

PRODUCTION MANGEMENT (PLX)

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

Food Quality – Prep Person Schedule/ e-Production, Procedures, Gold Standard Equipment, Time & Temps

Food Fast – Cabinet Management, Second Side Open, Kitchen Efficiency, Bump Bar Procedures

Food Cost – Stocking, Waste Control, Employee Meals, FOB, Scams, Security, Profit

I. Pre-shift PRODUCTION

- A. Pre-rush checklist completed for grill area
 - i. Communicate with Prep Person re: timeline of prep
 - ii. 24/2 stock levels maintained
 - iii. Products properly tempered (correct amounts)
 - iv. Set targets and communicate them to the crew
- B. Coordinate people, equipment and product (PEP)

II. During The Shift PRODUCTION

- A. Position self
 - i. Positioned as a manager according to DPST tool
 - ii. 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
- B. Position Crew
 - i. Strongest grill person should be primary – side assembler (also manage UHC cabinets)
 - ii. General rule- strongest team members should be positioned as assemblers
 - iii. Keep the crew in position
- C. Use the second side of the prep table effectively
 - i. Ensure the second side of the prep table is open during ALL peaks
 - ii. Observe and coach the crew on when to serve order
- D. Manage from the Production Area Observation Zone
 - i. Monitors UHC levels to match e-Production
 - ii. Monitor equipment operation
 - iii. Observes the KVS danger zones
 - iv. Coach crew
 - v. Communicate with shift manager throughout the shift
 - vi. Communicate production levels based on e-Production to the Grilled Products Person and Fried Products Person
 - vii. Communicate with Prep Person throughout the shift
- E. Monitor Targets

III. 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 Croc 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 **→**

Inventory Management

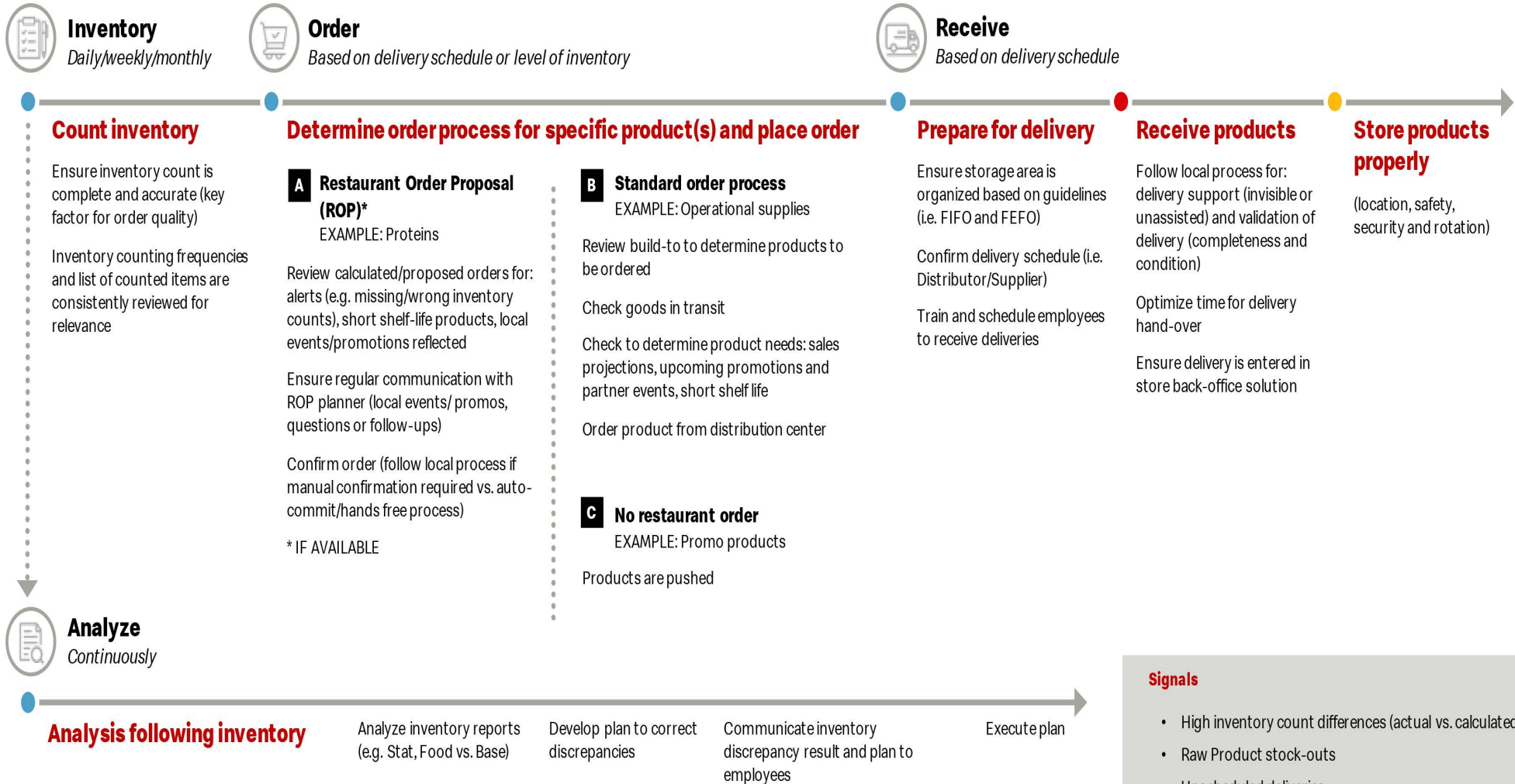
Objective | To have goods available in the right amounts at the right time based on customer demand, ensuring outstanding Customer Experiences and a profitable business

