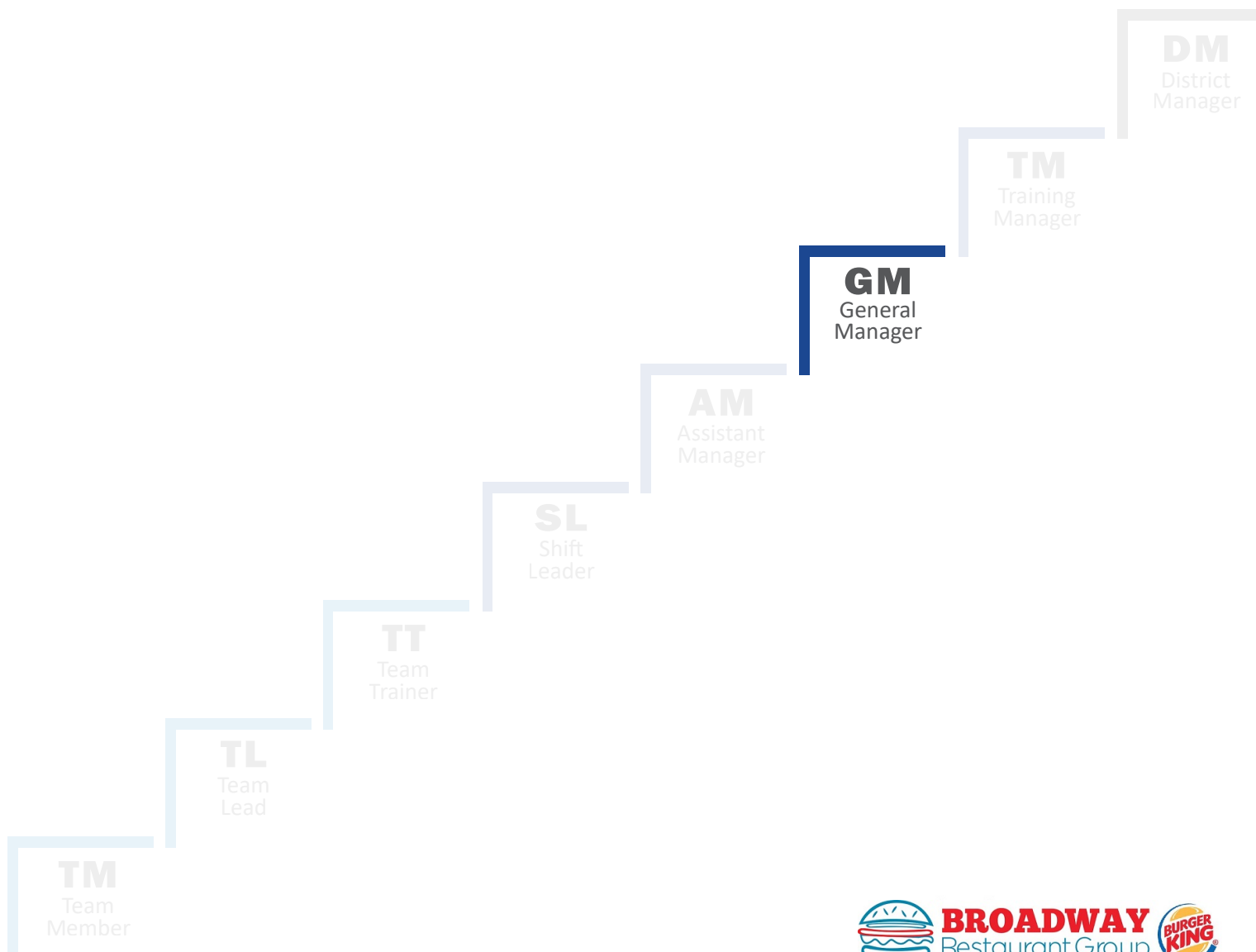


Training Program

GM Track



Week 7 - Day 1

GM Track Introduction

Welcome to GM Track of the Management Training Program! During GM Track you will be acting as a AM and polishing your Shift Control skills. Your schedule for this track will mimic the schedule of your Training Manager.

GM Track Training

Throughout GM Track, you will take responsibility for running the shifts on your schedule. Each day your responsibilities will be the same as you work on refining your leadership skills.

