technology Equipment Cleaning</u>		



Office and Crew Room	Employee Assigned	Manager Sign Off (Initial)
Back Office equipment **See microsite for cleaning details Technology Equipment Cleaning		
Manager's office cabinet handles		
Office desk and items on the desk that would be touched		
Safe keypad and handle		
Outside of coin changers		
Register tills		
Telephone keypad and handset		
Safe keypad** See microsite for cleaning details		
Crew room tables and chairs		
Lockers		
Any other equipment that would be touched (computer, remote etc.)		
Coat racks and hangers		
Managers' clipboard		



Dining Area	Employee Assigned	Manager Sign Off (initial)
Door handles, push plates, thresholds and hand railings		
Dining tables		
Chairs and booths		
Trash receptacle touch points		
Highchairs		
Front counter		
Drink and condiment dispensers and area surrounding		
Display cases		
Table Locators		
All digital touchscreens		
Kiosks ** See microsite for cleaning details		
Cup cart		
Trays		
Drink station and condiment center		
Mop sink handles and dispensers		
Restrooms	Employee Assigned	Manager Sign Off (initial)
Door handles and area surrounding		
Sink faucets and toilet handles		
Towel dispenser handle		
Soap dispenser push plates		
Baby changing station		
Trash receptacle touch points		
Hand dryers		

SECURITY

NS #: _____

Date: _____

GM: _____

Dept. Lead: _____

Are all perimeter access points secured and locking mechanisms in sound working condition? Y N
All perimeter doors should be visually inspected for wear - physically attempt to open all access points.

Are exterior roof-access points secured and equipped with appropriate locking device? Y N
Verify the presence of locking devices. Cages or barriers should be free of substantial damage .

Are all pedestrian-crossing points appropriately marked? Y N
Ensure that there are indicators (i.e. signs, lot markings) and that they are clearly visible.

Are all lot and building lights in working condition? Y N
Look for obvious signs of damage and discuss issues and use with GM.

Is the corral area free of excessive debri, unbroken boxes or McDonald's product? Y N
Verify that boxes are being broken down, area is maintained and there is no "staged" or suspicious product/items.

Is the Customer Order Display (COD) in working condition? Y N
Ensure that screen is on and orders are being displayed on the screen during a customer order.

Are outside storage units free of sensitive items (i.e. personnel files) and properly secured? Y N
Verify that unit has locking device and does not contain sensitive documents or equipment (e.g. PC, Registers).

Are drive-thru windows being secured when not in use with appropriate locking mechanism? Y N
Physically inspect a closed window - verify that a locking device is being used and windows are not left open.

Are the sidewalks free of hazardous obstacles and warning signs in place if applicable? Y N
Sidewalks should be free of slip, trip and fall hazards such as mats, water, etc. and signs should be used if necessary.

Is the lot free of hazardous obstacles and warning signs in place if applicable? Y N
Lot should be free of construction deficiencies (e.g. pot holes, etc.) and warning signs in place if necessary.

Is the exterior of the restaurant free of unauthorized persons and monitored by employees? Y N
Look for transients, persons congregating at the rear door, persons loitering preventing free flow of traffic.

Is the exterior of the restaurant free of brand-critical indicators? Y N
Verify that there is no graffiti, unauthorized posters/flyers, vandalism, obvious damage, etc.

Are the front perimeter doors able to lock from both the inside and the outside? Y N
Verify that the store has working keys and locking mechanisms are in working condition.

- Are the entry doors in working order or clearly marked if it is inoperable? Y N
Ensure that door swings freely with minimal effort and does not pose risk of injury. Service signs if applicable.
- Are the lobby floors free of slip, trip or fall hazards; are present hazards marked? Y N
Verify that the floor is free from hazards and mopping is done using the 10x10 method. Hazard signs if applicable.
- Is the interior of the restaurant free of unauthorized persons and monitored by employees? Y N
Look for transients, persons congregating or loitering at the entry points preventing free flow of traffic.
- Is the television programming only showing MCD advertisement or news network? Y N
Verify that t.v. only shows MCD programming or authorized news networks (i.e. CNN, MSNBC, FOX News, etc.)
- Is the Playland clean and free of hazards? (if applicable) Y N
Verify that the Playland is free of hazards including choking hazards.
- Does the Playland equipment appear to be in good-working condition to include rear cage lock? (if applicable) Y N
Check plastic zip ties, exposed poles or sharp corners, missing pieces, damaged netting, etc.
- Does the Playland appear to be clean and free of debris? (if applicable) Y N
Check for obvious signs of food, trash, liquids or other foreign material/objects.
- Are the Playland Detex alarms in use and in good-working condition? (if applicable) Y N
Verify alarm is operational by triggering the system. Ensure system has not been tampered with or vandalized.
- Are the rear-exit doors and pathways free of obstacles that may prevent a safe evacuation? Y N
Verify that there is a clear pathway to the rear exit door.
- Are the perimeter Detex alarms in use and in good-working condition? Y N
Verify alarm is operational by triggering the system. Ensure system has not been tampered with or vandalized.
- Are the walk-ins secured and access controlled? Y N
Look for unsecured doors, employees freely entering the unit - verify unit has a locking mechanism.
- Is product stored in the walk-ins appropriately sealed or covered to prevent damage? Y N
Look for uncovered product, freezer burn, etc.
- Is applicable product properly tagged with expiration tags or otherwise labeled? Y N
Check open product for tags or labels
- Are the walk-ins free of unauthorized items or expired product? Y N
Verify expiration dates and check for foreign product or material.
- Are walk-ins well-organized, free of hazards and following the First In, First Out (FIFO) rule? Y N
Inspect dates on product, check for icing on floor and product properly stacked.
- Is the back area organized and free of hazards? Y N
Check for wet floors, improperly stacked boxes, foreign or dangerous contaminants such as gasoline, etc.

- Are all cameras in good working condition? Y N
Verify views, check for obstructions, damaged equipment, etc.
- Are stores equipped with the appropriate emergency notification equipment in working order? Y N
24-hour lobbies should have at minimum (3) lanyards and (3) hold up switches in working condition.
- Is the safe secured and not left unattended by shift manager? Y N
Check for excessive employees loitering while safe is open. Also ensure that safe is closed when not in use.
- Is the safe free of foreign objects such as counterfeit cash, customer credit cards, I.D's, etc.? Y N
Visually inspect safe to ensure free of unauthorized objects.
- Are 3-5 top stat items communicated to the employees on a routine basis? Y N
Updated bulletin board - (2) random employees should be questioned (1 crew and 1 DM/Swing)
- Is the food-cost plan communicated to employees on a routine basis? Y N
Updated bulletin board - (2) random employees should be questioned (1 crew and 1 DM/Swing)
- Is Raw Waste being accurately accounted for and recorded? Y N
Verify presence of raw waste bucket Verify Red Book and compare to ISP. Look in trash bins.
- Is Completed Waste being accurately accounted for and recorded? Y N
Verify presence of completed waste bucket Verify Red Book and compare to ISP. Look in trash bins.
- Are fries being accurately accounted for and recorded? Y N
Verify presence of fry waste bucket Verify Red Book and compare to ISP. Look in trash bins.
- Is the R2D2 prep chart updated and posted at each applicable station? Y N
Verify presence of prep chart at stations.
- Is the R2D2 prep chart being followed by employees? Y N
Verify compliance visually at fry stations and UHC.
- Is the prep person following prep/ build chart guidelines? Y N
Verify walk-in and reach-in refrigerators.
- Are employees adjusting prep guidelines in relation to physical customer presence? Y N
Observe fries or hash browns and determine if it is excessive or insufficient.
- Is cabinet management being monitored and enforced? Y N
Inspect cabinets/ reach-in refrigerator to ensure compliance.
- Are the oil vats being filtered as needed? Y N
Physically inspect vats. Speak to maintenance or person responsible for filtering if needed.
- Is the oil being changed routinely in accordance with policy and processes and tracked? Y N
Inspect oil and review shortening change tracking log. Speak to maintenance or person responsible if needed.

Is all the equipment being maintained, cleaned and calibrated routinely per PM program?
Inspect McCafe, smoothie and ice cream machines & refrigerated units for cleanliness and inspect random orders.

Y N

Are registers assigned to (1) employee and use prohibited by other employees?
Inspect registers and ensure they match the employee using them.

Y N

Are skims being conducted every (2)hours?
Review Skim Report in the ISP to validate skim activity.

Y N

Are cash audits being completed?
Review the Red Book to ensure cash audits are being completed.

Y N

Are deposits being verified and validated by (2) employees?
Review the Deposit Validation Report in the ISP to validate deposit activity.

Y N

Are register tills balanced according to the register flash report (cash-out receipt)?
Conduct (1) drawer audit to determine if drawer is balanced.

Y N

Describe (5) opportunities that the store can focus on that will have the biggest impact.

Opportunity #1

Opportunity #2

Opportunity #3

Opportunity #4

Opportunity #5

Session 7

Food Safety & OTP

Welcome: Expectations for Training and Food Safety Leadership

Complete Food Safety Pre-Shift Checklist/Food Safety Travel Path with Coach

- *Discussion on Prioritizing, Delegating and Coaching on Food Safety opportunities identified on Checklist

- *Now and Future Actions identified

Review of McDonald's Food Safety Book (Beef Integrity)

- *Completing Daily Food Safety Checklist Instruction

- *Start Up, Time Control & Temping Procedures, Breakfast and Lunch Completion

2019 Unannounced Food Safety Visits:

- *What to know, expect

- *How to run shifts with Food Safety as your #1 priority: Coaching your way to Food Safety Success

- *The BIG 6

- *Managing Food Safety through People, Equipment and Product

- *Complete Daily Food Safety Audit Walk-Thru

- *Handwashing Demo, Towel Buckets 101 and Wash & Sanitizing Equipment Routines

Food Safety Standards and Exceling in Food Quality = PROFIT

Taste of Quality: Big Mac

Review, Q & A and Next Steps

GBS Food Safety Exam



Food Safety

Objective | To always serve safe food to our Customers



Core minimums

Crew executes tasks, Shift Manager monitors tasks, General Manager verifies system is working



Building and equipment in good repair
Broken tiles, floor areas with low grout levels, etc.

Potable water supply available
Approved water filters in place and changed at the correct frequency

Ensure that pest management program is in place and working effectively
Including keeping all areas of the restaurant including the coral area free from a pest infestation

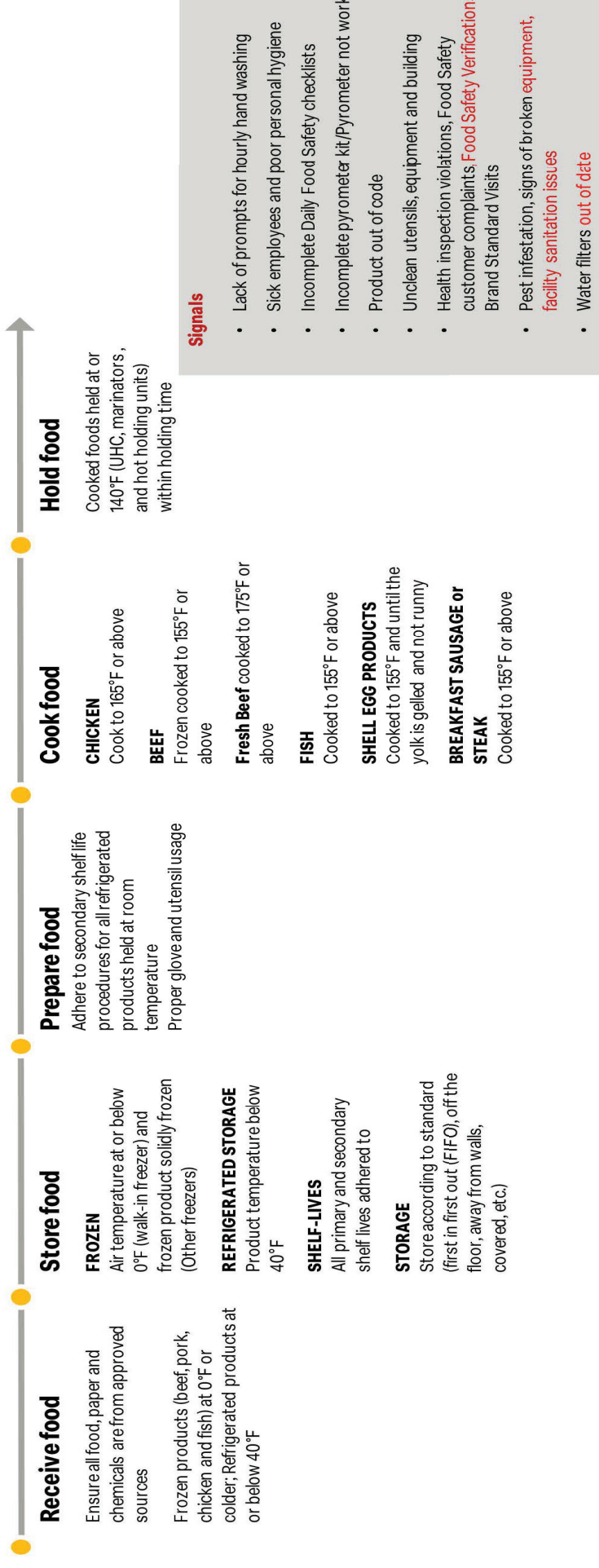
Good health and personal hygiene
Especially handwashing and good health. Sick employees not working in the restaurant. Employees not wearing fingernail polish, or jewelry.