110

Shift Manager ●

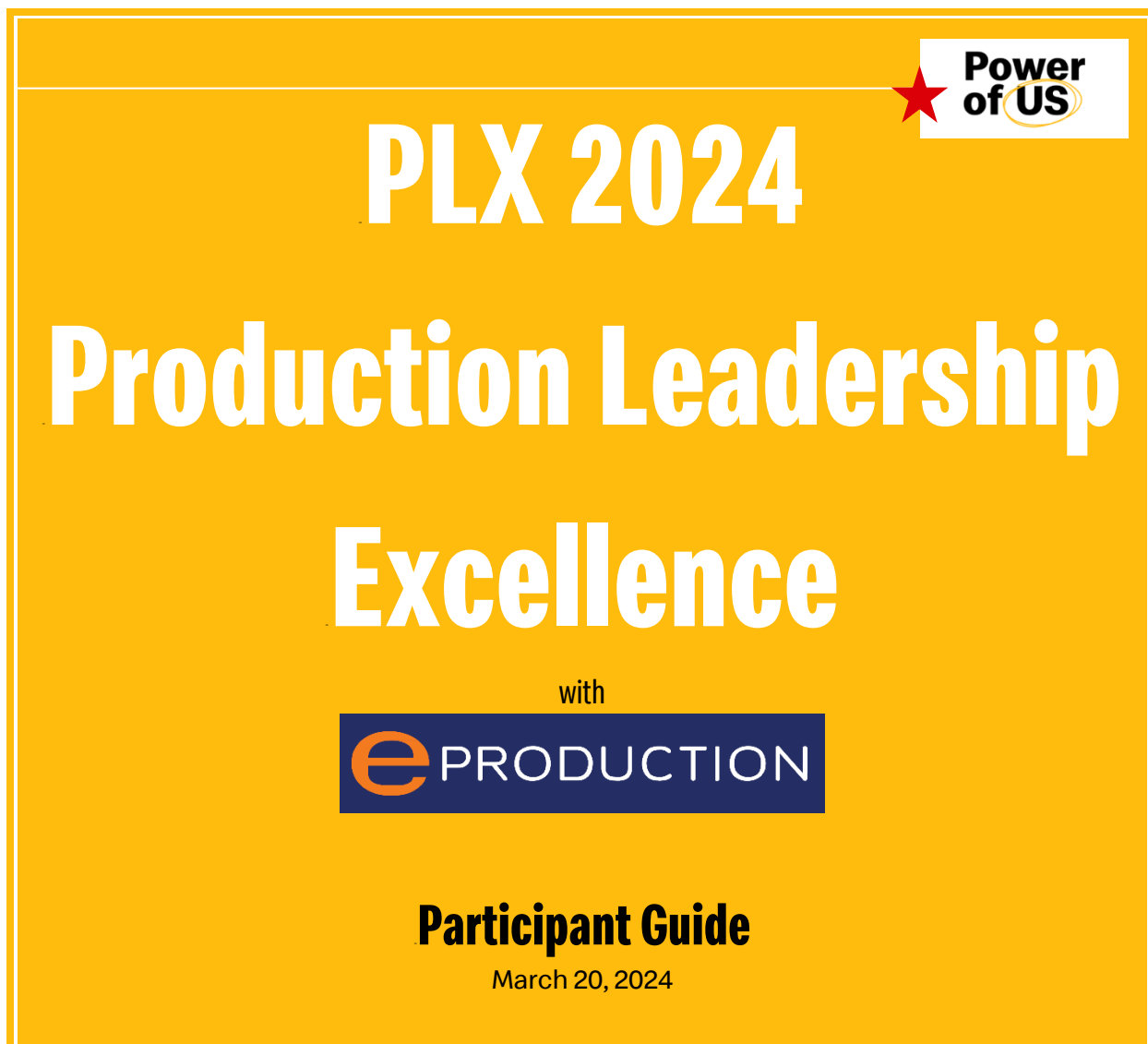
Crew ●

Department Manager ●



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.

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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

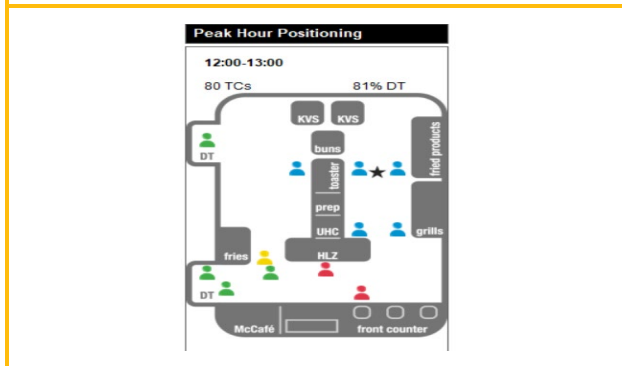
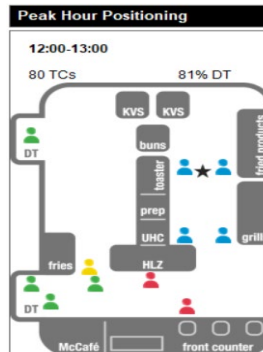
When you set up your plan, ask yourself:

- 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? • 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:				Efficiency Rating
BRK	LUN	DIN	Action	
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
Score			Orders bumped off monitor appropriately	1.5
			< Total **	

* Not Impacted by Staffing

** Passing is 8 of 10 points

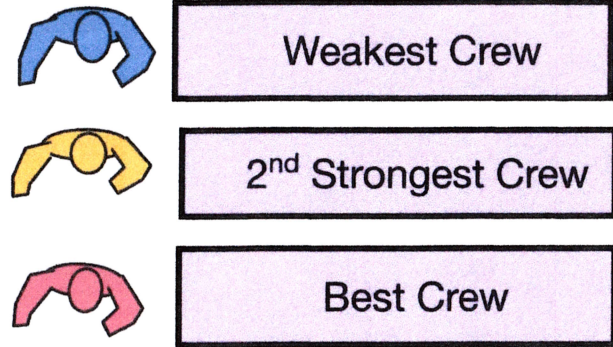
Manager	
Peak Hour	KVS Results
7:00	
8:00	
Breakfast	
Position	Crew Name
Assem 1	
Meat	
Toast	
Assem 2	
Eggs	