While running the shift you will be responsible for:

- Instill C.A.R.E., to include employee interaction - “At Broadway We Say Yes”
- Speed of Service
- Profitability, sales building, suggestive selling
- Food quality
- Start with Safety
- Travel Paths
- Systems
- Command Center

Each week you will also learn new responsibilities to enhance your continuing development. Once you learn a new concept, it will become your responsibility to complete from that point on. Be sure to ask questions throughout training to ensure you fully understand each newly learned concept. It is your responsibility to make certain you come out of training knowing all concepts taught within this manual.

If you are completing GM Track in a new Training Location...

Take some time with your District Manager or Training Manager to tour the restaurant. Focus on meeting the team and getting to know the environment. Remember that you will be running the shifts here, so present yourself in a professional, yet approachable, manner.

Store Tour Checklist

- All Exits
- Hand Washing Sinks
- King Boards Command
- Center Schedules
- Managers' Office
- First Aid Kit
- SDS Sheets
- Start with Safety Sheet
- Training Area
- Fire Suppression System
- Goals Board
- Electrical Panel/Shut
- offs



1 Learn

With your Training Manager:

- Sales Projections
- Team Member Schedules
- Placing a Truck Order



WEEKLY GOALS

- LEARN HOW TO CREATE SALES PROJECTIONS AND BUILD A SCHEDULE
- LEARN HOW TO CREATE AND PLACE A TRUCK ORDER

2 Practice

With your Training Manager:

- Run Scheduled Shifts



3 Do & Review

Weekly Feedback

- Do you feel ready to practice writing the projections and schedules?
- What is on the agenda next week?

Notes: _____



Trainee's Signature



Training Manager's Signature

Date

Week 7 Projects

Sales Projections

Create projections for the following week.

How would the following impact your projections?

- Holidays
- Rainy/Stormy Weather Forecast
- 1st of the Month
- Construction
- Local Events (discuss those that impact your Training Restaurant)

Team Member Schedules

Availability

With your Training Manager, discuss the following:

- When and how should you gather Team Member availability?
- What are some best practices for organizing and keeping track of availability?
- How can keeping good records of availability help you in the hiring process?

RTI User Manual: *(RTI Training Manual)*

1

Creating a Schedule

Working with your Training Manager, build a Team Member schedule.

- In the RTI User Manual, locate the “Crew Schedules” section. Follow the steps to create a Team Member schedule.
- Why is it important to have your sales projections ready prior to creating a schedule?
- What must you consider when creating a schedule?
- How far in advance do we create Team Member schedules?
- What is the deadline for having your Team Member schedule posted in your restaurant?

2

Week 7 Projects

Placing a Truck Order

Access the RTI User Manual and navigate to the “Calculating Truck Order” section.

[RTI User Manual](#)

Access your truck ordering site/BOH system. Complete the following steps:

1. Calculate your truck order by following the instructions in the RTI Training Manual.
2. Walk the restaurant with your order form to verify on hand inventory.
3. Use the build-to calculation below to double check your order.
4. Adjust order, if necessary, and send.

Build To Calculation



The diagram illustrates the 'Build To Calculation' formula. It consists of several components: a grey circle labeled 'Usage per Day', a large 'X' symbol, a pair of large orange rounded rectangular boxes containing '# of Days Between Deliveries' and 'Days Until Next Delivery' respectively, a plus sign, a green rounded rectangular box labeled 'Amount of Safety Stock', an equals sign, and a blue rounded rectangular box labeled 'Build-To'. The two orange boxes are enclosed in a larger pair of orange brackets.

$$\text{Usage per Day} \times \left(\text{\# of Days Between Deliveries} + \text{Days Until Next Delivery} \right) + \text{Amount of Safety Stock} = \text{Build-To}$$

- How can over-ordering and under-ordering cost you time and money?
- Why is it important to double check your on-hand inventory and build-to before placing an order?

Week 7

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. How often must sanitizer buckets be changed?