Clean and sanitize building interior, equipment and restaurant surfaces
At correct frequency according to O&T and food safety

Achieve and ensure temperature minimums and time controls
According to McDonald's food safety standards



Product flow



Receive food
Ensure all food, paper and chemicals are from approved sources
Frozen products (beef, pork, chicken and fish) at 0°F or colder; Refrigerated products at or below 40°F

Store food
FROZEN
Air temperature at or below 0°F (walk-in freezer) and frozen product solidly frozen (Other freezers)
REFRIGERATED STORAGE
Product temperature below 40°F

SHELF-LIVES
All primary and secondary shelf lives adhered to
STORAGE
Store according to standard (first in first out (FIFO), off the floor, away from walls, covered, etc.)

Prepare food
Adhere to secondary shelf life procedures for all refrigerated products held at room temperature
Proper glove and utensil usage

Cook food
CHICKEN
Cook to 165°F or above
BEEF
Frozen cooked to 155°F or above
Fresh Beef cooked to 175°F or above
FISH
Cooked to 155°F or above
SHELL EGG PRODUCTS
Cooked to 155°F and until the yolk is gelled and not runny
BREAKFAST SAUSAGE or STEAK
Cooked to 155°F or above

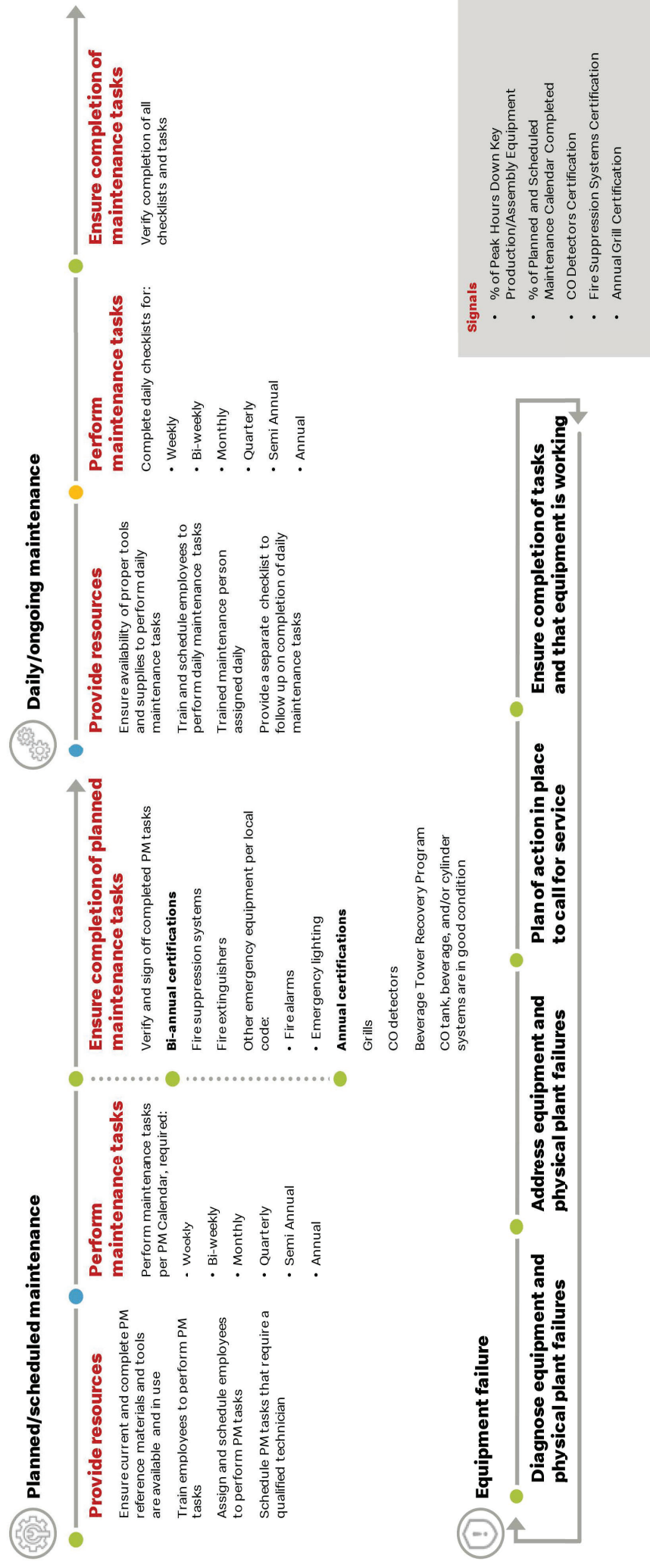
Hold food
Cooked foods held at or 140°F (UHC, marinator, and hot holding units) within holding time

Signals

- Lack of prompts for hourly hand washing
- Sick employees and poor personal hygiene
- Incomplete Daily Food Safety checklists
- Incomplete pyrometer kit/Pyrometer not working
- Product out of code
- Unclean utensils, equipment and building
- Health inspection violations, Food Safety customer complaints, **Food Safety Verifications** or Brand Standard Visits
- Pest infestation, signs of broken **equipment, facility sanitation issues**
- Water filters **out of date**

Planned & Daily Maintenance

Objective | Ongoing care and maintenance of equipment improving quality, service, and cleanliness, that minimizes downtime, reduces operating costs, ensures food/employee safety, and extends the life of equipment



FRESH BEEF



BOOKLET



This booklet helps you serve safe food, meet McDonald's quality standards and Health Department requirements.



The McDonald's Food Safety Booklet

Months:

_____ - _____

Store # or Location:

Contents

Directions for Completing the Daily Food Safety Checklist	2
Completing <i>Start-up</i>	3
Time Control Procedures for Holding Refrigerated Foods	6
Completing Breakfast	7
Completing Regular Menu	9
Completing the Monthly Food Safety Procedures Verification	11
Troubleshooting Information	12
Run Size	14
Resources and Ordering List	15
Daily and Monthly Food Safety Checklists (two-month supply)	

Fresh Beef

Version 19

November

2021

NEW

- Updated Checking Sanitizer Concentration with a Test Strip – Page 3
- Updated Time Control Procedures for Holding Refrigerated Foods – Page 6
- Updated Testing Internal Temperatures of Sausage and Steak Patties – Page 7
- Updated Testing Internal Temperatures of Beef Patties – Pages 9-10

Directions for Completing the Daily Food Safety Checklist

The *Daily Food Safety Checklist* is a tool for verifying your restaurant's compliance with the most important food safety temperatures, standards, and procedures and for meeting health department requirements. The completed checklist must be kept for at least 60 days. Keep in mind that the checklist is only the minimum requirement. Under no circumstance should food be served if it does not meet food safety standards. Managers and crew members must be trained to recognize food safety risks throughout the day and take immediate and appropriate corrective action.

People Responsible for Completing

The kitchen manager, or another person who has been trained and verified to complete the checklist, must sign their name for each section they complete.

The General Manager must review and verify that the *Daily Food Safety Checklist* has been completed and then sign the checklist.

Completing Each Section of the Daily Food Safety Checklist

The *Daily Food Safety Checklist* must be used throughout the day because it has specific procedures for testing start-up, breakfast and regular menu products. Start-up should be completed as early in the day as possible. Note that probed food is acceptable to serve to customers if the pyrometer probe has been sanitized before use.

- Breakfast menu internal temperature checks after cooking sausage, breakfast steak, round eggs and McChicken or other breakfast chicken (if being served during breakfast) must be completed before the peak and no later than one hour after the start of breakfast menu operations.
- Regular menu internal temperature checks after cooking beef patties, fish and chicken products must be completed before the peak and no later than one hour after transition from breakfast to regular menu operations.
- Internal temperature checks for all day breakfast (if applicable) products (sausage patties and round eggs) must be completed before the peak and no later than 1 hour after the start of regular menu operations. Temperature checks must be done if:
 - Cooking sausage patties on a different grill platen than during breakfast operations
 - Cooking round eggs in the cold zone for 2-platen grills or
 - Cooking round eggs on the egg cooker that was not used during breakfast operations
- Make sure the pyrometer is working properly.
- Sanitize the pyrometer either by wiping it with a clean, sanitizer-soaked towel or by dipping the tip in a cup filled with Kay-5 Sanitizer solution for at least one minute. Discard the used towel into the soiled towel bucket after use.
- Use test strips to make sure sanitizer solutions are at their correct concentration so they are effective. Refer to the *Planned and Daily Maintenance* chapter of the O&T for specific instructions on checking and maintaining appropriate sanitizer solutions.

Testing Internal Temperatures and Establishing Run Size

Every day, internal temperature checks must be completed for each product cooked on each section of the grill for all grill platens in operation. Since each product cooked on each section or platen of the grill uses a different cooking time setting and often a different gap setting, each product cooked on each grill section must receive an internal temperature check to verify proper cooking. For example, if 10:1 and fresh beef patties are all cooked on a platen of the grill, an internal temperature check must be completed on a full run of both types of patties on that platen.

For fried products, (chicken and fish) internal temperature checks must be completed for each type of product. Check each type of product in a different fryer vat so that different vats are checked.

Internal temperature checks must always be completed on a full run of product. A full run is defined as the largest number of patties, portions, or round eggs the restaurant will cook during the day for a particular product on any grill platen, fryer vat or egg cooker or cold zone if used for round eggs. A restaurant is allowed to establish a full run that is less than the maximum run size. For example, the maximum run size for fresh beef patties is three. If a restaurant establishes two fresh beef patties as their full run size then the restaurant must cook two fresh beef patties when they conduct their daily internal temperature checks on fresh beef patties. Once the restaurant's full run size has been verified, it cannot be exceeded when cooking beef patties during that day unless another verification is completed.

A full run size of three fresh beef and eight 10:1 beef patties is the maximum number of beef patties that can be cooked on one platen. No restaurant is allowed to use a full run size that is greater than the maximum number (three fresh beef patties and eight 10:1 beef patties). Many restaurants will need to continue to utilize the maximum number of patties as their full run size due to higher volumes.

If operational changes require an increase in full run size, an internal temperature check must be completed on this new full run size on all platens where the product is being cooked to verify proper cooking before serving product from new full run size.

If a full run is established that is less than the maximum run size, the following must occur:

- Crew need to be notified of the restaurant established verified full run size number.
- A system must be in place to ensure clear verbal and visual communication of the full run size is posted in the grill area and updated daily.
- Crew must be trained to follow the correct patty placement procedures.
- Guidelines and procedures are clearly defined with all managers.

Use Two People to Test Internal Temperatures

It takes two people to complete temperature checks on cooked products accurately; one to measure the temperatures of the product and one to record the temperatures.

If using a Digital Food Safety application with a Bluetooth enabled pyrometer, only one person is required to complete the temperature checks.

Taking Corrective Action

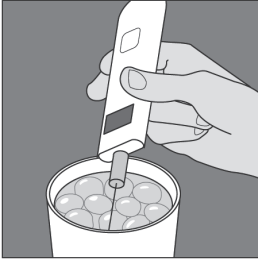
If any item on the *Daily Food Safety Checklist* is marked "no", or if internal temperatures of cooked beef, poultry, fish products, breakfast meats or round eggs do not meet the food safety standards, corrective action must be taken immediately. Additional follow up actions can be noted in the space provided on the checklist or use the corrective action table on the *Monthly Food Safety Procedures Verification* form if more space is required. Under no circumstances should food be served if it does not meet the food safety standards.


Completing Start-Up Section

Testing the Pyrometer

A pyrometer that is properly calibrated allows you to calibrate equipment and complete internal temperature checks on cooked products. Test the pyrometer each day before you begin any temperature measurements.

Procedure for Testing the Pyrometer

Action	Description
Fill cup with ice and water	Fill a hot or cold beverage cup with ice and then add cold water from drink tower up to the top of the ice.
Measure solution temperature with pyrometer	<ul style="list-style-type: none"> Place the probe in the ice water and stir continuously until the temperature readout stabilizes. The temperature readout should be within 32°F plus or minus 2°F. If not, have the pyrometer repaired, calibrated by the manufacturer, or replaced. 



Tip Keep all probes in working order and make sure you always have a back-up pyrometer available.

Proper Disposable (Blue and Clear/White) Gloves Available at Required Stations

Blue disposable glove dispensers are stocked at grill and fryer stations.

Clear/white disposable gloves are stocked at the:

- Prep table
- Prep area
- Iced and Sweet Tea prep area

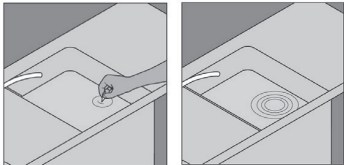
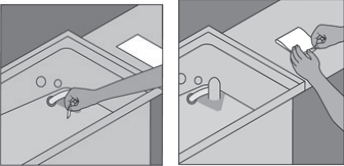
Clean Towel Buckets Contain Sanitizer Solution at Correct Concentration Per Test Strip

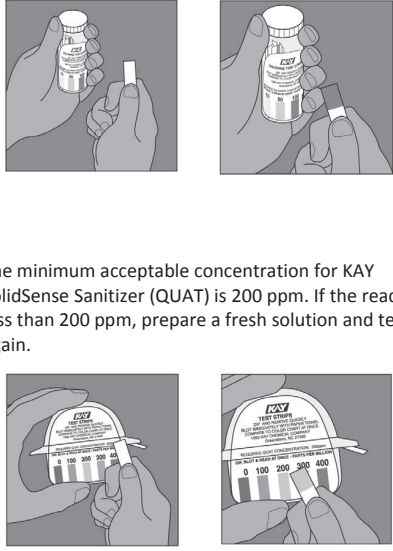
Check to make sure that the buckets of clean towels were prepared with sanitizer solution at the correct concentration per test strip. Throughout the day, every 2 hours at a minimum, check the solution in the clean towel buckets to make sure that it is still clean and contains active sanitizer. Food particles falling into the clean bucket or a soiled towel placed into the clean towel bucket can cause the sanitizer concentration to drop rapidly. Discard the sanitizer solution and replace it with fresh solution if it appears dirty, falls below 50 ppm concentration, or whenever a new load of towels is added to the bucket.

