

FIRST CHOICE TEAM

First Choice Team

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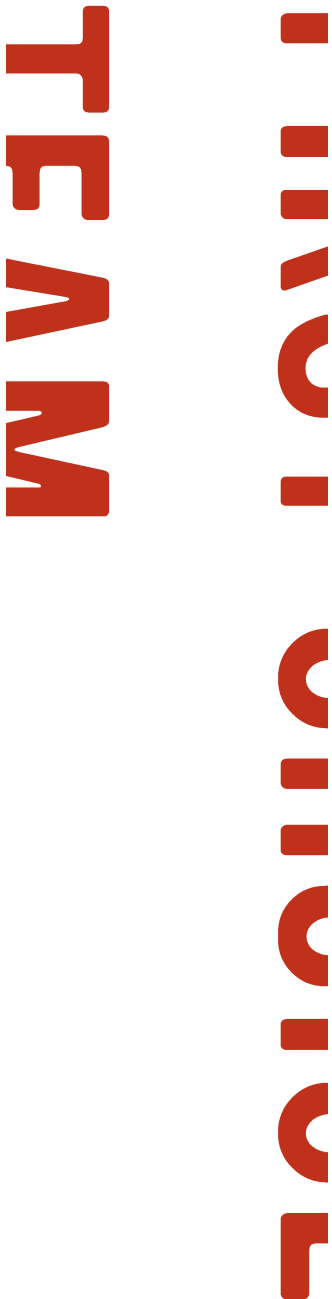
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- To search, press **Ctrl-F** (or **Command-F** on a Mac) for Find. On a tablet or phone, choose **Find** from the menu of the browser or app.

Some links lead to items on FRESHnet, typically requiring login by a Franchise Owner or Store Manager.

Labor Law Compliance

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Papa Murphy's franchise Owners have an obligation to uphold brand standards and abide by all laws, including employment laws. Each operating organization must adopt its own employment policies and procedures that comply with local, state, and federal requirements. To do this effectively, legal advice in labor and employment should be obtained from an attorney specializing in that area of the law. Listed below are Human Resources practice areas that employers in the quick-service restaurant industry often encounter. This list is not all-inclusive; rather it is intended to provide a snapshot of the areas of employment law where legal counsel should be used to develop policies and practices.

- ◆ Employment at will
 - ◆ Equal opportunity employment
 - ◆ Prohibiting discrimination
 - ◆ Problem resolution and disciplinary actions
 - ◆ Leave management (for example, Federal Medical Leave Act)
 - ◆ Sexual and other forms of harassment
 - ◆ Disability and illness (for example, American with Disabilities Act and Workers' Compensation Benefit)
 - ◆ Exempt and non-exempt classification (for example, Federal Labor Standards Act)
 - ◆ Child labor laws and practice
 - ◆ Scheduling and break laws
 - ◆ Personal relationships in the workplace
 - ◆ Driving on company business
 - ◆ Payment card industry data and credit card security
 - ◆ Safety in the workplace
 - ◆ Workplace violence
 - ◆ Drugs and alcohol in the workplace
 - ◆ Payroll practice
 - ◆ Uniform and personal appearance
 - ◆ Recruiting practices
- ▶ For information on local, state, and federal laws related to employment – including but not limited to the Federal Department of Labor and individual state labor departments' websites, refer to the [People Resources page](#) of FRESHnet and/or consult an external employment law expert.

U.S. Employment Law and Practices

The following information is taken directly from the Federal Department of Labor website, and expands on a few of the employment areas referenced on the previous page, offering brief overviews of some pertinent U.S. employment laws and practices prevalent in the quick service industry. As the owner of your business, you alone are responsible for the daily operation of the store, including selecting and training your team members, developing employee relations, and establishing your own policies and practices in a manner that complies with all applicable federal, state and local employment laws and ordinances.