2. How quickly must critical health violations be corrected?

3. Name four sections on the Game Planner.

4. What should be printed on the back of every Game Planner?

5. What is the deadline for posting your Team Member schedule?

6. What is the build-to calculation you use when writing your truck?

7. How much referral bonus do we pay for Team Members?

8. How much referral bonus do we pay for salaried managers?

9. What day of the week should next week's projections be complete?

10. How many weeks of data go into the sales trend when making projections?

11. How many hours per week should a Team Member average to be considered full time?

12. How many hours per week should a salaried manager be scheduled to work?

Week 7 Appraisal

Conducted by Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
Results Oriented	Thinks like an owner, follows systems and measures performance to achieve positive financial results.				
Decision Making	Applies Broadway Vision, Values and Traits to all decisions.				
Planning & Organizing	Plans and organizes themselves and the team by following Broadway systems, setting goals, hitting deadlines, measuring results and maintaining a sense of urgency.				
Visible Leadership	Serves as a role model for Broadway Values and Behaviors and leads by example in a hands-on fashion.				
People Development	Hires, trains and develops a team that delivers strong financial results in a respectful environment.				
Communication	Communicates with the team and leadership clearly, positively, honestly and often.				
Guest Focused	Demonstrates a daily commitment to becoming our guests' favorite fast food destination.				
Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. Discuss the important factors that go into sales forecasting and how not considering all the factors could negatively impact your business.
2. Do you feel like you are ready to write the truck order next week? Why or why not?
3. How do you feel you did this week? What will you focus on next week?

Trainee's Signature

Training Manager's Signature

Date

Week 8

GM Track

1 Learn

With your Training Manager:

- Payroll Procedures
- Time Punch Edits
- Invoice Management



WEEKLY GOALS

- LEARN PAYROLL PROCEDURES, INCLUDING TIME PUNCH EDITS
- BE ABLE TO MANAGE SCHEDULES AND TRUCK ORDERS ON YOUR OWN BY THE END OF THE WEEK

2 Practice

With your Training Manager:

- Create Sales Projections
- Build Team Member Schedule
- Place Truck and Bread Orders



3 Do & Review

On your own:

- Run Scheduled Shifts

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 8 Projects

Payroll Procedures

Finalize weekly payroll and submit all applicable paperwork to the office. (Due by 11am each Wednesday)

- Access the RTI User Manual and follow the instructions for “view and edit time punches.” Make any needed changes and save.
- Access the Estimated Pay (consolidated) report and verify total weekly payroll hours
- Verify that all Salaried Managers show 50 total hours for the week

Be sure to complete the following:

- Punch Change report printed and signed by Employee and Manager
- Verify total weekly payroll hours

Contact information for payroll and benefits is available if a manager or employee has request or questions that cannot be addressed at the store level.

Time Punch Edits

Access the RTI User Manual and navigate to the “Time Punch Edit” section. Follow the instructions to view the daily Time Punches and make edits, if applicable.

- Why is it important to check time punches on a shiftly basis?
- What should you do if you notice someone forgot to clock out, but you do not know what time they left?

Week 8 Projects

Invoice Management

Entering a Truck Invoice

Access the RTI User Manual and navigate to the “Receiving Orders” section. Following the instructions and working with your Training Manager, receive a truck invoice. Make any adjustments, if applicable, and save.

- Why is it important to always verify the date on the invoice matches the BOH system?
- How can entering a truck incorrectly impact your inventory?

Entering a Purchase

Access the RTI User Manual and navigate to the “Entering Purchases” section. Using the instructions, enter an invoice (from a vendor other than your main truck distributor) into the BOH system.

- What happens if you do not enter all food invoices into your system?

Transfers

Access the RTI User Manual and navigate to the “Making a Transfer” section. Using the instructions, make a transfer to another location. When applicable, accept a transfer from another location.

- Under what circumstances would you need to submit a transfer?

Checkbook Spending

Access the Checkbook Spending Job Aid. This tool is there to help you keep track of budget and expenses for R&M, Uniforms, Cleaning Supplies, Contract Services, Office Supplies, Operating Supplies, etc.

- Why is it important to keep track of your spending?
- How would you access your budget for the quarter?

RTI User Manual: *(RTI Training Manual)*

Checkbook Spending Job Aid: *(Checkbook Spending Job Aid)*

Week 8

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. How many onions are on a Bacon Double Cheeseburger?