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

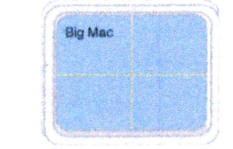
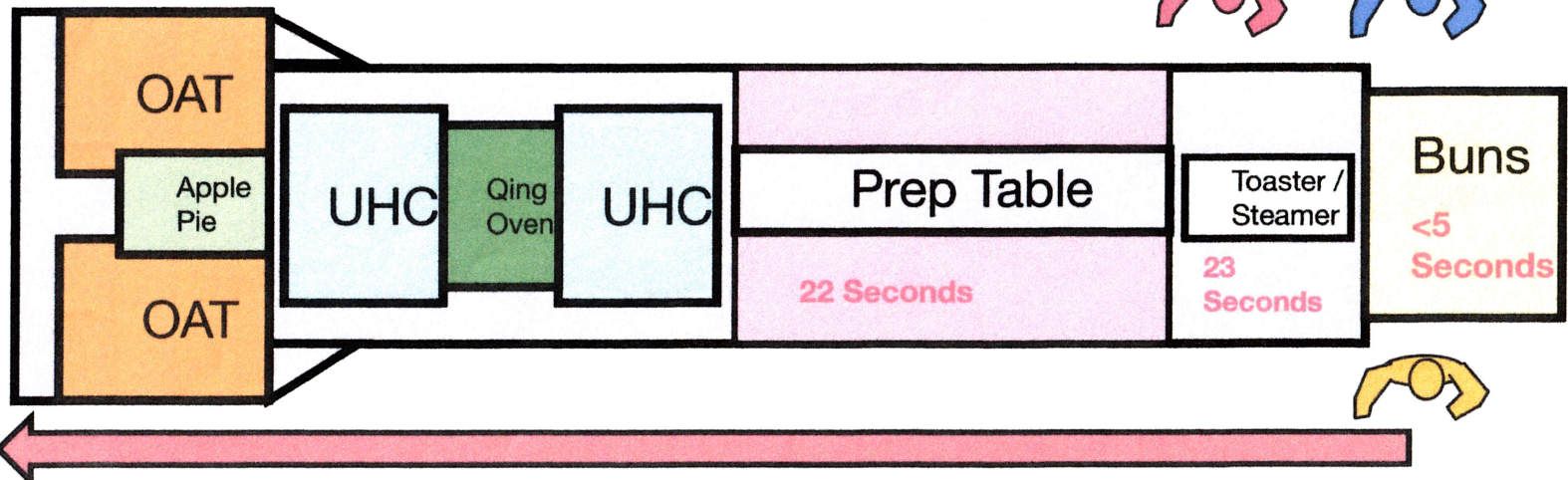


Production Manager/
Chaser



Primary Side

35-50 Seconds
70% Orders



Kitchen
Video
System (KVS)



Kitchen
Video
System (KVS)
120

Secondary Side

60-70 Seconds 30%
"Carryover" Orders



“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”

Research tells us that _____ of problems that occur during a shift can be solved by conducting a thorough pre-shift routine.

Production Pre-Shift Checklist

Checklist

The checklist ensures that the kitchen is _____ to serve hot, fresh food to guests by having _____, _____, and _____ RIGHT.

Priorities

Fix anything that is jeopardizing _____ first.

Leading the Production Area

- Maintain QSC
- Maintain a safe and secure area
- Ensure food safety and sanitation

Production Leader Pre-Shift Checklist Name _____ Date _____

Item	Checked
Food Safety Complete? Mark any Food Safety issues below as a #1 Priority	
Communicate with Shift Manager on shift projections, goals, issues, and plan for shift	
Equipment set up properly and in working condition, all needed utensils and small wares in place	
eProduction in place and accurate	
Kitchen area stocked for the shift, refrigerator, freezer, dry, prep, prep table, tempering etc.	
Kitchen team properly positioned per the Positioning Chart	
Targets set (KVS, Sandwich Counts etc.) Expectations set with each employee	
Production Leader is in the most flexible position	
Overall cleanliness of the kitchen – Mark your observations below as a #3 Priority	

Priorities:

#1 Food Safety	#2 Quality and Service

#3 Cleanliness

Daily Job Duties in Leading the Production Area – Food Safety & Maintain QSC

Leads the production area or works from the most flexible position. Avoids being stuck on a station unless in danger zones
Communicate with the previous Production Leader and the incoming Production Leader
Monitor and troubleshoots Food Safety throughout the shift
Ongoing communication with Shift Manager
Acts NOW to Danger Zones on KVS, fresh beef procedures, moves crew if needed based on conditions
Observes and coaches / corrects procedures
Monitors eProduction UHC Grill Monitor-Increasing /Decreasing guest counts when needed
Monitors eProduction Bake Monitor to ensure baked items are being cooked during off-peak times
Monitors UHC Cabinets- Using timers, Taking from correct tray only, Empty trays to drive production
Maintains stock levels, frozen, refrigerated, tempered and dry to meet targets
Maintains shift cleanliness/sanitation
Monitors finished food quality - Ensure no Fresh Beef is held in UHC
Continually updates goals and results
Recognizes positive performance. (KVS targets, procedures, waste etc.)
Communicate and coaches on new procedures and/or new product information



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:


Production Leader Pre-Shift Checklist Name _____ Date _____

Item	Checked
Food Safety Complete? Mark any Food Safety issues below as a #1 Priority	
Communicate with Shift Manager on shift projections, goals, issues, and plan for shift	
Equipment set up properly and in working condition, all needed utensils and small wares in place	
eProduction in place and accurate	
Kitchen area stocked for the shift, refrigerator, freezer, dry, prep, prep table, tempering etc.	
Kitchen team properly positioned per the Positioning Chart	
Targets set (KVS, Sandwich Counts etc.) Expectations set with each employee	
Production Leader is in the most flexible position	
Overall cleanliness of the kitchen – Mark your observations below as a #3 Priority	

Priorities:

#1 Food Safety	#2 Quality and Service
#3 Cleanliness	

Daily Job Duties in Leading the Production Area – Food Safety & Maintain QSC

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Continually updates goals and results
Recognizes positive performance. (KVS targets, procedures, waste etc.)
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Cabinet Management



My role as Production Leader with cabinet management:

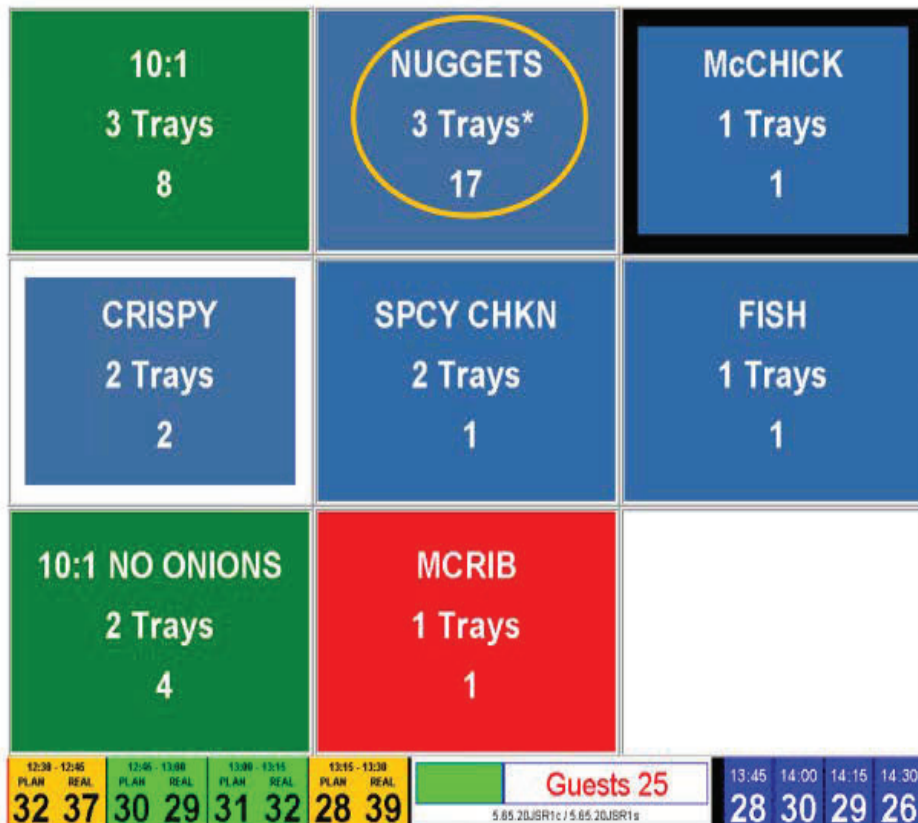
The cabinet management system is designed to _____,

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

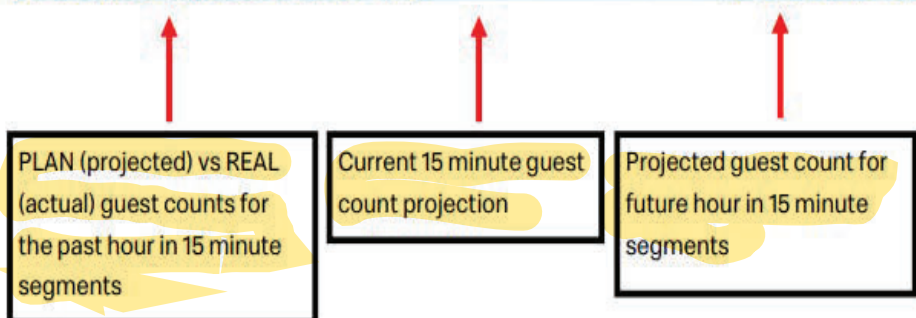
Borders will remain on the screen for 5 minutes before disappearing

← Product

← Number of trays

← Products per tray

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



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



“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.