We always advise that you consult with your own employment attorney to determine the scope of your rights and responsibilities regarding employment matters. Any recommendations or suggestions we provide in this Operations Excellence Standards manual or any other writings do not negate your sole responsibility for all employment matters related to your store. Employment law and practices vary significantly from state to state, so you should consult an employment law attorney in the state(s) in which you operate to determine the practices you should implement to comply with state and federal laws.

Consider the following when consulting with an employment law expert to develop your own organization's human resources policies and practices.

Equal Employment Opportunity (EEO)

In the United States, laws exist at the federal, state, and local level to ensure equal opportunity. Such laws vary greatly from one place to another in terms of employers or other entities they cover, the particular classes of persons they protect, the transactions they regulate, and the type and extent of legal remedies they provide.

For employers, Equal Employment Opportunity (EEO) issues generally arise in connection with the disciplines of employee relations and staffing management, and the related discipline of diversity.

What Is an Employment “Opportunity”?

U.S. EEO laws generally prohibit discrimination on the basis of stated characteristics in terms and conditions of employment. As such, it is critical that employers in partnership with an employment law expert invest time in designing business policies and practices ensuring EEO compliance across the employment areas referenced below, and any others as appropriate:

- ◆ Recruiting team members (how and where the business recruits)
- ◆ Application for employment
- ◆ Interviewing candidates for employment
- ◆ Pre-employment testing
- ◆ Background investigation
- ◆ Compensation
- ◆ Benefits
- ◆ Perquisites (also known as perks) or employee services

- ◆ Working conditions
- ◆ Dress and appearance
- ◆ Leave management
- ◆ Disciplinary actions
- ◆ Promotion, transfer, or demotion
- ◆ Exercise of legal rights
- ◆ Downsizing, layoff, or reduction-in-force
- ◆ Termination and post-termination actions of the employer

Protected Classes in the United States

A collection of federal statutes and executive orders make it illegal to discriminate in the terms and conditions of employment based one or more of the following characteristics:

- ◆ Race
- ◆ Color
- ◆ Ethnicity/national origin
- ◆ Gender
- ◆ Pregnancy
- ◆ Religion, belief, or spirituality
- ◆ Age
- ◆ Disability
- ◆ Use of family and medical leave
- ◆ Military status

Federal Employment Laws

The following U.S. federal laws prohibit certain types of employment discrimination:

- ◆ The Civil Rights Act of 1866 was passed to implement the 13th Amendment to the U.S. Constitution. It contains **42 U.S.C. §1981**, which grants all persons the same right to “make and enforce contracts . . . as is enjoyed by white citizens.”
- ◆ The **Equal Pay Act of 1963** (EPA) applies to employers having two or more employees and to labor unions. The EPA prohibits discrimination in compensation based on sex in relation to jobs that require equal skill, effort, or responsibility and that are performed under similar working conditions.
- ◆ **Title VII of the Civil Rights Act of 1964** (Title VII) applies to employers with 15 or more employees, each working 20 or more weeks in the current or preceding calendar year; state and local government; employment agencies; labor unions; and U.S. citizens employed by U.S.-owned or controlled companies in foreign countries. Title VII prohibits discrimination based on race, color, national origin, sex, and religion.
- ◆ The **Age Discrimination in Employment Act of 1967** (ADEA), as amended by the **Older Workers Benefits Protection Act of 1990** (OWBPA), applies to employers with 20 or more employees, each working 20 or more weeks in the current or preceding calendar year; employment agencies; labor organizations; U.S.-owned or controlled organizations operating in foreign countries; and legislative and executive branches of the U.S. government. The ADEA and OWBPA prohibit discrimination against persons age 40 and older.
- ◆ The **Pregnancy Discrimination Act of 1978** (PDA) amended Title VII to include pregnancy, childbirth, and related conditions (e.g., abortion) in the definition of sex-based discrimination.
- ◆ The **Immigration Reform and Control Act of 1986** (IRCA) prohibits – for employers having four or more employees – discrimination on the basis of national origin or citizenship, except for illegal immigrants.
- ◆ Titles I and V of the **Americans with Disabilities Act of 1990** (ADA) apply to employers with 15 or more employees, local governments, employment agencies, and labor unions. It prohibits discrimination against qualified persons with disabilities, persons with a perceived disability, and persons associated with those having disabilities.
- ◆ **Executive Order 11246 of 1965** requires federal contractors to include agreements in contracts not to discriminate against an employee on the basis of race, color, sex, religion, or national origin and requires certain federal contractors to have **affirmative action** plans.
- ◆ The **Family and Medical Leave Act of 1993** (FMLA) applies to employers with 50 or more employees and prohibits discrimination against employees for exercising their FMLA rights.
- ◆ The **Uniformed Services Employment and Reemployment Rights Act of 1994** (USERRA) applies to all employers (regardless of size) and all regular employees (regardless of position or full- or part-time status), and prohibits discrimination on the basis of military status and military service obligations. USERRA also provides certain re-employment rights following service.