2. What is the report that is used to verify total weekly payroll hours?

3. When are payroll edits due?

4. True or False: When sweeping the floor, you should wear gloves.

5. At minimum, how often should time punches be checked?

6. Which report must be printed and signed if a Time Punch is adjusted?

7. What is the build, in order, of a Cheeseburger?

8. On what day of the month can you expect about a ten percent sales increase?

9. How would you determine how many Team Members you should have on your roster?

10. What is the correct portion for a small order of hashbrowns?

11. One of your Shift Leaders has really stepped up. He has been presenting himself in a professional manner, is approachable, and even your regulars have noticed that he is leading the team successfully. What Leadership Trait is he demonstrating?

Week 8 Appraisal

Conducted by Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
Results Oriented	Thinks like an owner, follows systems and measures performance to achieve positive financial results.				
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Communication	Communicates with the team and leadership clearly, positively, honestly and often.				
Guest Focused	Demonstrates a daily commitment to becoming our guests' favorite fast food destination.				
Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. How can being accurate with time punches on a shiftly basis save you time when conducting payroll?
2. Discuss how you did you do at building your first Team Member schedule? What could have made it easier?
3. How do you feel this week went?

Trainee's Signature

Training Manager's Signature

Date

Week 9

GM Track

1 Learn

With your Training Manager:

- End of Week Inventory



WEEKLY GOALS

-LEARN HOW TO EXECUTE THE WEEK END INVENTORY PROCESS

-BE ABLE TO COMPLETE PAYROLL PROCEDURES AND MANAGE INVOICES BY THE END OF THE WEEK

2 Practice

With your Training Manager:

- Payroll Procedures
- Time Punch Edits
- Invoice Management



3 Do & Review

On your own:

- Run Scheduled Shifts
- Create Sales Projections
- Build Team Member Schedule
- Place Truck and Bread Orders

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 9 Projects

Inventory

Working with your Training Manager, follow the steps below to complete the weekly inventory count.

Prepare for Inventory Counts

Preparation for an inventory count can be completed the day before the counts take place.

1. Walk the inventory storage locations (walk-in, freezer, dry stock, etc.) and organize any out of place inventory. The key is to make the areas clutter free and easy to count.
2. Access RTI and double check that items on the count sheet are in order according to the shelves. Remove any unneeded items and add any items that you have in stock and are not on the count sheets.
3. Access the RTI User manual and navigate to the "Printing Inventory Sheets" section. Follow the instructions to print your Inventory Count Sheets.

1

Count Inventory and Enter into BOH System

Count all inventory in the restaurant. Using the instructions in the RTI User Manual ("Entering Counts" section), enter counts into BOH System.

- Are there any counts that can be estimated?
- How would you count oil? Remember that this is a high \$ item!
- How can you get the team involved in weekly inventory?

2

Reconcile Inventory

Pull up the weekly/period variance reports. Go through each inventoried item and identify any items to recount. Discuss theoretical and actual usage with your Training Manager.

- Identify your theoretical usage of Whopper patties for the week.
- What was your actual usage?
- What is your variance in units? Percentage?
- How do you know when an item needs to be recounted?

3

RTI User Manual:
(RTI Training Manual)

$$\text{Actual Usage} - \text{Theoretical Usage} = \text{Variance}$$

$$\text{Recorded Sales (in POS)} = \text{Theoretical Usage}$$

$$\text{Beginning Inventory} - \text{Closing Inventory} = \text{Actual Usage}$$

Week 9

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. How many shakes of salt and pepper blend go on a Triple Whopper?

2. What is Theoretical Usage?

3. What is Actual Usage?

4. What is the calculation for determining your variance?

5. How can entering the incorrect date on an invoice impact your inventory?

6. You receive an order on Tuesday. When should you enter in the invoice?

7. What is the goal for BK Link completion in your restaurant?

8. What color cleaning tools should be used in the Dining Room?

9. What items should always be in the restroom caddy?

10. What can you do to prepare your restaurant for inventory counts?

11. Your Team Trainer, Jessica, works hard to train your new Team Members. You have noticed lately that she is taking it one step further and coaching existing Team Members so they can learn more. She also helped you get the restaurant from an 80% to a 100% completion on BK Link. What Leadership Trait is she demonstrating?