Clean towel buckets must contain at least 50 ppm of chlorine (Kay-5 Sanitizer/Cleaner should be used) when measured with the proper sanitizer test strip.

If the sanitizer concentration is lower than 50 ppm of chlorine, the solution should also be discarded and replaced with fresh sanitizer solution. KAY-5 Sanitizer and KAY Sink Pak Sanitizer should be used according to the label directions.

Checking Sanitizer Concentration with a Test Strip

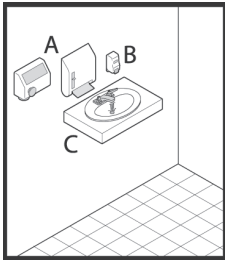
Action	Description
Test strips available	Make sure enough strips are available.
Select proper type of test strip	<p>Determine what type of sanitizer is being used and select the appropriate test strip.</p> <p>Test strips to check KAY-5 Sanitizer and KAY Sink Sanitizer (chlorine) come in a vial. Test strips to check KAY SolidSense Sanitizer (QUAT) come on a roll.</p>
Check sanitizer solution temperature	<p>After you prepare the third sink in the three-compartment sink with KAY SolidSense Sanitizer (QUAT) solution, check the sanitizer solution water temperature with a pyrometer. Take a small sample of the sanitizer solution from the third sink compartment; let cool to room temperature (65-75°F); let foam dissipate before testing. Hot solutions may give false readings.</p> <p>After preparing the KAY-5 Sanitizer (Chlorine) solution for the clean towel buckets, check the sanitizer solution water temperature with a pyrometer; the sanitizer solution should be lukewarm (85-105°F).</p>
Place test strip in sanitizer solution	<p>When using the QUAT test strip, dip the strip into the sanitizer solution for 10 seconds. Remove the strip from the water, but don't shake it.</p>  <p>When using the chlorine strip, dip the strip into the sanitizer solution and remove immediately. Blot the chlorine test strip immediately with a paper towel.</p>  <p>Warewasher: Run a wash cycle. Open door and remove rack. Dip the chlorine strip into the tank water solution, immediately blot on paper towel.</p>
Compare strip to color chart	<p>Hold the strip next to the color chart on the container of the test strips. Choose the color on the chart that most closely matches the color of the test strip. This color represents the measured concentration of your sanitizer solution.</p> <p>The minimum acceptable concentration for KAY-5 Sanitizer or Sink Sanitizer (chlorine solution) is 50 ppm. If the reading is less than 50 ppm, prepare a fresh solution and test again.</p>



The minimum acceptable concentration for KAY SolidSense Sanitizer (QUAT) is 200 ppm. If the reading is less than 200 ppm, prepare a fresh solution and test again.

Required Supplies at Hand Sinks

The following supplies and equipment must be available and functioning at all hand wash sinks in the kitchen and all restrooms.



- Hand dryers must be functioning or a supply of paper towels must be available at each hand wash sink.
- Soap dispenser with Foaming Antibacterial Hand Soap (ABHS).
- Warm running water. All hand-washing sinks must have warm running water at a temperature of at least 100°F. The water should be able to achieve this temperature within 1-2 minutes after turning on the water.

All Employees Appear Healthy (With No Symptoms of Illness)

It is the manager's responsibility to make sure that all crew members working in the restaurant appear healthy and are not suffering from any disease or contagious condition that can impact food safety. Sick crew members may pass their illness on to other crew members or customers. There is a potential risk that a sick crew member who prepares food could contaminate the food with the bacteria, virus or other microorganism that is causing the crew member's illness.

Employees who have or report the following symptoms of diarrhea, vomiting, jaundice, sore throat with fever or have a lesion containing pus such as a boil or infected wound that is open or draining (unless lesion is properly protected) should not be working in the restaurant.

Employees that report that they have an illness diagnosed by a health practitioner due to Norovirus, Salmonella (including nontyphoidal), Shigella, Shiga toxin producing E. Coli or Hepatitis A virus, Typhoid Fever (caused by Salmonella Typhi) or have been in close contact with someone at home or work that is ill with one of these foodborne pathogens should not be allowed to work in the restaurant. If this happens, call HR Consulting for advice on the proper steps to take. **HR consulting can be reached at 877-623-1955 (press 5).**

Iced and Sweet Tea Liners

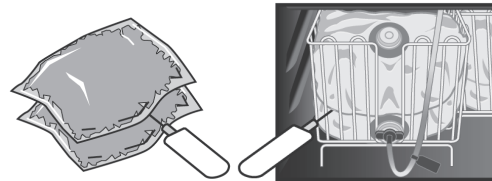
Check that disposable liners are being used in all iced and sweet tea dispensers. Ensure that the liners are dated and being discarded each day and replaced with new liners. Tea being held in the dispenser also needs to be marked with its 8-hour holding time or secondary shelf life.

Testing Temperatures of Refrigerated Products

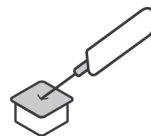
Measure refrigerated product temperatures to ensure that these products are being maintained at or below 40°F at all times during refrigerated storage. Measuring product temperatures is a more accurate way to assess refrigerated storage conditions than measuring air temperatures, because product temperatures do not fluctuate as much as air temperatures in a refrigerator.

Be sure to check the temperature of one product from each refrigerated unit that is being used in the restaurant. For each refrigerated unit, record the type of product checked and its measured internal temperature in the table provided on the checklist.

- To do the check, select a product that has been in the refrigerated unit overnight (or a minimum of 1 hour).
- Measure the product temperature by holding the tip of the pyrometer tightly between two packages or by folding the package around the tip of the pyrometer.



- Hold the pyrometer in place until the readout on the pyrometer stabilizes.
- It may be faster to actually probe the internal temperature of a food product directly, for example with a bag of lettuce or a sleeve of cheese. If this method is used, be sure to sanitize the pyrometer probe before measuring the temperature of the product.
- To make sure the cream dispenser is working properly, pour enough cream to cover the pyrometer's tip into a 12 oz. cup and measure the cream temperature using the pyrometer. Record the temperature in the *Daily Food Safety Checklist* and discard the product. Temperature must be at or below 40°F. If there is more than one cream dispenser, follow this procedure daily for all cream dispensers.
- If portion control products, such as creamers or salad dressing packets, are probed in the service area refrigerators or salad display case, discard the probed product as it can no longer be served to a customer.

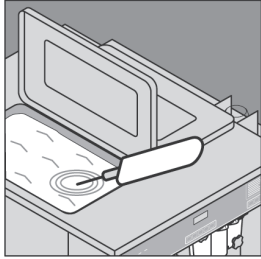


If the measured temperature of a food product in any refrigerated unit or mix reservoir is above 40°F, troubleshoot to find the cause of the problem and then take the appropriate corrective action.

Testing Shakes and Sundae Machine Mix Temperatures

All dairy mixes must be maintained at or below 40°F at all times during refrigerated storage.

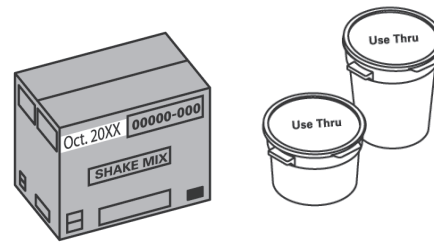
Before you check mix temperatures in shake and soft-serve machines, make sure the mix has been in the machine hoppers or reservoirs for a minimum of 1 hour.

Action	Description
Test pyrometer	Test the pyrometer if it has not been tested previously during the day. The pyrometer is tested as part of completing the start-up section of the <i>Daily Food Safety Checklist</i> .
Sanitize probe	Wipe the pyrometer's probe clean with a clean, sanitizer-soaked towel or by immersing the tip in a cup of sanitizer solution for at least one minute. Discard the soiled towel into the soiled towel bucket after use.
Place probe in mix	Place the clean, sanitized probe in the hopper or reservoir mix and stir continuously until the readout stabilizes. 
Read temperature	Record the type of mix measured and the measured temperature in the table provided on the <i>Daily Food Safety Checklist</i> . The temperature should be at or below 40°F.
Take corrective action, if necessary	If the measured temperature of a food product in any refrigerated unit or mix reservoir is above 40°F, troubleshoot to find the cause of the problem and then take the appropriate corrective action.

Checking for Proper Holding Procedures of Products

All refrigerated products must be within both primary and secondary shelf lives. All opened packages of food in storage must be covered or wrapped and held in appropriate containers that are also marked with the proper secondary shelf life.

- Spot check all refrigerators and freezers to make sure that there are no uncovered boxes or packages of food.
- Spot check produce items, dairy products, and fresh beef for code dates and proper rotation in the walk-in refrigerator.
- Check to make sure that secondary shelf lives (including burrito mixture, ready to heat hotcakes, or opened bags of produce) are being marked and followed.
- Check use-thru dates. Discard any out of code products. Take appropriate corrective action to ensure proper rotation and adherence to shelf life for all food products.



Checking Freezer Temperatures and Frozen Products

- Check the temperature of the walk-in freezer and make sure all frozen products in all reach-in and grill side freezers are solidly frozen. Read the temperature of the thermometer that is inside the walk-in freezer unit.
- Make sure the door of the unit has not been opened recently and that the unit is not in a defrost cycle or the readings may be artificially high.
- As an alternative, the unit temperature can be measured by placing the pyrometer with the needle probe on a shelf inside the freezer for a few minutes until the readout stabilizes. Do not leave the pyrometer in the freezer for longer than 5 minutes as this may damage the pyrometer or cause it to malfunction.
- If the air temperature is above 0°F, check the troubleshooting suggestions and take the appropriate corrective action.
- Inspect frozen products being stored in all reach-in and grill side freezers for any visual signs of thawing. For frozen chicken products check to make sure these products are solidly frozen by pressing firmly on a product. If product is not solidly frozen, check the troubleshooting information to find the cause of the problem and take appropriate action.

Time Control Procedures for Holding Refrigerated Foods

Overview

When refrigerated foods requiring time or temperature control for safety are removed from the refrigerator and brought to the grill area, the prep tables, or the service areas, the amount of time that these food products are kept at room temperature must be controlled and limited to prevent the growth of bacteria in or on the food. For McDonald's, these foods include meat, egg, cut or sliced fruit or produce, and dairy products. McDonald's has established specific holding times or secondary shelf lives for refrigerated foods held at room temperature. (The holding time is the amount of time that the product can be held at room or a chilled temperature after it has been removed from the refrigerator.)

Products that exceed their holding time do not meet McDonald's food safety and quality standards; therefore, it is important to discard products that reach the end of their holding time.

Both the temperature of foods stored in the restaurant's refrigerators and holding times for refrigerated products should be checked daily and documented on the *Daily Food Safety Checklist*.

Holding Times

Area	Time and Product
Grill Area	30 minutes for: <ul style="list-style-type: none"> Canadian bacon Eggs: pasteurized whole/liquid eggs ready-to-heat folded eggs and shell eggs
Service Area	4 hours for: <ul style="list-style-type: none"> Butter pats, cream cheese packets, whipping cream (held in chill pan) Apple slices or diced apples in packages (held in chill pan)
Prep Table	2 hours at room temperature for: <ul style="list-style-type: none"> Shredded lettuce Slivered onions 4 hours at room temperature for: <ul style="list-style-type: none"> Reconstituted onions American cheese Softened butter
Chilled Rail	4 hour holding time for all products held in the chilled rail that require time or temperature control for safety (unless a shorter time is listed for quality reasons).
Muffin Toaster and Biscuit Oven Areas	4 hours for: <ul style="list-style-type: none"> Softened butter in pan with brush

Stocking Prepping and Marking Holding Time (Secondary Shelf Life)

Keep the supply of all refrigerated foods stored at room temperature to a minimum during low-volume periods. Use smaller pans to facilitate stocking smaller amounts of low-volume products.

Follow these procedures when stocking products at the grill, service areas or prep table.

- Remove product from the refrigerator.
 - Only products that are within the primary shelf life printed on their inner package can be used.
 - Use any opened and covered packages of product first.
 - Select the product with the least amount of remaining primary shelf life.
- Products that are removed from their original package (like lettuce) must be placed into a clean, sanitized prep table pan. Any product that remains after filling the pan should be covered, wrapped, or placed in a sealed container, marked with the product's refrigerated secondary shelf life, and returned to the refrigerator. Refer to the *Quality Reference Guide* for specific refrigerated secondary shelf lives for all products.
- Place the product at the appropriate area in the kitchen.
- Use your restaurant's labeling system to mark the appropriate holding time at room temperature on the product.
 - For products kept in the original package, mark the holding time on the package.
 - For products placed into prep table pans, mark the holding time on the top edge of the pan or near the pan so it is clearly visible at the prep table.
 - Note: If an approved timing app is used as an alternative to marking the product with a secondary shelf life, each container of product held at room temperature must have its own countdown timer allocated to it to show that container is actively being timed/monitored. Each countdown timer must be set at the required secondary shelf life for each type of product. Once the time expires, the product must be discarded. Some health departments may not allow the use of a timing app as a replacement for marking the product with a secondary shelf life or expiration time. Please check with your local health department prior to implementation.**
- Monitor the holding time of all products being held at room temperature.
- Discard any product that reaches the end of its holding time.