State and Local Laws

States and municipalities in the United States often cover smaller employers and prohibit employment discrimination on many of the same criteria as the federal laws and some criteria that are not covered by federal laws. For example, some states prohibit discrimination on the basis of:

- ◆ Marital status
- ◆ Sexual orientation
- ◆ Gender identity and cross-dressing
- ◆ Legal off-duty conduct, such as smoking
- ◆ Whistleblowing
- ◆ Taking leave to serve on a jury or to be a witness in a legal proceeding or to vote
- ◆ Employee wages being subject to garnishment

Managing Discrimination Risk

Just as violations of EEO laws can be systemic, adherence to EEO requirements is most effective when systemic. Employers can take many actions to prevent EEO violations and charges of discrimination, including, but not limited to, the following:

- ◆ Adopting an organizational philosophy that treats employees as individuals entitled to respect and fair treatment, not as commodities.
- ◆ Establishing clear written **policies and practices** that genuinely reflect the employer's EEO values, and then sticking to them and creating thorough documentation of human resource decisions.
- ◆ Emphasizing the employer's EEO values, policies, and procedures in new employee **onboarding** and training.
- ◆ Providing ongoing training at all levels about the employer's EEO values, policies, and procedures. Creating an EEO **conflict resolution** process that is truly open door.
- ◆ Designating and empowering a responsible individual to address EEO issues.
- ◆ Investigating employee complaints thoroughly and consistently.

Employment Classification

The **Federal Labor Standards Act** (FLSA) establishes minimum wage, overtime pay, recordkeeping (including time and classifications), and youth employment standards affecting employees in the private sector and in federal, state, and local governments.

- ▶ See the Department of Labor (DOL) [FLSA website](#) to learn about the impact of FLSA on time management and payment processes.

Child Labor Laws

The Department of Labor is the sole federal agency that monitors child labor and enforces child labor laws. The most sweeping federal law that restricts the employment and abuse of child workers is the Fair Labor Standards Act (FLSA). Child labor provisions under FLSA are designed to protect the educational opportunities of youth and prohibit their employment in jobs that are detrimental to their health and safety. FLSA restricts the hours that youth under 16 years of age can work and lists hazardous occupations too dangerous for young workers to perform. Enforcement of the FLSA's child labor provisions is handled by the Department's Wage and Hour Division. See its [Youth Rules website](#) for more. In addition to FLSA, there are a variety of state-specific laws in place with regard to managing team members under the age of 18.

Employee Records Retention

There is often confusion among employers concerning the legal requirements for recordkeeping and retention of employee files and other employment-related records. Not only are there federal recordkeeping requirements, but individual states also have requirements that must be followed. Some requirements apply to most or all employers, while others apply primarily to government contractors and subcontractors. Many of these requirements are dependent on the particular law that applies to the type of record and the number of employees.

- ▶ For information on local, state, and federal laws related to employment recordkeeping, included but not limited to the Federal Department of Labor and individual state labor departments' websites, refer to the [People Resources page](#) of FRESHnet and/or consult an external employment law expert.

Uniforms and Appearance

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Uniform Standards and Appearance Best Practices



Health Departments sometimes have different standards. Ensure compliance with all local Health Department regulations.