Week 9 Appraisal

Conducted by Top Right Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
Results Oriented	Thinks like an owner, follows systems and measures performance to achieve positive financial results.				
Decision Making	Applies Broadway Vision, Values and Top Right Traits to all decisions.				
Planning & Organizing	Plans and organizes themselves and the team by following Broadway systems, setting goals, hitting deadlines, measuring results and maintaining a sense of urgency.				
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Guest Focused	Demonstrates a daily commitment to becoming our guests' favorite fast food destination.				
Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. Discuss what you learned by going through the full Inventory process.
2. Did you feel confident in creating the Team Member schedules on your own? What about the Truck Order?
3. Why is putting invoices in correctly (with the correct date) so important to your financials?

Trainee's Signature

Training Manager's Signature

Date

Week 10

GM Track

1 Learn

With your Training Manager:

- OSAT & Net Promoter Scores
- Uniform Ordering
- Perform a REV Self Assessment
- Troubleshoot REV Opportunities

WEEKLY GOALS

-LEARN HOW NPS IS CALCULATED AND HOW TO ORDER UNIFORMS

-BE ABLE TO COMPLETE PAYROLL PROCEDURES AND MANAGE INVOICES BY THE END OF THE WEEK

2 Practice

With your Training Manager:

- End of Week Inventory

3 Do & Review

On your own:

- Run Scheduled Shifts
- Complete Payroll Procedures
- Create Sales Projections
- Build Team Member Schedule
- Place Truck Order
- Manage Invoices

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 10 Projects

Guest Trac

Guest Trac is a site that handles our measurement of guest satisfaction by collecting data from guest surveys. The surveys are distributed via guest receipt.

OSAT Net Promoter Score:

$$NPS = \frac{5's - (1's + 2's + 3's)}{\text{Total Survey Count}}$$

Gauges how likely guests are to “promote” your restaurant.

Log onto the Guest Trac website (BK Gateway > Apps).

1. Pull up the store dashboard and read through any recent guest comments.
2. Print the training location’s Comparison Report: (Report Builder> Comparison> Period End> Build Report)

Comparison Report

Use the guide below to identify and prioritize your opportunities on NPS.



Week 10 Projects

Uniform Orders

Team Member Uniforms

Count on hand employee uniforms and, working with the Training Manager, write a uniform order.

- Why is it important to always have employee uniforms on hand?
- What are the most common sizes needed?

REV: Self-Assessment & Troubleshooting

Self-Assessment

Access BK Link and print the REV Guidebook and a REV Self-Assessment: BK Gateway> Ops Connect> REV

- Conduct a REV Self-Assessment on your own. Use the REV Guidebook as a reference. Highlight any items that need attention for later troubleshooting.

Troubleshooting

Using the REV Guidebook as a reference, identify any missed points. Find out how to fix each issue by considering the questions below:

- How can this issue be prevented in the future?
- Can I eliminate this issue immediately? (If the answer is yes, do it!)
- Does any future coaching or training need to be done?
- Do I need to hire someone to fix the issue? (R&M)

Discuss any missed points with your Training Manager and make a plan for anything outstanding.

Week 10

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. What is the calculation for NPS?

2. What does NPS stand for?

3. Which report should be used to determine how to improve guest satisfaction?

4. When should you perform a skim?

5. Which bills should immediately be put under the cash drawer when accepted?

6. True or False: It is okay for a Team Member to leave the restaurant alone at night.

7. What is the weekly Food Variance goal?

8. True or False: Team Members are allowed to wear a watch while working Main Board.

9. How many glove sizes must be available at each wash sink at all times?

10. How many cut gloves should you wear while using the tomato slicer?

11. It is 30 days until school is starting back up and you have two employees that are going away to college. You also know that three employees will change their availabilities. With your management team, you make a plan to hire 4 new Team Members in the next few weeks so they will be fully trained when school starts. What Leadership Trait are you demonstrating?

Week 10 Appraisal

Conducted by Top Right Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
Results Oriented	Thinks like an owner, follows systems and measures performance to achieve positive financial results.				
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Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. What did you struggle with while conducting inventory this week?
2. Explain Net Promoter Scores. Why is it important to know how this score is calculated?
3. Why is keeping up with Team Member uniform orders so important? Can you delegate this out?