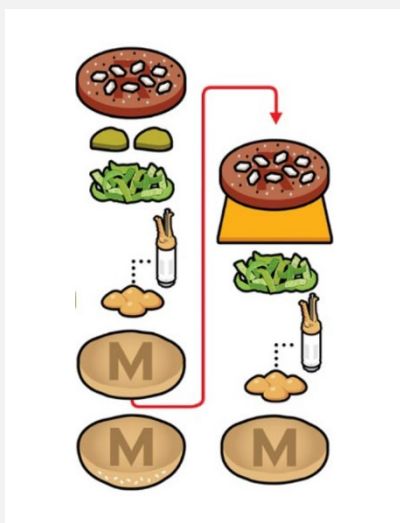
Estimated Time: 15 minutes

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 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	



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



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?			
	Did crew follow procedures correctly? – note training needs separately			
Equipment	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			
	Fryer Recovery – Routine in Place - Boil-Out & Filtered Daily			
Be Well Served (BWS) Book	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			
Product	Taste a couple of products – are they gold standard?			
	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

<p>Action 1: _____</p> <p>Who will own & write a plan: _____</p> <p>Attach plan & start date: _____</p> <p>Follow up of Previous Health Check Action: _____</p>	<p>Action 2: _____</p> <p>Who will own & write a plan: _____</p> <p>Attach plan & start date: _____</p> <p>Follow up of Previous Health Check Action: _____</p>
--	--

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 on time 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?

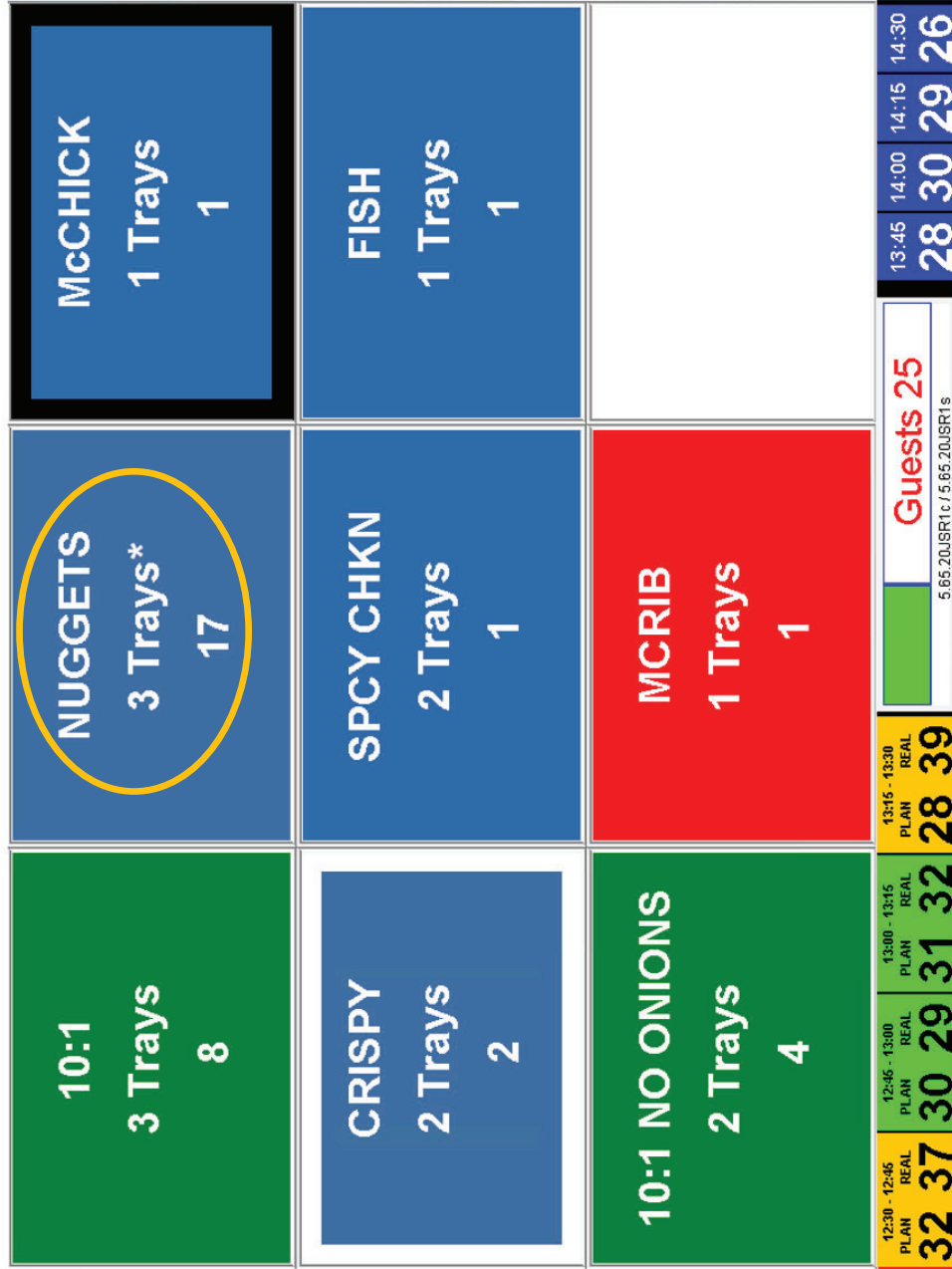
3. How can you help manage waste during your shift?