The standards outlined in this section apply to all team members and management teams, regardless of gender.



Franchise Owners are responsible for developing their own appearance and uniform policies that comply with the standards in the Operations Manual.

Studies concerning customers' preferences in food service show "neatness" has long been one of the most desired characteristics for restaurant personnel. The appearance of your team can be a strong marketing tool for your store either positively or negatively and is critical to a good customer experience.

Papa Murphy's International LLC has established a uniform standard for you to ensure a standardized look throughout the Papa Murphy's system. The uniform standard, when followed, will help you remain compliant with Health and Agriculture Departments' uniform hygiene requirements.



Relaxed Uniform Guidelines

Team members should report to work in clean, laundered outfits (see guidelines below) and wear a clean apron and a nametag.

Aprons (Required Papa Murphy's approved aprons)

- ◆ Must be provided by Franchise Owner/Store Manager as part of standard issue uniform.
- ◆ Keep aprons clean and wrinkle-free.
- ◆ Wear aprons at all times, except when shakerboarding, and change when soiled.
- ◆ Wear aprons appropriately based on their type — full aprons over the head and waist aprons around the waist.
- ◆ Black apron is recommended to distinguish Managers & Asst. Managers.

Nametags (Required)

- ◆ Must be provided by Franchise Owner/Store Manager.
- ◆ It is recommended to use a label maker or a chalk pen (for chalk board versions) for applying names.
- ◆ Personalization is permitted as approved by Franchise Owner or Store Manager.

Pants (Uniform Guidelines: Check with store owner for store specific policy)

- ◆ Pants must be dark or neutral colors and made of denim, cotton (includes khakis), or polyester.
- ◆ Shorts or capris must not be shorter than knee length.
- ◆ Pants must be worn at the waist. Wear a belt if needed.
- ◆ Pants must not drag on floor and must be free of rips, tears, frays, or holes.
- ◆ Leisure/yoga/active wear is permitted
- ◆ Not permitted: Sweat-type pants/shorts, embellishments

Shirts (Uniform Guidelines: Check with store owner for store specific policy)

- ◆ Papa Murphy's approved black T-shirts (designs can be mixed) for team members and store management.
- ◆ Papa Murphy's approved black Polo shirts are allowed, if desired, for Store Management.
- ◆ As an option, solid black T-shirts (non-Logo'd) are permissible at the Owners discretion.
- ◆ Shirts should be clean and wrinkle-free.

Head Covering(Uniform Guidelines: Check with store owner for store specific policy)

- ◆ Head coverings are optional for store managers and above store leaders at the discretion of the Franchise Owner and the local health requirements.
- ◆ Head coverings may be a Papa Murphy's issued hat, visor, or headband.
- ◆ Only Papa Murphy's approved head coverings are allowed.
- ◆ Must be provided by Franchise Owner/Store Manager as part of standard issue uniform.
- ◆ Hat or visor must be worn with visor facing front.
- ◆ Religious-specific hair coverings are acceptable, but must cover hair to the same extent as the hat, visor, or headband.
- ◆ Wear a clean head covering at all times. Exception: A head covering is not required when shakerboarding.

Shoes/Socks (Uniform Guidelines: Check with store owner for store specific policy)

- ◆ Wear non-slip, closed-toe, and closed-heel shoes.
- ◆ Socks should be worn at all times.

Personal Appearance and Hygiene Best Practices

While you want team members to feel comfortable while they are at work, it's crucial for their attire and appearance to comply with local regulatory requirements and the FDA food code. By utilizing the following best practice guidelines, you can minimize the risk of physical contaminants, complaints, or bad reviews.



PEOPLE
Personal Hygiene

Personal Hygiene

- ◆ Ensure you and your team's appearance, while working, is clean and neat, including fingernails, teeth, shoes, hair and face.

You should prevent pathogens from skin and hair from coming in contact with food by requiring team members to shower or bathe before working their shifts.