Trainee's Signature

Training Manager's Signature

Date

Week 11

GM Track

1 Learn

With your Training Manager:

Interviewing



WEEKLY GOALS

-INTERVIEW AT LEAST 2 CANDIDATES, WITH YOUR TRAINING MANAGER, BY THE END OF THE WEEK

-BE READY TO COMPLETE INVENTORY ON YOUR OWN BY THE END OF THE WEEK

2 Practice

With your Training Manager:

End of Week Inventory



3 Do & Review

On your own:

- Run Scheduled Shifts
- Complete Payroll Procedures
- Create Sales Projections
- Build Team Member Schedule
- Place Truck Order
- Manage Invoices

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 11 Projects

Interviewing

Review Applications

Access the employee portal. With your Training Manager, review several employee applications.

- What availability are you looking for in a candidate?
- What positions are available?
- Did you see any “red flags” while reviewing the applications?
- What are you looking for as far as experience?

1

Phone Screen

Using the 5 Star Interview Guide, conduct a phone screen with at least 3 applicants.

- How can being positive and enthusiastic on your pre-screen calls influence whether or not a candidate is interested in the position?
- What went well?
- Were there any red flags during the call?
- Discuss the importance of setting up an interview right away if someone is a great candidate.

2

Interview

Using the 5 Star Interview Guide, conduct an interview with your Training Manager present.

- What does Broadway Restaurant Group offer that should be shared during the interview process?
- Discuss any red flags that came up during the interview.
- What were some positives about the candidate?
- What position(s) do you feel this candidate would be well suited for? Why?
- What is the right way to end an interview that went well? What if you do not want to move forward with the candidate.

3

Week 11

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. What is the hold time for cheese slices on the Main Board?

2. What comes in the Ultimate Breakfast Platter?

3. What are the steps, in order, of the three step ordering process?

4. Where can you find Nutrition & Allergen information for our menu items?

5. What is the minimum temperature for a product held in the PHU?

6. Why is it important to have a phone screen with a potential candidate?

7. What should be done with ham on the board after Breakfast Shift?

8. What is the minimum serving temperature for coffee?

9. What is the hold time for bulk sugar?

10. What color bandage must be used to cover cuts and sores?

11. Your Team Lead, Jose, is really making an impact. He is a master of any contest you throw his way. He keeps the team upselling but is careful to never be pushy. He also is conscious of the product, always reducing waste. At the end of every shift he lets you know how the team did. Jose is demonstrating what Leadership Trait?

Week 11 Appraisal

Conducted by Top Right Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

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Discussion Questions

1. Why is it so important to be courteous and professional throughout the interview process, regardless of whether or not you hire the candidate?
2. Were you able to complete the payroll process on your own this week?
3. Is having so many tasks on your plate getting difficult? What can you begin delegating out and to whom?

Trainee's Signature

Training Manager's Signature

Date

Week 12

GM Track

1 Learn

With your Training Manager:

- Onboarding
- Manager Schedule



WEEKLY GOALS

-ONBOARD (OR ROLE PLAY ONBOARDING) A NEW HIRE WITH YOUR TRAINING MANAGER

-INTERVIEW AT LEAST 2 CANDIDATES BY THE END OF THE WEEK

2 Practice

With your Training Manager:

- Interviewing



3 Do & Review

On your own:

- Run Scheduled Shifts
- Complete End of Week Inventory
- Complete Payroll Procedures
- Create Sales Projections
- Build Team Member Schedule
- Place Truck Order
- Manage Invoices

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 12 Projects

Onboarding

Prepare to Onboard

Be sure to prepare yourself and the new team member for onboarding:

- What must the new hire complete prior to orientation?
- Let the Team Member know what to bring and wear their first day
- Have onboarding and orientation materials ready
- Have uniforms (in the correct size) ready for your new hire, including a name tag
- Write a training schedule for your new hire and have it ready for their first day

Complete Onboarding

Onboard and Orientate a new Team Member with your Training Manager.

- Complete the hiring process through the applicable onboarding platform
- Enter new hire into Sicom
- Complete Day 1 of the **5-Star Team Member Training & Orientation Guide** with the new hire
- Communicate the following:
 - Training Schedule
 - Rules and expectations
 - Payroll calendar
- Take the new hire on a Store Tour and introduce him/her to the team!

Manager Schedule

Create a Manager Schedule.

- Why are Manager schedules created 4 weeks in advance?
- Who should be included on the Manager Schedule?
- What things should be considered when creating a Manager Schedule?
- Once completed, can the manager schedule be changed?

Week 12

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. How many slices of cheese are on a Double Whopper with Cheese?