RESOURCES

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

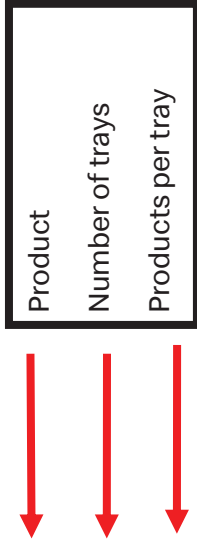
UHC Monitor



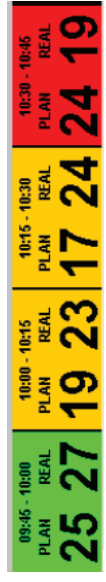
White Borders indicate either the number of trays or products have increased

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 French Fries																																			
1 L French Fries																																			
2 Hash Brown																																			
Update in 11:26																																			
Guests 29																																			
<table border="1"> <tr> <td>12:30 - 12:45</td> <td>12:45 - 13:00</td> <td>13:00 - 13:15</td> <td>13:15 - 13:30</td> <td>13:30 - 13:45</td> <td>14:00 - 14:15</td> <td>14:15 - 14:30</td> </tr> <tr> <td>PLAN</td> <td>REAL</td> <td>PLAN</td> <td>REAL</td> <td>PLAN</td> <td>REAL</td> <td>REAL</td> </tr> <tr> <td>34</td> <td>30</td> <td>25</td> <td>29</td> <td>26</td> <td>28</td> <td>28</td> </tr> <tr> <td>30</td> <td>29</td> <td>26</td> <td>28</td> <td>28</td> <td>28</td> <td>30</td> </tr> </table>								12:30 - 12:45	12:45 - 13:00	13:00 - 13:15	13:15 - 13:30	13:30 - 13:45	14:00 - 14:15	14:15 - 14:30	PLAN	REAL	PLAN	REAL	PLAN	REAL	REAL	34	30	25	29	26	28	28	30	29	26	28	28	28	30
12:30 - 12:45	12:45 - 13:00	13:00 - 13:15	13:15 - 13:30	13:30 - 13:45	14:00 - 14:15	14:15 - 14:30																													
PLAN	REAL	PLAN	REAL	PLAN	REAL	REAL																													
34	30	25	29	26	28	28																													
30	29	26	28	28	28	30																													

Fries Summary-live orders that appear above are consolidated.

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

Red arrow indicates full baskets

Yellow arrow indicates medium baskets

Green arrow indicates low baskets

Full, medium and low are indicators on the Fry dispenser

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	PLAN	PLAN	PLAN
REAL	REAL	REAL	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.



BAKE Monitor

04:46 AM

BACON		GRIDDLES		APPLE PIE	
3 AM	4 AM	5 AM	6 AM	3 AM	4 AM
0	0	0	0	0	0
0	0	0	13	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
0	0	0	0	0	0
0	0	0	18	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:

current

Future: 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