Personal Appearance

With regard to hair restraint, you and your team members should:

- ◆ Tie back or braid shoulder length or longer hair.
- ◆ Prevent hair from hanging in the face. Restrain long bangs or hair that hangs over the eye or beyond.
- ◆ Religious-specific hair coverings are acceptable.

With regard to facial hair, you and your team members should:

- ◆ Neatly trim facial hair (beards, mustache, goatees, etc.) to 1/4 inch or shorter.

With regard to make-up:

Make-up is allowed and should give a natural appearance and display a professional image.





Due to safety and health considerations, excessive jewelry is not allowed.

Jewelry and Tattoos

Rings/Watches

- ◆ Only one ring per hand should be allowed.
- ◆ If the ring(s) tear food handling gloves, the ring(s) must be removed while working.
- ◆ Jewelry on wrists and arms should be limited to one watch only. Decorative gems, stones, or charms should not be worn.
- ◆ Bracelets and wrist bands of any kind should not be worn.

Earrings/Ear Buds

- ◆ Stud-like earrings are permitted. Avoid hoops or dangling earrings.
- ◆ Ear gauges should not be larger than 1/2 inch in diameter and plugs should not contain any obscene and/or profane imagery or words.
- ◆ Ear buds for listening to music should not be permitted while clocked in, except when shakerboarding.

Facial/Tongue Piercings

- ◆ Facial and/or tongue piercings are permitted. Stud-like jewelry only, no hoops or dangling jewelry.

Tattoos

- ◆ Tattoos are permitted, as long as they do not contain any obscene and/or profane imagery or words.

Training

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AS NOTED IN YOUR FRANCHISE AGREEMENT, ONE OF YOUR KEY ROLES AND OBLIGATIONS AS A FRANCHISE OWNER IS TO PROPERLY TRAIN YOUR TEAM MEMBERS AND THE TRAINING YOU PROVIDE CAN HAVE A MATERIAL IMPACT ON THE SUCCESS OF YOUR BUSINESS. IN-STORE TRAINING OF YOUR TEAM MEMBERS IS SOLELY YOUR RESPONSIBILITY, AND ANY RECOMMENDATIONS, GUIDELINES OR SUGGESTIONS FROM PMI REGARDING ANY ASPECT OF TRAINING ARE NOT INTENDED TO EXERT OR EXERCISE ANY DIRECT, INDIRECT OR POTENTIAL CONTROL OVER YOUR TRAINING OR YOUR BUSINESS AND DO NOT IN ANY WAY MODIFY YOUR TRAINING OBLIGATIONS.

EVEN THOUGH YOU MAY CHANGE SOME ASPECTS OF THE IN-STORE TRAINING OF YOUR TEAM MEMBERS, YOU STILL MUST MAKE SURE THE OPERATION OF YOUR STORE IS CONSISTENT WITH ALL PAPA MURPHY'S BRAND STANDARDS. ANY FAILURE OF YOUR STORE TO MEET THOSE BRAND STANDARDS CAN BE A DEFAULT UNDER YOUR FRANCHISE AGREEMENT REGARDLESS IF YOU HAVE TRAINED YOUR TEAM MEMBERS. YOU MUST ALSO ENSURE YOUR TRAINING COMPLIES WITH ALL APPLICABLE LAWS.

Training Best Practices

Four-Step Training Method

A clear plan and path to follow is the key to effective training and everyone has different ways of learning. We suggest you use the Four Step Training Method, which uses many types of instruction to reinforce learning in a variety of ways.



- ◆ **Present:** Discuss the objectives, learning goals, and content of the training with the learner(s).
- ◆ **Demonstrate:** Model the behavior or task so the learner can see how it is done.
- ◆ **Practice:** Allow the learner to demonstrate the behavior or task themselves.
- ◆ **Observe:** Observe the learner performing the task, provide feedback as needed, and verify the learner can replicate the behavior or task.