2. From where would you order the Team Member Training & Orientation Guide?

3. How many weeks in advance should a manager schedule be posted?

4. How many weeks in advance should a Team Member schedule be posted?

5. From where would you order Team Member uniform shirts?

6. Why should you always have a new hire's training schedule ready at orientation?

7. What is the hold time for Chocolate Syrup once opened?

8. When can tomatoes be placed in the walk-in cooler?

9. What is the hold time for cooked Chicken Nuggets?

10. What is the hold time for a bun once it is toasted?

11. Your Team Trainer, Henry, is training your new Team Member, Megan. He recently came to you to let you know that she is having trouble catching on to Main Board. Her speed is just not up to par, and she is not accurate in her builds. He also asked if he could speak to her about the issue with you present. Henry is demonstrating which Leadership Trait?

Week 12 Appraisal

Conducted by Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
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Communication	Communicates with the team and leadership clearly, positively, honestly and often.				
Guest Focused	Demonstrates a daily commitment to becoming our guests' favorite fast food destination.				
Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. Explain why conducting a great orientation is so important to your business and new hire.
2. What ideas do you have to make the orientation process at your location the best they can be?
3. What did you do well this week? Did you struggle with anything?

Trainee's Signature

Training Manager's Signature

Date

Week 13

GM Track

1 Learn

With your Training Manager:

Scorecard



WEEKLY GOALS

-LEARN HOW TO
CALCULATE YOUR
SCORECARD

-ONBOARD A NEW TEAM
MEMBER BY THE END OF
THE WEEK

2 Practice

With your Training Manager:

Onboarding



3 Do & Review

On your own:

- Run Scheduled Shifts
- Complete End of Week Inventory
- Complete Payroll Procedures
- Create Sales Projections
- Build Team Member Schedule
- Place Truck Order
- Manage Invoices

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 13 Projects

Scorecard

Training Location Score

Research and fill in the scorecard below for your Training Restaurant. Use last month's information. Your Training Manager will help you access the needed information.

: /

: /

: /

: /

: /

: /

: /

: /

: /

Total Points : / **100**

Week 13

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. What is the company-wide goal for scorecard points?

2. When are payroll edits due to the Payroll Department?

3. What is the company-wide goal for Food Cost Variance?

4. What is the minimum passing score on a REV Audit?

5. How often should you expect to receive a REV Audit?

6. What third party company administers our REV Audits?

7. How many weeks of data go into a Sales Projection?

8. Which shifts receive a grade on the Rush Ready Checklist?

9. How long must you retain Beef Cook-Out Logs?

10. What should you check while Coaching in Team Members?

11. Your RAM, Sarah, has really impressed you lately. She has had some serious things happen in her personal life recently, but has continued to come to work with high spirits. She has kept the team upbeat and happy to serve your guests on her shifts. Sarah is demonstrating what Leadership Trait?

Week 13 Appraisal

Conducted by Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
Results Oriented	Thinks like an owner, follows systems and measures performance to achieve positive financial results.				
Decision Making	Applies Broadway Vision, Values and Top Right Traits to all decisions.				
Planning & Organizing	Plans and organizes themselves and the team by following Broadway systems, setting goals, hitting deadlines, measuring results and maintaining a sense of urgency.				
Visible Leadership	Serves as a role model for Broadway Values and Behaviors and leads by example in a hands-on fashion.				
People Development	Hires, trains and develops a team that delivers strong financial results in a respectful environment.				
Communication	Communicates with the team and leadership clearly, positively, honestly and often.				
Guest Focused	Demonstrates a daily commitment to becoming our guests' favorite fast food destination.				
Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. What scorecard points will be difficult for you to achieve? Does anything look easy for you to achieve?
2. What is your plan for creating a successful and positive culture within your restaurant?
3. Do you feel like you are ready to take over your new location?