When restocking the prep table or service areas, follow these procedures in addition to the procedures listed above.

- All time-controlled product at the prep table must be used completely within its holding time or discarded before restocking new product.
- Do not add new product over existing product in a pan.
- Bring the new product to the prep table in a clean, sanitized pan.
- Use your restaurant's labeling system to mark the holding time on the top edge of the pan or near the pan so it is clearly visible at the prep table.

Completing Breakfast Section

Testing Internal Temperatures of Sausage and Steak Patties

Food Safety Standard

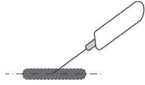

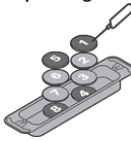
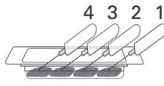
Internal temperatures of sausage and steak patties are at or above 155°F after cooking.

Quality Standard

All of the internal temperatures of sausage and steak patties are between 155°F and 190°F after cooking.

Conducting a Test of Internal Sausage Patty Temperatures

Follow these steps to complete the check on all sections of the grill that are being used to cook the product.

Action	Description
Test pyrometer	Test the pyrometer if it has not been tested previously during the day. The pyrometer is tested as part of completing the start-up section of the <i>Daily Food Safety Checklist</i> .
Sanitize pyrometer probe	Wipe the pyrometer's probe clean with a clean sanitizer-soaked towel or by immersing the tip in a cup of sanitizer solution for at least one minute. Discard the soiled towel into the soiled towel bucket after use.
Cook product	Follow procedures for cooking and removing a full run of product.
Probe four corner patties	<p>Immediately probe the center of the patty that was removed from the grill first. Take one temperature in the center of the patty. The probe should be midway through the depth of the patty. Use a black Hutzler spatula under the patty that you are checking the temperature of to prevent the probe from going into the patty below it.</p>  <p>Wait a few seconds to ensure the temperature has stabilized. Use a meat spatula, tongs or a hand wearing a clear or white disposable glove to move patties to the side of the tray to probe the other three corner patties. Probe the other three corner patties in the same order in which they were removed from the grill. Record the 4 internal patty temperatures on the <i>Daily Food Safety Checklist</i>.</p> <p>Sausage</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>2-platen grill</p>  </div> <div style="text-align: center;"> <p>3-platen grill</p>  </div> </div> <p>Steak</p> 

Evaluate internal temperatures and take corrective action, if necessary	Check to see if all four internal temperatures for both sausage and steak patties are at or above 155°F and meet the food safety standard. If any patty has an internal temperature below 155°F, discard this run. Wash, rinse, and sanitize the UHC tray, meat spatula, Hutzler spatula, and the pyrometer probe. Troubleshoot to make sure the proper procedures are being followed and that the grill is at the correct temperature setting. If everything is in order, increase the cooking time and repeat the check on another full run of patties to verify that all internal temperatures meet the food safety standard. If problems persist, refer to the Troubleshooting Product section to help determine the cause.
Evaluate quality	<p>If the food safety standard is met, check to see if the temperatures meet the quality standard. This requires that all four temperatures for both sausage and steak patties are between 155°F and 190°F. If any of the sausage or steak patty temperatures are above 190°F, troubleshoot to make sure that the proper procedures are being followed and that the grill is at the correct temperature setting. If everything is in order, decrease the cooking time and repeat the check on another full run of patties to verify that the internal temperatures meet the food safety and quality standard.</p> <p>Remember to restack patties in the UHC tray after probing for temperatures.</p>
Record grill information	Record the time of day platen number and cooking time from this section of the grill on the <i>Daily Food Safety Checklist</i> in the spaces provided.
Repeat test for all sections of grill	Repeat the process until all sections of the grill where sausage and steak patties will be cooked have been checked.
All day breakfast check	Internal temperature checks for all day breakfast sausage patties must be completed before the peak and no later than 1 hour after the start of regular menu operations. Temperature checks must be done if cooking sausage patties on a different grill platen than during breakfast.

Testing Internal Temperatures of Round Eggs

Food Safety Standard


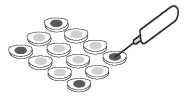
Round eggs must be cooked to an internal temperature of 155°F.

Quality Standard

The yolk is gelled but not completely solid or runny.

Conducting a Test of Internal Round Egg Temperatures

Follow these steps to complete the check in all places where round eggs are being cooked. It includes under the clamshell, using the 4-pack egg ring on the cold zone, 2-platen grill, and the egg cooker.

Action	Description
Test pyrometer	Test the pyrometer if it has not been tested previously during the day. The pyrometer is tested as part of completing the start-up section of the <i>Day Food Safety Checklist</i> .
Sanitize probe	Wipe the pyrometer's probe clean with a clean, sanitizer-soaked towel or by immersing the tip in a cup of sanitizer solution for at least one minute. Discard the soiled towel into the soiled towel bucket after use.
Cook product	Follow procedures for cooking and removing a full run of round eggs.
Probe four corner round eggs	<p>Immediately probe the first corner egg by taking temperature in the center of the round egg. Let the temperature stabilize for a few seconds.</p>  <p>Repeat for the other three corner round eggs. Record the 4 internal round egg temperatures on the <i>Daily Food Safety Checklist</i>.</p> <p>Probe the four corner eggs if using the egg cooker</p>  <p>If a smaller run size is established and used on the grill or on the egg cooker, randomly select 4 eggs from the run to check and probe.</p>
Evaluate internal temperatures and take corrective action if necessary	<p>Check to see if all of the four internal temperatures are at or above 155°F and meet the food safety standard. If any egg has an internal temperature below, 155°F discard this run. Wash, rinse, and sanitize the UHC tray, white Hutzler spatula and the pyrometer probe.</p> <p>Troubleshoot to make sure the proper procedures are being followed and that the grill is at the correct temperature setting. If everything is in order, the cooking time may need to be increased. Cook another full run of eggs to verify that all internal temperatures meet the food safety standard. If problems persist, refer to the Troubleshooting Product section to help determine the cause.</p>

Evaluate quality	<p>If the food safety standard is met, select the corner egg with the highest internal temperature. Using a white Hutzler spatula, cut this egg in half. Examine the yolk. The yolk should be gelled. If the yolk is runny or completely solid, rather than gelled, it does not meet the quality standard. Troubleshoot to make sure the proper procedures are being followed and that the grill is at the correct temperature setting. If everything is in order, the cooking time may need to be adjusted. Cook another full run of round eggs to verify that all the temperatures meet the food safety standard.</p> <p>Discard all eggs that have been cut in half.</p>
Record the information on where the eggs are cooked	<p>Record the time of day, platen number and cooking time from this section of the grill in the spaces provided on the <i>Daily Food Safety Checklist</i>.</p> <p>Write in the space provided next to round egg the initials EC if using egg cooker or CZ if using the cold zone to cook round eggs.</p>
Repeat test for all sections of the grill	Repeat the process until all sections of the grill where round eggs will be cooked have been checked.
All day breakfast checks	<p>Internal temperature checks for all day breakfast round eggs must be completed before the peak and no later than 1 hour after the start of regular menu operations. Temperature checks must be done if:</p> <ul style="list-style-type: none"> ○ Cooking round eggs in the cold zone for 2-platen grills or ○ Cooking round eggs on the egg cooker that was not used during breakfast operations.

Completing Regular Menu Section

Guidance for Grill Setup

The following guidance is provided to assist the restaurant in setting up the grills to maintain flexibility and minimize the required number of internal temperature checks. Here is an example of how to set up grills for the day which explains what internal temperature checks are required for each grill platen.

The example below uses one 2 platen and one 3 platen grill. The number of food safety checks completed are based on the restaurant’s product mix and hours of operation.

Lunch Grill Layout

2 platen grill		3 platen grill		
Fresh Beef	Fresh Beef	Fresh Beef 10:1	Fresh Beef 10:1	Fresh Beef 10:1
		ADB Sausage Bacon (if applicable)	ADB Sausage Bacon (if applicable)	ADB Sausage Bacon (if applicable)
Platen 1	Platen 2	Platen 3	Platen 4	Platen 5

Note: No food safety check is required for bacon

Grill Close Platens 3/4/5

2 platen grill		3 platen grill		
Fresh Beef	Fresh Beef *10:1			
	*Sausage ADB Bacon (if applicable)			
Platen 1	Platen 2	Platen 3	Platen 4	Platen 5

*Requires additional food safety temperature entry in the PM.

Grill Close Platens 1/2

2 platen grill		3 platen grill		
		Fresh Beef	Fresh Beef 10:1	Fresh Beef 10:1
			Bacon	Sausage ADB Bacon (if applicable)
Platen 1	Platen 2	Platen 3	Platen 4	Platen 5

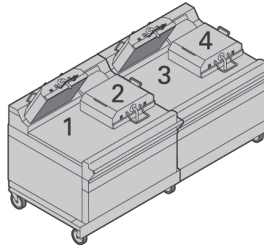
Best practice:

To prevent products from being cooked on a section of the grill that has not been checked, deactivate that product from the menu settings on the grill controller.

Important Reminders for Checking Temperature of Product

- For fresh beef patties, one person should remove the product and also measure the internal temperature. This will give a few seconds for the internal temperatures to stabilize before starting to measure them.

- For 10:1 patties, it is critical that the temperatures be measured immediately after all patties are removed from the grill because the patties begin to cool as soon as they are pulled.
- Product must be removed within its maximum removal time.
- External color and puddling juices should not be used as signs of proper cooking.
- If one platen of the grill will be used to cook two types of beef patties during the day, make sure to complete a temperature check on both types of patties.
- To ensure correct temperatures, make sure the temperature probe has stabilized for a few seconds before recording a temperature.
- Never cook more than an established full run.
- Number each platen on your grill.



Starting cook times are guidelines and may need to be adjusted to ensure both food safety and quality standards are met.

Food Safety

Testing Internal Temperatures of Beef Patties

Food Safety Standard

Frozen beef patties: Internal temperatures are at or above 155°F after cooking.

Important: Some health departments may require frozen patties to have a higher internal temperature (i.e., 158°F) after cooking. Always comply with your local health department requirements even if they are more stringent than McDonald’s standards.

Fresh beef patties: internal temperatures are at or above 175°F after cooking to minimize any red or pink color inside the patty.

Quality Standard

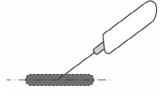

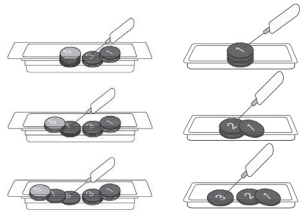
Frozen beef patties: at least 2 of the 4 internal temperatures must be between 155°F and 170°F after cooking.

Fresh beef patties: all of the patties internal temperatures must be between 175°F and 190°F after cooking.

Conducting a Test of Internal Beef Patty Temperatures

Follow these steps to complete the check on each product from all sections of the grill that are being used to cook each type of product.

Action	Description
Test pyrometer	Test the pyrometer if it has not been tested previously during the day. The pyrometer is tested as part of completing the start-up section of the <i>Daily Food Safety Checklist</i> .
Sanitize probe	Wipe the pyrometer’s probe clean with a clean sanitizer-soaked towel or by immersing the tip in a cup of sanitizer solution for at least one minute. Discard the towel into the soiled towel bucket after use.
Cook and season patties	Follow the procedures for cooking and removing a full run of beef patties.

<p>Frozen: Probe four corner patties Fresh: Probe all patties</p>	<p>Immediately probe the center of the patty that was removed from the grill first. Take one temperature in the center of the patty. The probe should be midway through the depth of the patty. Use a black Hutzler spatula under the patty that you are checking the temperature of to prevent the probe from going into the patty below it.</p>  <p>10:1 patties Fresh beef patties</p>  <p>Wait a few seconds to ensure the temperature has stabilized. Use a meat spatula, tongs or a hand wearing a clear or white disposable glove to move patties to the side of the tray to probe the other patties. Probe the other three corner patties for 10:1 patties in the same order in which they were removed from the grill. For fresh beef, probe the other patties in the same order in which they were removed from the grill.</p> <p>10:1 patties Fresh beef patties</p>  <p>Record all 4 internal patty temperatures on the <i>Daily Food Safety Checklist</i> for frozen patties, and all internal patty temperatures for fresh beef patties.</p>
<p>Evaluate internal temperatures and take corrective action if necessary</p>	<p>First, check to see if all of the four internal temperatures for frozen beef are at or above 155°F and all fresh beef patties are at or above 175°F and meet the food safety standard. If any patty has an internal temperature below 155°F for frozen beef, and below 175°F for fresh beef, discard this run. Wash and sanitize the UHC tray, meat spatula and Hutzler spatula used to remove the patties from the grill. Sanitize the probe. Troubleshoot to make sure that the proper procedures are being followed and that the grill is at the correct temperature setting. If everything is in order, increase the cooking time and repeat the check on another full run of patties to verify that all of the internal temperatures meet the food safety standard. If problems persist, refer to the Troubleshooting Product section to help determine the cause.</p>
<p>Evaluate quality</p>	<p>If the food safety standard is met, check to see if the temperatures meet the quality standard. This requires that at least two of the four temperatures for frozen beef patties are between 155°F and 170°F, and all fresh beef patties are between 175°F and 190°F. If more than two of the temperatures for frozen beef are above 170°F, or one or more of the fresh beef patties is above 190°F troubleshoot to make sure that the proper procedures are being followed and that the grill is at the correct temperature setting. If everything is in order, decrease the cooking time and repeat the check on another full run of patties to verify that the internal temperatures meet the food safety and quality standards.</p> <p>Remember to restack 10:1 patties in the trays after probing for temperatures.</p>

<p>Record grill information</p>	<p>Record the time of day, platen number, run size, and cooking time from this section of the grill in the spaces provided on the <i>Daily Food Safety Checklist</i>.</p>
<p>Repeat test for next product</p>	<p>Repeat the process for all beef patties until all sections of the grill where beef patties will be cooked have been checked.</p>

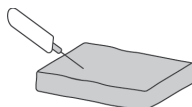
Testing Internal Temperatures of Chicken and Fish Products

Food Safety Standard

Internal temperatures of all chicken products are at or above 165°F after cooking. Internal temperatures of Filet-O-Fish are at or above 155°F after cooking.