People retain very little information the first time. **Be prepared to repeat, repeat, repeat.**

Training Tips

Training can sound like a lot of work and it is. But if done correctly in the beginning, it saves even more work and time in the long run. Some people think they do not have time to train or to develop their team members. However, training is essential for the store to thrive and to deliver a great customer experience. Listed below are some tips to help you in the training process. You should develop other tips that may apply to your store or team members.



The Franchise Owner/Store Manager sets the example and can encourage team members to do their best, setting goals to reach during each phase of training and rewarding their accomplishments.

- ◆ Teach from the simplest to the most complex tasks.
- ◆ Teach each task one step at a time, in sequence.
- ◆ Follow the Four Step Training Method for each new task.
- ◆ Utilize the One Bite at a Time training program.
- ◆ First emphasize accuracy and quality before speed and quantity.
- ◆ Aim for mastery before moving the new team member to the next task.
- ◆ Never stop training and coaching.

Remember, always keep the training positive.

Training Materials

A number of in-store training materials and tools are available. These materials are for training and reference. It is important that Job Aids be posted where the work is being performed. Replacements for some missing items are available [on FRESHnet](#). Others may be ordered via the [PMI Marketing Center](#).

Available Training by Level

Following an effective training plan is the key to having well trained, knowledgeable team members and management teams. To aid with this, Papa Murphy's offers a number of recommended training resources and materials designed for each level. You should feel free to supplement these resources and materials with other resources and materials.

Audience	4-Phase Training	Back Office: MenuLink Utilization eLearning	High Volume Mentality workshop	Managing the Rush video and worksheet	Operational Excellence Standards manual	Shift Supervisor pre-work and class	Store Manager workbook and Basic Manager class
Franchise Owner	✓	✓	✓	✓	✓	✓	✓
Store Managers		✓	✓	✓	✓	✓	✓
Shift Supervisors		✓	✓	✓	✓	✓	✓

And for your team members, there are a number of **new hire** materials available to help make sure they start out on the right foot. These are suggested materials to use and not required or mandatory.

- ◆ Training videos and worksheets
 - Orientation
 - Customer Service
 - Front of the House
 - Back of the House
- ◆ One Bite at a Time training brochures and checklists:
 - Hygiene/Sanitation
 - Cashier/Order Taker
 - Pizza Making
 - Prep
- ◆ PASS fire extinguisher training
- ◆ Job aids
- ◆ Training tracking chart



Training a new team member takes a great deal of patience, the ability to clearly give directions, and thoroughness. It takes someone who understands what it is like to be a new team member and can put the team member at ease while creating a positive learning experience.



Consider having the Franchise Owner/Store Manager or a verified team trainer train new team members.

Also pair a new team member with a “buddy” who can coach and fine-tune the new hire’s performance.

Depending on your store’s immediate needs, consider the following sequence for training new hires.

Each new hire’s training may look different. For example, after orientation and hygiene/sanitation training, the first position the new hire is trained on may be cashier/order taker or pizza maker depending on the store’s immediate needs. The Franchise Owner or Store Manager is free to decide each new hire’s training schedule. The following are suggestions only, and you should decide the sequence that works for your team members.

- [1] Every team member should view the Orientation video and complete the worksheet.
- [2] Every team member should complete the Hygiene/Sanitation One Bite at a Time training brochure and checklist.
- [3] Then, follow the suggested path below for the position you are training your team member.

Cashier/order taker

- View the Customer Service and Front of the House videos and complete the worksheets.
- You may want to use the Cashier/Order Taker One Bite at a Time training brochure and checklist as the trainer demonstrates proper procedures.
- Have the employee practice on both the counter and phones, with a trainer or manager observing and providing coaching.
- Consider using the follow-up checklist in the Cashier/Order Taker One Bite at a Time training brochure to verify the new hire’s skills.