Trainee's Signature

Training Manager's Signature

Date

Week 14

GM Track

1 Learn

With your Training Manager:

Profit & Loss Statement



WEEKLY GOALS

-LEARN ABOUT THE PROFIT + LOSS STATEMENT AND HOW YOU CAN IMPROVE PROFIT

-ONBOARD A NEW TEAM MEMBER BY THE END OF THE WEEK

2 Practice

With your Training Manager:

Onboarding



3 Do & Review

On your own:

- Run Scheduled Shifts
- Complete End of Week Inventory
- Complete Payroll Procedures
- Create Sales Projections
- Build Team Member Schedule
- Place Truck Order
- Manage Invoices

Weekly Feedback

Sign off that trainee:

- Has learned items under the **learn** section
- Is ready to complete all tasks under the **practice** section on his/her own
- Was able to do all items under the **do** section on his/her own

Sign

Trainee's Signature

Date

Sign

Training Manager's Signature

Date

Week 14 Projects

Profit & Loss Statement (P&L)

Working with your Training Manager, pull up and print the most recent Profit & Loss Statement.

Cost of Goods Sold (COGS)



Gross Profit



- The most recent Month Gross Sales were: \$ _____

- Last year's same Month Gross Sales were: \$ _____

- Year to Date Net Sales are: \$ _____

- What is the difference between Net and Gross Sales?

- Circle the items below that are controllable costs:

Monthly Rent Electric Costs Team Member Labor Food Cost

Week 14

Practice Exam

Fill out this Practice Exam throughout training to ensure that you have learned all included material.

1. What should be printed on the back of every Game Planner?

2. How quickly must non-critical health violations be corrected?

3. What is the deadline for posting your Team Member schedule?

4. Which report must be printed and signed if a Time Punch is adjusted?

5. How would you determine how many Team Members you should have on your roster?

6. At minimum, how often should time punches be checked?

7. How much referral bonus do we pay for Team Members?

8. What is the easiest and fastest way to increase check average in your store?

9. What day of the week should next week's projections be complete?

10. How many weeks of data go into the sales trend when making projections?

11. How many hours per week should a Team Member average to be considered full time?

12. What is the report that is used to verify total weekly payroll hours?

Week 14

Practice Exam

13. What is the build, in order, of a Whopper with Cheese?

14. How many slices of cheese are on a Double Whopper with Cheese?

15. What is Theoretical Usage?

16. How long must you retain Beef Cook-Out Logs?

17. What is the minimum serving temperature for coffee?

18. What is the company-wide goal for Food Cost Variance?

19. What does NPS stand for?

20. Where can you find Nutrition & Allergen information for our menu items?

21. What is Actual Usage?

22. How many weeks in advance should a manager schedule be posted?

23. What is the calculation for determining variance?

24. What is the minimum temperature for a product held in the PHU?

Week 14 Appraisal

Conducted by Top Right Training Manager

Fill out the appraisal using the following grading scale:

1- Does Not Meet Expectations

2- Learning or Developing Skill

3- Meets Expectations

Leadership

		1	2	3	Feedback
Results Oriented	Thinks like an owner, follows systems and measures performance to achieve positive financial results.				
Decision Making	Applies Broadway Vision, Values and Top Right Traits to all decisions.				
Planning & Organizing	Plans and organizes themselves and the team by following Broadway systems, setting goals, hitting deadlines, measuring results and maintaining a sense of urgency.				
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Positive Outlook	Creates a friendly, respectful and fun environment for the team and our guests.				

Discussion Questions

1. Do you feel prepared to leave training?
2. How will you need continued support and how can I (Training Manager) help you with that?
3. Verify that the Week 14 Exam has been completed in Broadway Connect Forms.

Trainee's Signature

Training Manager's Signature

Date

End of Training Discussion

Conducted by District Manager

Discussion Talking Points

Discuss the following to prepare the trainee to begin at his/her new location.

Notes

<p><u>Training Recap:</u></p> <ul style="list-style-type: none"> • What went well during training? • What was challenging for you? • What will you need continued support on? 	
<p><u>Culture:</u></p> <ul style="list-style-type: none"> • Discuss where you are on the Leadership Traits. What are you working on? • Discuss the current culture in your home restaurant and what can be done to improve or maintain it. 	
<p><u>Staffing & Training:</u></p> <ul style="list-style-type: none"> • Management Team- Who is your team and who is successful/struggling? • Team Members- Discuss the strength of the team, anyone who is ready for promotion or struggling. • What is your plan for staffing? What should you expect? 	
<p><u>GM Transition:</u></p> <ul style="list-style-type: none"> • Discuss the GM Transition and create the DM schedule. • What things do you anticipate needing the most help with? • Do you have any concerns? 	

Week 14 Exam Score:

Additional Comments: _____

Trainee's Signature

District Manager's Signature

Date