Note: Some restaurants may be serving chicken products at breakfast. If serving chicken products at breakfast as well as lunch, conduct the check as part of your breakfast menu food safety checks. If not serving at breakfast, conduct the check when completing regular menu food safety checks.

Conducting a Test for Internal Temperatures of Chicken and Fish Products

Action	Description
<p>Test pyrometer</p>	<p>Test the pyrometer if it has not been tested previously during the day. The pyrometer is tested as part of completing the start-up section of the <i>Daily Food Safety Checklist</i>.</p>
<p>Sanitize probe</p>	<p>Wipe the pyrometer's probe clean with a clean sanitizer-soaked towel or by immersing the tip in a cup of sanitizer solution. Discard towel into soiled towel bucket after use.</p>
<p>Verify oil level and fryer or grill settings</p>	<p>Make sure the level of oil in the fryer is correct and the fryer is set on the correct temperature and time.</p>
<p>Cook product</p>	<p>Follow procedures for cooking and removing a full run of product.</p>
<p>Probe products</p>	<p>Using clean, sanitized tongs, select a cooked fried product and immediately use your clean, sanitized probe to take one temperature reading in the thickest area of the portion. Immediately repeat this procedure with three additional portions. Record all 4 internal portion temperatures on the <i>Daily Food Safety Checklist</i>.</p> 

<p>Evaluate internal temperatures and take corrective action, if necessary</p>	<p>If a temperature reading is below 165°F (or 155°F for Filet-O-Fish), move that portion off to the corner of the tray and let it sit for one additional minute. Then take one additional temperature reading in the same part of the portion. If the new reading is above 165°F for chicken products and above 155°F for Filet-O-Fish, record this temperature on the <i>Daily Food Safety Checklist</i>.</p> <p>In addition, using a universal spatula, cut this portion in half through the thickest part and examine the interior of the portion. The portion should appear fully cooked inside, with no visible raw or undercooked areas.</p> <p>If the new reading is still below the minimum or if the portion appears undercooked, dispose all portions from this run. Wash, rinse and sanitize the UHC tray, universal spatula, and pyrometer probe. Troubleshoot to make sure the proper procedures are being followed and that the grill or fryer is at the correct temperature setting.</p> <p>After correcting any problems, cook another full run of product and repeat the test. If any product fails to reach minimum internal temperature, discontinue using any product with the same use-thru date and contact your food safety lead, supervisor or Owner/operator.</p>
<p>Record grill information</p>	<p>Record the time of day, vat or platen number, run size, and cooking time from this section of the grill in the spaces provided on the <i>Daily Food Safety Checklist</i>.</p>
<p>Repeat test for next product</p>	<p>Repeat this process until all chicken or fish products have been checked. Check each type of product in a different fryer vat so that different vats are checked.</p>

Completing the Monthly Food Safety Procedures Verification

In addition to daily food safety tasks, managers are responsible for monthly food safety tasks and conducting planned maintenance activities and training related to food safety.

The *Monthly Food Safety Verifications Procedure* (MFSPV) covers key areas that help ensure food safety and compliance to health department regulations. This verification is an important management check and tool to confirm and ensure that food safety procedures are completed properly and food safety standards are being met. The MFSPV does not replace the *Daily Food Safety Checklist*, but rather complements it. Completing the MFSPV and taking any necessary corrective actions will ensure that adequate food safety systems and procedures are in place, and can contribute to an "acceptable" food safety rating on any form completed as part of the Brand Standards Visit (BSV) or any announced or unannounced verification, whether internal or external.

Person responsible for completing


The kitchen manager is responsible for verifying that all the items on the checklist have been completed and for correcting any deficiencies.

Completing the MFSPV Checklist

The MFSPV must be completed once a month by the kitchen manager or other assigned manager.

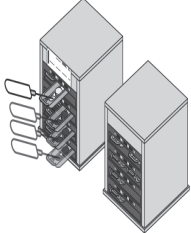
Be conscientious and meticulous when completing the MFSPV so that a detailed action plan is produced.

- Review last month's completed MFSPV and note any areas that needed attention. Pay special attention to these areas as you complete this month's verification and make sure all areas of concern have been fully addressed.
- Schedule the MFSPV so that you can observe the completion of the Daily Food Safety Checklist to ensure proper completion of the daily checks.
- As you complete the MFSPV, assess the areas under each section and check the box under "Meets Standard" if the activity is correct or is performed correctly. Check the box under "Action Required" if the activity is incorrect or is not performed correctly. Document corrective action if required.
- Any items with a check in the "Action Required" box must be immediately corrected. Record any corrective action taken in the space provided.

 <p>Tip</p>	<p>As you review the latest 1-2 months of completed MFSPV forms, highlight areas that are frequently missed or require corrective action. Begin review of the new month's MFSPV by focusing on these problematic areas.</p>
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Conducting Test of Products in Universal Holding Cabinet or Marinator

Remember, all products must be maintained at a minimum internal temperature of 140°F or higher in the Universal Holding Cabinet (UHC) or marinator.

Action	Description								
Test pyrometer	Test the pyrometer if it has not been tested during the day. The pyrometer is tested as part of completing the start-up section of the <i>Daily Food Safety Checklist</i> .								
Sanitize probe	Wipe the pyrometer's probe clean with a clean, sanitizer-soaked towel or by immersing the tip in a cup of sanitizer solution for at least one minute. Discard the soiled towel into the soiled towel bucket after use.								
Probe product	<p>Make sure the product being probed has been held in the universal holding cabinet (UHC) or marinator for at least 10 minutes. Measure one meat or egg product temperature per slot for each UHC cabinet in use. Meat products include beef patties, chicken, sausage or steak patties.</p> <p>When it is time to test, hold the product being tested with clean, sanitized tongs. Insert a sanitized probe in the center of the product and let the temperature stabilize. Verify that all internal temperatures are above 140°F.</p> <p>Example:</p> <table border="0"> <tr> <td>Round egg</td> <td>148°F</td> </tr> <tr> <td>Folded eggs</td> <td>155°F</td> </tr> <tr> <td>Sausage</td> <td>168°F</td> </tr> <tr> <td>Steak patties</td> <td>166°F</td> </tr> </table>  <p>Be sure to wipe the pyrometer probe clean between products and discard the soiled towel into the soiled towel bucket after use.</p>	Round egg	148°F	Folded eggs	155°F	Sausage	168°F	Steak patties	166°F
Round egg	148°F								
Folded eggs	155°F								
Sausage	168°F								
Steak patties	166°F								
Take corrective action	If any measured temperature is below 140°F, troubleshoot and take corrective action. Be sure to discard any product that is below 140°F.								
Check product in each UHC or marinator	Repeat the process for each UHC or marinator.								

Troubleshooting Information

Checklist for Troubleshooting Products

If cooked product does not reach the proper temperature after cooking, check the following problem areas before adjusting the cooking timer. If you find a problem, take appropriate corrective action and then check internal temperatures again to see if the problem has been corrected. Keep in mind that there may be several causes of undercooking.

If no problems are discovered, adjust the cooking start time to make sure the cooked products reach the required internal temperature. If problems persist, contact your supervisor or Owner/Operator for assistance. Undercooked products can never be served.

Procedure Problems:

Use this checklist to verify that proper operational procedures are being followed.

For all products:

- Maximum run sizes are not being exceeded. Fresh beef patties not to exceed cooking 3 patties at a time.
- Correct menu selection is used. Correct proper patty placement is followed.
- Grills placed in standby when not in use.
- Temperature checks are performed using the correct procedures.
- Refrigerated and frozen products are moved immediately to the walk-in refrigerator or freezer upon delivery.
- In the freezer, opened cases of product have been covered or resealed.
- In the walk-in freezer, cases of product are stored off the floor and at least 2 inches away from freezer walls.
- Timers are being used correctly and the product is not being removed when a duty timer sounds.

For grilled product:

- Product is being laid and removed in the proper sequence.
- Release sheets are being squeezed between every run and wiped off with a grill cloth at least four times every hour.
- Proper use of sharp spatula and scraper blades.
- Release sheets are clean and tightly placed on the platen (no bubbles) with right amount of clips.

For eggs:

- Be sure the egg ring is positioned properly on the grill surface.
- Be sure the proper amount of water is poured into the center of the egg ring and the timer is started immediately after pouring the water.
- Be sure the proper amount of clarified butter is being sprayed on the grill surface and egg ring.
- Be sure yolks are being completely broken with the yolk breaker tool.

For fried products:

- Proper fryer baskets are being used and are not overfilled.
- Fryer has heated up to the proper cooking temperature.
- Oil has not just been added to top off the vat.
- Oil levels in the fryers are correct. If too low, this may prevent complete submersion of products in the oil. If too high, this may cause products to float out of the fryer baskets.

Product Problems:

Use this checklist to verify that raw product is being treated correctly. Remember, out-of-code or temperature-abused products should never be sold.

For all products:

- Product is used within code.
- Product is solidly frozen and shows no signs of thawing.
- Product is not dehydrated, freezer burned, or showing signs of temperature abuse.
- Frozen products separate easily and are free of excess ice crystals.

For frozen beef, sausage and steak:

- Beef, sausage and steak patties should break cleanly in half. To check a beef patty for freezer burn or dehydration, break the patty in half. The inside should appear red. Any brown or dark red color is an indicator of temperature abuse.

For eggs:

- Raw shell eggs are being stored at the proper temperature and only Grade A large shell eggs are being used. Extra-large eggs should never be used.

Equipment Problems:

Use this checklist to verify that all equipment is working correctly.

For all equipment:

- The equipment is turned on.
- Electrical plugs are locked firmly in the outlet.
- Temperature settings and cooking timers are set correctly.
- The equipment is calibrated correctly.
- The quick disconnect gas line is fastened securely.
- The pyrometer is working correctly.

For grills:

- Release sheets are in good condition with no excessive carbon build-up or holes. Check under the release sheet to make sure the upper platen has been cleaned properly.
- The grill surface is level.
- Gap settings are correct.
- Deactivate frozen beef 4:1 settings.
- Grill squeegee and grill scraper blades are in good condition.
- Grill cooking ring used for eggs is clean and in good repair.

For fryers:

- The fryer's walls are free of excessive carbon build-up.
- The fryer's recovery time is correct.

For freezers:

- Freezers, including grill side freezer, are working properly, doors are closing properly and are kept closed.
- Temperatures are at or below 0°F.

Checklist for Troubleshooting Refrigerated and Frozen Products

If refrigerated products have temperatures above 40°F or if the freezers have air temperatures above 0°F, check procedures and equipment immediately and take appropriate action. If you cannot identify or fix the temperature issue, your equipment may need to be serviced. Call repair service as soon as possible.

Verify that proper operational procedures for refrigerated and frozen products are being followed.

Procedure Problems:

- Cases of product are being stored 6 inches off the floor and at least 2 inches away from the walls of the unit.
- Product was put away in a timely manner after delivery.
- Doors are being kept closed and the door closer is working.
- Air curtain doors/strips are not hooked over the door.
- Product was not restocked during defrost cycle.

Verify that equipment for refrigerated and frozen products is working correctly.

Equipment Problems:

- The unit is set at the proper temperature.
- Doors are closing properly.
- Door gaskets are not damaged.
- The evaporator is clean with no excessive ice build-up on coils.
- Defrost cycles are set properly for freezers.
- All evaporator fans are operating properly.
- Condenser coils are clean and not blocked.
- There is no ice build-up on the condenser, floor, or ceiling.
- Air curtain doors/strips are installed, not damaged, and working properly.

Checklist for Troubleshooting UHC or Marinator

Cooked meat, poultry, pork, shelled eggs or fish products that are held in the Universal Holding Cabinet (UHC) or marinator must have an internal temperature of 140°F, or higher. If the internal temperature of these products is below 140°F, you will need to check three possible problem areas: operational procedures, product, and equipment using the Procedure Problem Checklist for Hot Holding. If you find a problem, take appropriate corrective action and then test the internal temperatures again to ensure the problem has been corrected.

If no problems are discovered after checking the three areas, adjust the temperature setting of the UHC or marinator and then recheck the product to ensure the problem has been corrected. If problems persist, discontinue the use of the marinator or that shelf in the UHC and have it repaired.

Verify that proper operational procedures are being followed.

Procedure Problems:

- All products are placed into the Universal Holding Cabinet (UHC) immediately after cooking.
- Trays in the UHC are kept closed when product is not being removed.
- UHC trays are cleaned and sanitized at least every 4 hours.
- Marinator is kept covered with lids.
- Products have been cooked, fried, or heated properly before being placed in the UHC.
- Products are within holding time.

Verify that the equipment is working correctly.

Equipment Problems:

- UHC shelves are set at the correct temperature settings for that particular product.
- All slots in the UHC are calibrated correctly.
- UHC shelves are clean and free of carbon or grease build-up.
- UHC trays are clean and free of grease build-up.
- UHC trays are straight and seal with the UHC's upper slot. The trays must not be warped or cracked.
- Marinator is set up correctly and has the proper amount of water in it.

Full Run Size

Established Full Run for Day and Date: _____ Verified by _____

(Person Completing *Daily Food Safety Checklist*)

Fresh Beef	Steak

Resources and Ordering List

The Supplier Directory is for McDonald’s use only – At the time of printing, the supplier information contained herein is accurate and up-to-date, but is subject to change at any time without notice. For any discrepancies or questions, refer Equipment Systems information on the U.S. Operations website on @mcd.

Booklet and Signage

Franke Supply

800.423.5247

- Crew training program

Pyrometers and Probes

Atkins Technical, Inc.

800.284.2842

- Low cost model number is 31308–KF
- Food and beverage probe is item #NSP0214–1

*Pyrometer kits and probes can also be ordered from one of the KES suppliers listed under the next item

Black and White Hutzler Flat Spatulas or Other Equipment Parts

KES suppliers:

Franke Supply

800.423.5247

H & K Dallas

214.818.3500

H&K Resupply

800.521.3987

Thermometers for Mounting Inside Refrigerators and Freezers

Franke Supply

800.423.5247

H&K Resupply

800.521.3987

Q-ing Oven

Amana Refrigeration Inc.

866-426-2621

Service on Garland and Taylor Grills

Garland Commercial Industries

800.424.2411

Service on Taylor grills or shake and sundae machines and information on Planned Maintenance and brush replacement programs.

Call Taylor or your local service representative

Taylor Company

800.228.8309

Your Local Service Representative

Name _____

Telephone _____

Service on Universal Holding Cabinets (UHC)

Frymaster Corporation

800.243.7937

800.551.8633

Blodgett Oven Company

800.331.5842

Service on Fryers

Call Frymaster or your local service representative.

Frymaster Corporation

800.243.7937

800.551.8633

Henny Penny

800.417.8405

PITCO Frialator

847.545.1965

Questions about Food Safety?

Your Field Office Food Safety Lead:

Telephone: _____

Voice Mail: _____

Questions about McDonald’s cleaning or sanitizing supplies or to order chlorine test strips for checking sanitizer concentrations, call **Kay Chemical/Ecolab 800.529.5458**

Your Local Representative:

Telephone: _____

Voice Mail: _____

Monthly Food Safety Procedures Verification (MFSPV)

Restaurant #: _____
 Kitchen Manager's name: _____
 Signature: _____
 Date and time: _____

INSTRUCTIONS: Assess the effectiveness of your Food Safety Program through observation/demonstration throughout an entire shift to get a more accurate evaluation of knowledge and activities. Check the box under the "Meets Standard" column if the activity is correct or is performed correctly. Check the box under the "Action Required" column if the activity is not correct or is not performed correctly. Document corrective actions, if required.

HEALTH AND HYGIENE	Meets Standard	Action Required	Corrective Action Taken
Employees are following personal hygiene practices			
All employees are healthy (show no symptoms of illness) and understand the importance of not working ill. Note: Review list of illness symptoms and reportable illnesses that require exclusion from work (see page 4).			
All employees that prepare open food in the kitchen must wear a hat, visor, or hair net and beard covering (where applicable) to properly restrain hair from falling into food.			
Employees that prepare food may not wear jewelry on their hands and arms except for a plain ring such as a wedding band.			
Employees should keep their fingernails trimmed, filed, and maintained so the edges and surfaces are cleanable and not rough; and should not wear fingernail polish or artificial fingernails when working with exposed food, unless they are wearing intact disposable gloves that are not torn or damaged.			
Employees with open cuts/sores have lesion properly protected.			
Food employees shall wear clean outer clothing and aprons to prevent contamination of food, equipment, utensils, linens, and single-service and single-use articles.			
All employee food and beverages shall be stored and consumed only in designated areas where the contamination of exposed food, clean equipment, utensils, linens, unwrapped single-service, and single-use articles or other items needing protection cannot result.			
Proper hand washing procedures are followed at the appropriate times and at least hourly			
Employees demonstrate correct hand washing procedures. Watch up to 5 employees as they hand wash, ensuring they are following correct steps: wetting hands, applying soap, rubbing hands for 20 seconds, rinsing thoroughly and drying hands with paper towel or hand dryer. Ask questions to ensure restaurant staff knows procedures. List names: _____			
Employees wash hands at the start of their shift, after using or cleaning restroom, after emptying trash cans/handling garbage, after using a cellular phone, before going to work at food preparation stations and putting on disposable gloves.			
A timed hand washing system is in place.			
Shift managers instruct all employees to wash their hands each hour.			
Hand washing sinks are all accessible (not blocked) and only used for hand washing (not washing utensils, equipment, produce or other activity).			
All hand washing sinks are equipped at all times with approved soap, paper towels or hand dryer and warm water capable of reaching a minimum of 100°F.			
Cross contamination prevention procedures are being followed:			
All dedicated utensils/procedures are present in the restaurant and are being used properly.			
Yellow yolk breaker is only used to break egg yolks and kept separate from other utensils.			
Blue disposable gloves are worn at the grill station and fryer stations to prevent cross contamination when handling raw meat, raw poultry, (including shell eggs). Blue gloves are not worn over clear/white disposable gloves. Blue gloves are removed properly before touching trays and utensils or fryer basket handles.			
Clear/white disposable gloves are worn for all food preparation at the prep table, for iced/sweet tea liner preparation, at prep area, and to prevent bare hand contact with any cooked or ready-to-eat foods.			
Proper disposable glove procedures are being followed. Crew remove gloves when leaving a station and replace gloves when damaged. Once gloves are removed, they are discarded and not reused.			
All soiled raw wares that come in contact with the raw proteins are washed and sanitized last (unless a warewasher is used).			
Soiled blue raw beef trays and lids are kept in the blue bus box until cleaned.			
Train employees on proper cleaning procedures at back sink after washing raw wares. Ensure that Kay Peroxide cleaner/disinfectant (3N1) is available and used according to procedures.			
PROCEDURES AND STANDARDS	Meets Standard	Action Required	Corrective action taken
Cleanliness			
Sanitizer-soaked towels and grill cloths used at food, beverage preparation and service areas are placed into the soiled towel bucket after use and are not left sitting out on surfaces.			
Labeled towel buckets have the right amount of water (2.5 gallons) and sanitizer concentration (50 ppm minimum) and less than the maximum amount of towels (no more than 40 towels or 20 grill cloths per bucket).			
Back sink is functioning (hot water at 110°F or higher) and dispenses detergent and sanitizer. If using the Warewasher, ensure it functions properly and has the correct detergent and sanitizer chemicals.			

Clean and sanitized equipment and/or small wares are stored in a clean and sanitary manner and be allowed to air dry.			
UHC trays and wire racks, grill and prep table utensils, and utensil holders, Blended Ice Pitchers and Blend In Cup spindles are being washed, rinsed and sanitized at least every 4 hours.			
Syrup storage area is clean and bulk Coke tanks are clean and sanitized. The sanitized tag has date clearly written and is attached.			
Water lines and pipes are not dripping or leaking.			
Floor, walls, ceilings and light shields throughout the restaurant are not damaged and are in good repair.			
Cleaning Supplies			
Only approved cleaning chemicals are used.			
All spray bottles are labeled and contain the correct product.			
Cleaning supplies of Quat and Chlorine test strips, Kay 5, no scratch pads, etc., are available.			
Cleaning schedule is posted or accessible and is being followed.			
Complete set of brushes, sanitizer bottle and reference material are available for cleaning shake and sundae machines. Brushes are clean, in good repair and stored properly.			
Full set of Planned Maintenance and Kay Cards are available.			
Proper tools are available for cleaning the beverage tower including valve brush, squeeze bottles, and mirror.			
Supplies of all cleaning chemicals are, available for the crew and stored properly, and are away from food, food packaging, food equipment and utensils.			
KAY Peroxide Multi Surface cleaner/disinfectant (3N1) and procedures are available and used for non-food spill cleanup procedures.			
Towel buckets are available for clean and soiled towels. Soiled towel buckets have laundry inserts and contain Kay Laundry Pre-Soak Plus Bleach.			
Food Handling Procedures			
Leftover heated foods are discarded (such as soups, sauces and gravies) and any shake/sundae mix removed from heat treatment shake/sundae machines when cleaned or "lock out" occurs.			
Proper salad and burrito preparation procedures are followed: clear/white disposable gloves used, one batch at a time prepared, ingredients left at room temperature for no more than 30 minutes and secondary shelf lives marked. The burrito mix is in a chill pan during burrito preparation.			
Food Safety Standards			
Cooked foods in hot holding units are at or above 140°F. Check temperature of one protein product (beef, chicken or egg) per each shelf for each UHC cabinet. Ensure the product has been in the UHC slot for at least 10 minutes before checking the temperature.			
Inspect UHC trays and wire racks for grease build-up and condition and replace any that are damaged or cracked. Inspect French fry and fried product baskets for loose or missing wires.			
Holding times (secondary shelf lives) of all refrigerated foods held at room temperature at the prep table, grill area and service areas are clearly marked and used within their shelf lives.			
Observe Kitchen manager or trained staff person completing several procedures on the <i>Daily Food Safety Checklist</i> to verify proper procedures are being followed.			
Pyrometer is available and working properly and probe is clean.			
Food Storage			
All food products and food packaging are stored 6 inches off the floor.			
All products in all freezers, refrigerators and storage areas (including the front-counter and drive-thru areas) are within their primary and secondary shelf life.			
Open packages of food in storage are covered / wrapped, labeled, and marked with secondary shelf lives according to proper procedures.			
Products are rotated according to dates and follow First-In-First-Out rotation.			
Refrigerated raw products are stored below or separated from cooked or ready-to-eat foods.			
Ice Handling Procedures			
Ice scoops are clean, in good repair and kept in holders.			
Ice bucket is clean, in good repair and stored upside down to drain and prevent contamination.			
Inspect the inside of ice machine storage bins and check for any visual signs of mold or build-up.			
Inspect ice chutes on ABS and self-service beverage equipment for any visual signs of mold or build-up.			
DOCUMENTATION AND TRAINING	Meets Standard	Action Required	Corrective action taken
All managers (including shift managers) are trained and currently certified in food safety through ServSafe or equivalent. Ensure documentation is current per ServSafe (or equivalent) requirements, available and on file or available electronically.			
All managers (or staff assigned to complete the Food Safety Daily Checklist) can demonstrate they have been trained on properly completing the procedures on the Food Safety Daily Checklist and can take corrective action. (If the answer is no, review the training content on FRED titled <i>Shift Leadership Foundations - Leading Secure Shifts: Food Safety and Security</i>)			
All employees are trained and verified on food safety and sanitation per McDonald's current training program and in accordance with local regulations.			
Review the most recent health inspection report and verify that all violations noted have been corrected. (If the answer is no, record the franchisee's/manager's plan to address and correct the violations.)			
Review last 60 days of the completed <i>Daily Food Safety Checklists</i> as well as 2 monthly Food Safety Procedure Verifications and ensure they are filled out correctly.			

SUPPORT SYSTEMS	Meets Standard	Action Required	Corrective action taken
Pest Prevention			
All areas of the restaurant (inside and outside) are free from signs of any pest infestation. The restaurant building, corral and any area within 10 feet from the building (i.e. inside the Drive-thru lane) is clear from pest infestation (e.g. rodents or insects).			
All recommendations from the last pest control company visit have been implemented/corrected.			
Check that approved pest control company service reports and records are on file/available.			
Ensure all floor drains are clean and not clogged. Check floor under grills, fryers, and blended ice machine for food debris or grease build-up, and stagnant and puddling water.			
The restaurant is proofed against pest entry with all openings sealed. Check for any gaps under all entry doors.			
Doors and drive-through windows are kept closed when not in use.			
Empty bun trays are stored inside the restaurant at all times.			
Waste Management			
All waste storage areas are clean, organized and well maintained.			
External waste bins/cans have lids, are not overflowing and lids are closed firmly.			
Grease trap is functioning properly and not overflowing.			
Internal waste bins/cans are emptied when full and cleaned daily.			
Water Filters			
All approved water filters (including coarse filter) are in date. Filters are changed as needed or follow manufacturer's directions.			
Food Equipment - Planned Maintenance and Cleanliness			
All food equipment is clean and in good repair (includes citrus wedger).			
Blended ice machine is clean and pitchers are clean and in good repair. Replace pitchers that are cracked, discolored or have condensation in the pitcher base. For blend in cup machines make sure spindle is being kept clean.			
Evaporator and ceiling of walk-in freezers are free of ice build-up.			
Grills have been calibrated monthly according to proper procedures and gap settings are correct.			
Fryers have been calibrated and checked monthly for recovery according to proper procedures.			
Product buttons on all fryers are clearly identified with each type of product.			
Ice machine water system and storage bin have been cleaned and sanitized monthly.			
Condenser fins on all refrigerators and freezers are clean and straight.			
All freezers do not have ice buildup on condenser fans, condensate drip pan, evaporator coils, floors, walls, ceiling or shelving.			
All refrigerators and freezers have thermometers that are properly mounted and functioning. Thermometers can be either external (as long as they work and are calibrated) or a shatterproof thermometer inside the unit.			
Gaskets on all refrigerator and freezer doors are clean and in good repair.			
Drink tower nozzles and diffusers are inspected for any signs of mold or build-up.			
Universal Holding Cabinets (UHCs) have been calibrated monthly.			
Shake and sundae machine is being properly cleaned and sanitized. Review the daily cleaning procedures, the weekly syrup line, and the 14-day cleaning procedures for the shake and sundae machine with the person that is trained to perform these procedures. Review procedures for filling the machine with mix and verify that the tote-and-pour basket is being used to hold the mix bag when pouring the mix from the bag into the machine to prevent bare hand contact with the mix when filling the machine.			

CORRECTIVE ACTION PLAN AND FOLLOW UP

Corrective Actions Required What is going to be done?	Who Who will complete the task?	Start Date When will task begin?	End Date When will task be completed?	Follow-Up Date that RM, FC or Operator will check for completion?
1.				
2.				
3.				
4.				
5.				
6.				
7.				

NON-FOOD ACCIDENT CLEAN UP AND DISINFECTING PROCEDURE



AS NEEDED
CLEANING

SUPPLIES:



KAY® Peroxide
Multi Surface
Cleaner and
Disinfectant
Solution



McD® Foaming
Antibacterial
Handsoap



KAY® QSR
Hand Sanitizer
(optional)

Other supplies needed:

Wet Floor Sign or Safety Cones
Disposable Vinyl Gloves (2 pairs)
Paper Towels
Trash Bags (2)

The following procedure is used to clean up and disinfect any non-food spills in the restaurant or PlayPlace. Examples of some non-food spills are vomit, feces, urine, nasal secretions, sputum or saliva. Although these spills are infrequent, they can happen, and must be cleaned up properly to protect customers and employees. This procedure does not apply to soils or spills involving blood or other potentially infectious materials.

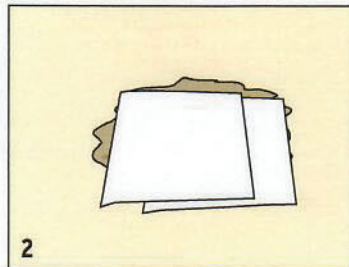
IMPORTANT: If the spill is due to a traumatic event, accident, or involves blood, call 1-866-RECOVER for assistance.

CLEANING AS NEEDED—For isolated and localized Contamination Areas



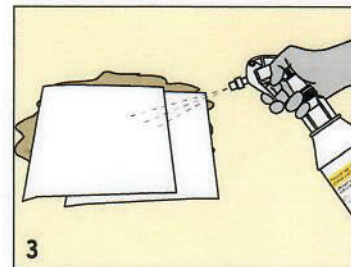
1

- Close or block off affected area using wet floor signs or safety cones until clean up procedure is completed and area is dry
- If non-food spill occurred in a food area, discard any open food or packaging items that may have been exposed; wash, rinse and sanitize any food equipment or utensils that may have been exposed



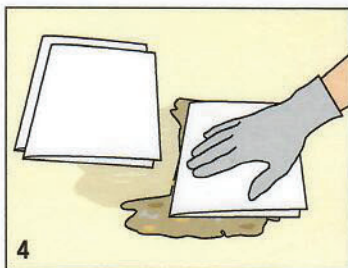
2

- Put on disposable gloves
- Place several paper towels (2 layers) over non-food spill to cover spill



3

- Spray the spill thoroughly with Peroxide Multi Surface Cleaner and Disinfectant Solution, until spill is completely covered



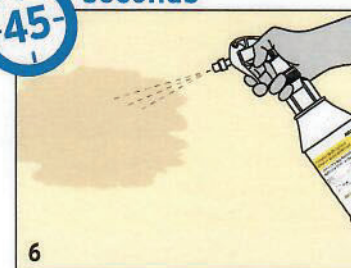
4

- Using additional, clean paper towels, clean up and pick up all of the non-food spill substance; do not use a mop to clean up spill



5

- Place soiled paper towels and non-food spill substance into trash bag
- Seal bag tightly by tying the bag in a knot; put this sealed trash bag into a second trash bag; do not seal outer trash bag at this point
- Remove gloves (See disposable glove removal procedure)



6

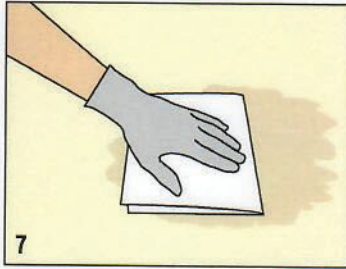
- Wash hands following the hand hygiene procedure below; put on a new pair of disposable gloves
- Saturate cleaned area with Peroxide Multi Surface Cleaner and Disinfectant Solution; let sit for 45 seconds

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AS NEEDED
CLEANING

NON-FOOD ACCIDENT CLEAN UP AND DISINFECTING PROCEDURE (CONTINUED)



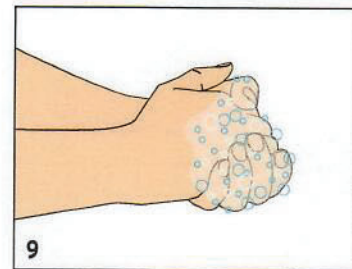
7

- Use paper towels to remove spill and Peroxide Multi Surface Cleaner and Disinfectant Solution
- If necessary, use additional paper towels and Peroxide Multi Surface Cleaner and Disinfectant Solution to clean up area; place paper towels into outer trash bag



8

- Remove gloves, following disposable glove removal procedure below
- Place items into outer trash bag; seal outer trash bag tightly by tying the top of bag in a knot
- Place sealed trash bag into a dumpster outside restaurant; DO NOT discard in an inside trash receptacle



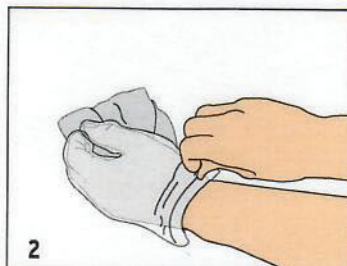
9

- Thoroughly wash and sanitize hands following the hand hygiene procedure below before returning to other duties; when soiled area has dried, remove caution wet floor signs or safety cones



1

- Grasp outside of one glove at top of wrist, being careful not to touch bare skin
- Peel glove away from wrist to fingertips, turning glove inside out



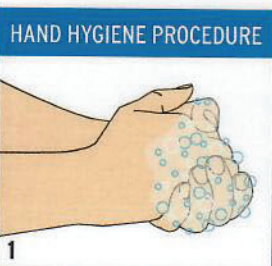
2

- Hold glove you just removed in your gloved hand
- Peel off second glove in the same way, turning the glove inside out



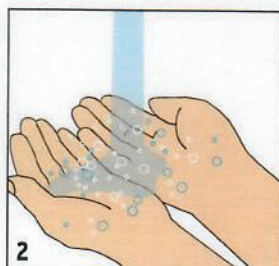
3

- Discard gloves into outer trash bag
- Do not reuse the gloves
- Follow proper handwashing procedure after discarding



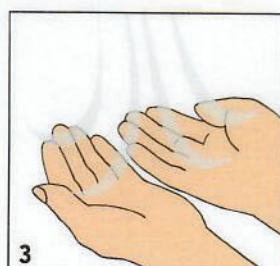
1

- Once hands are wet, dispense 1 application of Foaming Antibacterial Handwash or equivalent
- Rub hands together for 20 seconds; wash between fingers and around fingernails



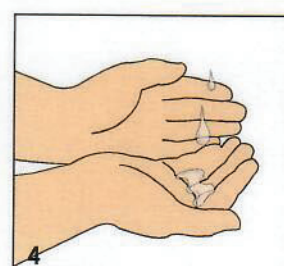
2

- Thoroughly rinse under clean running warm water



3

- Dry hands using hand dryer or disposable towels
- Paper towels are preferred for use in production area, especially if there is only one hand washing sink; paper towels help to facilitate rapid hand drying; if a paper towel is used, use towel to turn off water before throwing it away; do not dry hands on pants or aprons



4

- Follow with Hand Sanitizer (Optional)
- Rub in well, paying special attention to areas around fingernails and between fingers; DO NOT WIPE OFF

Food Safety

Serve safe food and beverages to our customers in every restaurant, every day

See the **2024 Operations PACE** Food Safety Guide for assessment criteria and guidance.

Critical Food Safety

FS1-US	Restaurant is free of infestation and/or signs of active pest (animal/insect) infestation in the restaurant building, adjoining corral, and any area within 10 feet (3m) of the building. <ul style="list-style-type: none"> <input type="radio"/> inside the restaurant has visible infestation <input type="radio"/> inside the restaurant shows signs of active infestation <input type="radio"/> outside the restaurant has visible infestation <input type="radio"/> outside the restaurant shows signs of active infestation <input type="radio"/> un-trapped live rodent(s) <input type="radio"/> live cockroach(es) <input type="radio"/> rodent droppings <input type="radio"/> greater than 5 small flies in one area <input type="radio"/> other 	Yes/No
FS2-US	The internal temperatures of beef patties after cooking are at or above 155°F (69°C). <ul style="list-style-type: none"> <input type="radio"/> temperature settings and cooking timers are not set correctly <input type="radio"/> maximum run size exceeded <input type="radio"/> patties not laid and removed in the proper sequence <input type="radio"/> release sheets are not in good condition or not tightly placed on platen <input type="radio"/> release sheets are not squeegeed between every run and wiped off with a grill cloth at least four times every hour <input type="radio"/> patties not solidly frozen or shows signs of thawing <input type="radio"/> grill is not in good repair <input type="radio"/> other 	Yes/No
FS3-US	The internal temperatures of raw plant based and chicken products after cooking are at or above 165°F (74°C). <ul style="list-style-type: none"> <input type="radio"/> temperature settings and cooking timers are not set correctly <input type="radio"/> maximum run size exceeded <input type="radio"/> proper fryer baskets not being used or are overfilled <input type="radio"/> oil levels in fryers are not correct <input type="radio"/> portions not solidly frozen or shows signs of thawing <input type="radio"/> fryer is not in good repair <input type="radio"/> other 	Yes/No
FS4-US	The internal temperature of Filet-O-Fish portions after cooking are at or above 155°F (69°C). <ul style="list-style-type: none"> <input type="radio"/> temperature settings and cooking timers are not set correctly <input type="radio"/> maximum run size exceeded <input type="radio"/> proper fryer baskets not being used or are overfilled <input type="radio"/> oil levels in fryers are not correct <input type="radio"/> portions not solidly frozen or shows signs of thawing <input type="radio"/> fryer is not in good repair <input type="radio"/> other 	Yes/No

FS5-US	The internal temperatures of breakfast sausage made from raw pork and breakfast steak are at or above 155°F (69°C).	Yes/No
	<ul style="list-style-type: none"> <input type="radio"/> temperature settings and cooking timers are not set correctly <input type="radio"/> maximum run size exceeded <input type="radio"/> patties not laid and removed in the proper sequence <input type="radio"/> release sheets are not in good condition or not tightly placed on platen <input type="radio"/> release sheets are not squeegeed between every run and wiped off with a grill cloth at least four times every hour <input type="radio"/> patties not solidly frozen or shows signs of thawing <input type="radio"/> grill is not in good repair <input type="radio"/> other 	

FS6-US	Cooked McMuffin raw round eggs have gelled yolks (are not runny). Internal temperatures are at or above 155°F (69°C).	Yes/No
	<ul style="list-style-type: none"> <input type="radio"/> temperature settings and cooking timers are not set correctly <input type="radio"/> eggs not laid and removed in the proper sequence <input type="radio"/> egg ring not positioned properly on the grill surface or egg cooker not level on the floor <input type="radio"/> improper amount of water is poured into the center of the egg ring or timer is not immediately after pouring the water <input type="radio"/> egg ring or egg cooker is not in good repair <input type="radio"/> grill is not in good repair <input type="radio"/> yolks are runny (not gelled) <input type="radio"/> other 	

FS7-US	The on-duty manager (or staff assigned to complete the checklist) can demonstrate they have been trained on properly completing the Food Safety Daily Checklist including the ability to take corrective action.	Yes/No
	<ul style="list-style-type: none"> <input type="radio"/> manager does not know how to complete the Food Safety Daily Checklist <input type="radio"/> manager does not know how to perform corrective actions <input type="radio"/> pyrometer is not being properly placed in the center of the patties <input type="radio"/> not all the 4:1 patties cooked are checked <input type="radio"/> the manager does not know the correct minimum cooking temperature requirement <input type="radio"/> other 	

TCS for Refrigerated Products

FS8-US	All Time-Temperature Control for Safety (TCS) refrigerated products in code (within primary shelf life).	5
	<ul style="list-style-type: none"> <input type="radio"/> fresh beef <input type="radio"/> produce <input type="radio"/> cheese/eggs/dairy <input type="radio"/> canadian bacon <input type="radio"/> apple slices <input type="radio"/> milk <input type="radio"/> shake/sundae mixes <input type="radio"/> other 	

Hygiene & Sanitation

- FS9-US Handwashing sinks:** There is running warm water and required supplies at all handwashing sinks. Handwashing sinks are easily accessed by employees and only used for hand washing, not preparing food or storing equipment. **5**
- supplies not available (soap/anti-microbial soap)
 - soap dispenser not functioning properly
 - no warm running water of at least 100° F
 - handwashing sink knobs/automatic tap not working
 - no paper towel/working hand dryer
 - handwashing sink used for other purposes
 - handwashing sink/taps not reachable, obstructed or not accessible
 - other
- FS10-US Handwashing procedure:** Hands are properly washed following hand washing procedures. A system is in place to ensure hourly and activity based hand washing by all employees. **5**
- hands not washed on hourly basis
 - hand washing clock/timer not working/not in use/system not in place
 - hand washing activity not monitored
 - hands not washed after using restroom
 - hands not washed after taking a break
 - hands not washed after handling raw products and working on other station, e.g.,
 - hands not washed after tasks (i.e. handling waste, cell phone, touching face, hair, off floor, etc.)
 - hands not washed according to set procedure
 - other
- FS11-US Sanitized towel/cloth buckets:** Sanitized towel buckets contain towels and chlorine sanitizer solution at the correct concentration checked with a chlorine test strip. **3**
- fresh bucket with sanitized towels not prepared
 - no towels in fresh bucket
 - sanitizer level is less than 50 ppm
 - test strips not available/ damaged / expired / not in usable condition
 - clean and/or soiled buckets not placed in convenient and accessible location
 - other
- FS12-US Sanitizer-soaked towels/cloths:** Sanitizer-soaked towels and grill cloths used at food, beverage preparation, and service areas placed into the soiled towel bucket after using and not left sitting out on surfaces. **1**
- grill towels left out on kitchen surfaces
 - cloth towels left out on kitchen surfaces
 - cloth towels left out on beverage/service areas
 - soiled towels mixed with fresh towels in the clean towel bucket
 - other

- FS13-US Utensil and trays sanitizing:** All in-use UHC trays, grill utensils, prep table utensils, and utensil holders are clean (no build-up), washed, and sanitized at least every 4 hours as per approved procedure. The back sink and soap/sanitizer dispensers or dishwashers function (hot water 110° F or higher in the wash bin/sink) with all required supplies. The sanitizer solution has the right concentration when checked with an appropriate test strip. **3**
- in-use UHC trays, utensils and utensil holders have excessive grease or build-up
 - items are not being cleaned and sanitized every 4 hours
 - back sink dispenser/ware washer not operating properly
 - sanitizer solution not at the correct concentration
 - water at back sink is not 110° F or hotter
 - test strips not available or damaged/ expired/ not in usable condition
 - proper wash, rinse and sanitize procedures are not being followed
 - other

Contamination Prevention

- FS14-US State of cleanliness:** The restaurant (all areas) in a good state of cleanliness. In all areas, the floors/walls/ceiling and equipment do not have dust/dirt/food build-up. There should not be a pool of standing water in the restaurant. **3**
- excessive build-up of dirt/grease / mold on floors/walls/ceiling (e.g. build-up of food equipment)
 - excessive build-up of dirt/grease / mold on equipment
 - standing/puddling water on the floor
 - restrooms and facilities not cleaned regularly (minimum every 2 hours)
 - restrooms and facilities not stocked
 - storage room not clean and/or has a foul odor
 - other
- FS15-US State of repair:** The building and equipment is functioning properly and in a good state of repair (not cracked or damaged). The freezers should not have an excess build-up of ice that would prohibit the unit to function properly. **3**
- floors/drains/walls/ceiling not in good repair (e.g. broken/missing tiles)
 - broken equipment/utensils/trays/etc. in use
 - grease traps in use not functioning properly
 - ice build-up in freezer
 - other
- FS16-US Water and ice:** Appropriate measures taken to protect water and ice from foreign material, chemicals and/or microbial contamination. Water filters in date and ice machines free from mold. **3**
- water filter(s) not dated (if not serviced by Coke)
 - water filters bypassed
 - ice transfer bucket or ice scoop not clean
 - ice scoop not stored in holder
 - water/ice not protected from possible contamination
 - ice machine bin or ice chute has visible mold or build-up
 - ice bucket stored upright
 - other
- FS17-US Food product opened:** Opened packages of food in storage, (including dry storage, refrigerators and freezers) covered/ wrapped, labeled, off the floor and away from walls. Product stored according to proper procedures. **3**
- product not covered
 - product not labeled
 - product not off the floor
 - product not away from the wall

- product not stored according to procedure (e.g., raw above ready to eat)
- shake/sundae reservoir lid not in place
- all non-essential equipment, stationery and other items are not removed from food
- there is no plan for glass/porcelain/crockery breakage clearance
- other

- FS18-US Raw food product handling:** Blue or colored disposable glove procedures (or other globally approved procedures) used to prevent cross-contamination when handling all raw meat or poultry products (including shell eggs) at the grill station. Dedicated utensils used for raw products (e.g., the yellow hutzler spatula or egg yolk breaking tool is only used to break egg yolks). **5**
- gloves not discarded when removed/are being reused
 - double set of gloves being worn
 - blue gloves not removed at the proper time after handling raw products
 - blue gloves not removed properly (from the wrist and turning inside out)
 - yellow yolk breaking tool not available
 - yellow yolk breaking tool used for items other than raw eggs
 - yellow yolk breaking tool is improperly stored in contact with food or utensils used for cooking food
 - utensils other than yellow yolk breaking tool used to break raw egg yolks
 - dedicated tongs are used for anything other than handling raw protein products
 - bare hands used with raw product at grill/fryer
 - other
- FS19-US Good hygiene practices:** Disposable gloves and other personal hygiene procedures followed. **5**
- gloves not worn when preparing sandwiches, salads, or burritos
 - gloves not changed and hands not washed if become contaminated
 - gloves not discarded when removed or being reused
 - gloves worn for non-food tasks and not changed/replaced before resuming food
 - clear gloves are used for handling raw products
 - double set of gloves being worn
 - apron/hair/beard cover not used properly to prevent product contamination
 - uniform not clean
 - uniform not in good repair
 - excessive jewelry on hands and wrists (more than a smooth ring/wedding band)
 - finger nails are not trimmed, filed and maintained so the edges and surfaces are
 - false nails, dirty fingernails or nail polish and not wearing intact disposable gloves
 - employees consuming food and/or beverages in food prep or service areas
 - gloves not worn or hands not cleaned and disinfected before adding ice / shake or
 - aprons not removed before use of toilet
 - false and/or dirty fingernails
 - other
- FS20-US Chemical management:** All chemicals are clearly labeled and stored away from food and packaging. **3**
- chemical spray bottles/containers stored in the kitchen near food or open packages
 - chemical spray bottles/containers stored in the service area
 - chemicals are stored in dry storage near to food and packaging
 - chemicals stored in food containers
 - chemicals improperly used (ex. spraying around open food or packaging)
 - chemicals not clearly labeled
 - other

- FS21-US Pest management:** Pest management program is in place and working effectively. **3**
 Restaurant is pest proofed to prevent entry of pests (e.g., gaps under doors are sealed, drive-thru window closed when not in use).
- pest management program is not in place
 - pest management program is not working effectively
 - restaurant is not pest proofed
 - drive-thru window is not closed when not in active use (and there are no cars in the
 - report is older than 60 days or no pest service report is available for review
 - most recent pest control report recommendations not corrected or there is no
 - dead cockroach(es)
 - trapped rodent(s)
 - trailing ant activity in one area
 - high large fly activity greater than 5 in one area
 - other
- FS22-US Non-food/biohazard spill procedures are in place.** **1**
- 3N1 cleaner/disinfectant not available
 - staff not trained in the use of the non-food spill procedures
 - non-food spill procedures not available
 - non-food spill procedures not followed
 - other

Storage

- FS23-US Frozen products:** Walk-in freezers and any other primary storage freezers **keeping products** at 0°F (-18° C) or below. Secondary storage freezers keeping products solidly **products** at 0°F (-18° C) or below. Secondary storage freezers keeping products solidly **products** at 0°F (-18° C) or below. **5**
- product in walk-in freezer warmer than 0°F (-18° C)
 - product in primary storage freezer warmer than 0°F (-18° C)
 - product is not solidly frozen in two-door reach-in freezer
 - product is not solidly frozen in grill side reach-in freezer
 - product is not solidly frozen in wall-mounted freezer
 - product in back up freezer warmer than 5°F (-15° C)
 - other
- FS24-US Refrigerated products:** All products in walk-in refrigerator and any other primary storage refrigerator at or below 40° F (4° C) (including shake/sundae in reservoir). All products in secondary storage refrigerators keeping at correct temperature. **5**
- walk-in refrigerator
 - prep table refrigerator
 - pass-through prep line refrigerator
 - two-drawer grill side refrigerator
 - service area refrigerator
 - shake/sundae machine
 - blended ice machine
 - any other unlisted secondary/reach-in refrigerator
- FS25-US Shelf lives:** All in-use refrigerated products held in refrigerators or at room temperature marked and being used within their secondary shelf lives. **3**
- produce held at the prep table or chilled rail
 - cheese/eggs/dairy
 - canadian bacon
 - apple slices/butter pats at room temperature or chill pans
 - product held in refrigerators are not properly marked
 - product held in refrigerators not within proper secondary shelf life
 - other

- FS26-US Leftover heated foods:** All leftover heated foods are discarded (including expired food in the UHC and any shake/sundae mix removed from heat treatment shake/sundae machines). Heated food products (proteins) are not held below 140 °F (60 °C) or beyond their defined time. **3**
- shake/sundae mix
 - sauces/soups/gravies
 - food donation products not stored in freezer
 - products held without a timing mechanism
 - breakfast meats
 - egg products
 - beef patties
 - fried chicken products
 - fried fish products
 - hotcakes
 - marinator
 - simplified breakfast cabinet
 - other

Cooking

- FS27-US Pyrometer:** The pyrometer and accessories (e.g., probes) are clean, calibrated, working correctly, and used correctly. **5**
- probe not complete/missing
 - pyrometer not in calibration
 - pyrometer/probes damaged
 - pyrometer/probes dirty
 - needle not sanitized when used for ready to eat product
 - needle not sanitized after unacceptable temperature
 - backup pyrometer, batteries, and probe not available
 - other

General

- FS28-US Sourcing:** All food, food packaging, equipment (including utensils), and cleaning chemicals are from approved sources. **5**
- food not from approved sources
 - packaging not from approved sources
 - equipment not from approved sources
 - cleaning chemicals not from approved sources
 - other
- FS29-US Employee health:** Managers understand employee illness symptoms and reportable illness causes for when an employee cannot be working. Managers also understand when an employee can return to work after illness. **5**
- manager does not know all symptoms that would result in employees not being
 - manager does not know the procedures to follow when presented with an ill
 - manager does not know when an ill employee would be allowed to return to work
 - manager does not know the reportable illness causes
 - employee(s) are observed exhibiting any of the reportable illness symptoms
 - other

- FS30-US Staff training:** All managers (including shift managers) trained and certified in food safety per local requirements or McDonald's minimum requirements in absence of local regulations (apply the standard that is more stringent). The staff is trained on food safety per global requirements and market expectations before commencing work. **5**

 - certification date is not current
 - certification for managers not issued by ANSI accredited organization
 - certification records for all managers not available for review during the visit
 - employee training tracking document not available for review during the visit
 - not all employees have been trained and verified
 - other
- FS31-US Food Safety Checklists:** The last 60 days Daily Food Safety Checklists (DFSC) and past two Monthly Food Safety Procedures Verifications (MFSPV) are available. There is no evidence of system failures (e.g., more than 20% (6 or more in 30 days), missed or incorrect completions in the DFSC and MFSPV. **5**

 - last two completed Monthly Food Safety Procedure Verifications are not available
 - digital Food Safety less than 80% completion for the last 60 days of Food Safety Daily
 - last 60 days completed Daily Food Safety Book (records) not available
 - evidence of systematic failures (e.g., more than 6 missed or incorrect in 30 days) in
 - other
- FS32-US Health Department Inspections:** Review the most recent health department inspection and food safety audit reports. All food safety violations noted by the health department have been corrected or have a plan in place to correct issues. **5**

 - health department inspection report not available
 - critical violations noted by health department have not been corrected
 - plan not in place to correct issues
 - other
- FS33-US Allergen management:** Market specific allergen management program in place. **3**

 - orange container not utilized for nut containing mix-ins
 - dedicated scoop not utilized or available
 - nut-free mix-ins kept in the orange container
 - allergen information not available for staff
 - staff not aware of the correct procedure to follow when dealing with customer
 - local requirements not adhered to
 - other

TOTAL FOOD SAFETY POINTS AVAILABLE		100
FS34 HST1	Are hands-free water taps (faucets) installed for kitchen handwashing units?	(No Score) Yes/No
FS35 HST2	Are hands-free paper towel dispensers installed in place of hands air-dryers?	(No Score) Yes/No
FS36 HST3	Are hand sanitizers or handwashing station available close to kitchen entry?	(No Score) Yes/No



Homework

1. Practice Completing the Daily Food Safety "Start up" Check list.
2. Practice Completing the Daily Food Safety "Breakfast" Check list.
3. Practice Completing the Daily Food Safety "Regular Menu" Check list.
4. Practice Dialing in the Grill for 4:1 meat.
5. Practice Coaching Hand washing procedures.
6. Practice Coaching Glove Procedures.
7. Practice answering Critical Minimum Temperatures.
8. Practice answering the 5 Symptoms.