Pizza maker

- View the Front of the House video and complete the worksheet.
- You may want to use the Pizza Making One Bite at a Time training brochure and checklist as the trainer demonstrates proper procedures.
- Consider having the new hire start on flat meats to get used to reading portion charts and counting items. After mastering flat meats, move to crumble meats to get used to using portion cups and topping pizzas correctly. After mastering crumble meats, move to running the entire vegetable section.
- Throughout training, you may want to use the follow-up checklist in the Pizza Making One Bite at a Time training brochure to verify the new hire’s skills
- After training on the topping areas, consider having the new hire either move to sauce/cheese, wrapper, cashier, or runner depending on the stores’ needs and the ability of that team member.

Prep

- View the Back of the House video and complete the worksheet.
- Consider using Prep One Bite at a Time training brochure and checklist as the trainer or another experienced prep person demonstrates proper procedures.
- Consider having the new hire start with setting up the store for business (for example, dish sink, Makeline, cash drawer, etc.), then move to dough (sheeting, mixing, doughballing), then move to vegetable prep, cheese prep, and finally AOS prep.
- Throughout training, you may want to refer to the follow-up checklist in the Prep One Bite at a Time training brochure to verify the new hire's skills.

Training Materials for Prep

- ◆ Back of the House training video and worksheet
- ◆ Prep One Bite at a Time training brochure and checklist



Actual location of job aids may vary depending on store layout and design.

◆ Job Aids

	Job Aid	Recommended Location
PM337	Prep Open/Close Checklist	Outside of Walk-in Door
PM303	Prep List, Small	Outside of Walk-in Door
PM501	Prep List, Large	Outside of Walk-in Door
PM304	Dough Mixing	Near Hobart
PM305	deLITE Dough Mixing	Near Hobart
PM356	Dough Sizing	Near Prep Table
PM502	Dough Balling	Near Prep Table
PM505	Sheeting	Near Sheeter
PM373	Fresh Pan Pizza Sheeting and Panning	Near Prep Table
PM348	Topping Cheese Instructions 4 10lb. Loaves	Near Prep Table
PM349	Mozzarella	Near Prep Table
PM504	Cheese Shredding	Near Prep Table
PM506	Palazzolo Cheese Shredding (optional)	Near Prep Table
PM508a	Vegetable Prep — Spinach, Sun-Dried Tomato, Artichoke, Pineapple/Olives	Near Prep Table
PM508b	Vegetable Prep — Red/Yellow Onion, Green Onion	Near Prep Table
PM508c	Vegetable Prep — Tomato, Green Pepper	Near Prep Table
PM508d	Vegetable Prep — Mushrooms, Zucchini	Near Prep Table
PM355	Signature Salads	Near Prep Table
PM321	Chocolate Chip Cookie Dough	Near Hobart
PM511	Cookie Dough	Near Hobart
PM530	Cinnamon Wheel and Classic Cheesy Bread	Near Prep Table
PM550	Thick 'n' Cheesy Homebaked Bread	Near Prep Table
PM363	S'mores Dessert Pizza	Near Prep Table
PM5364	Mini Murph	Near Prep Table
PM306	Creamy Garlic Sauce	Near Prep Table

◆ Misc. Charts

	Job Aid	Recommended Location
PM301	Dough Production Chart	Near Hobart
PM324 PM324OR	Shelf Life Chart (also a version for Oregon)	Outside of Walk-in Door
PM501	Prep List	Outside of Walk-in Door
PM330	Stop! Proof Crusts	Wall between FOH and BOH
PM331	Fresh-make Tracking	Outside of Walk-in Door
PM332	Keep Walk-in Door Closed	Outside of Walk-in Door

Training Materials for Cashier/Order Taker

- ◆ Customer Service video and worksheet
- ◆ Front of the House video and worksheet
- ◆ Cashier/Order Taker One Bite at a Time training brochure and checklist
- ◆ Job Aids



Actual location of job aids may vary depending on store layout and design.

	Job Aid	Recommended Location
PM340	Steps for Excellent Service	Wall between FOH and BOH
PM316	Telephone Procedures	Near Phone Stations
PM336	Emergency Telephone Procedures	Near Phone Stations

- ◆ POS training mode: When training on POS, put the terminal in training mode so the trainee can practice all functions except for credit cards and call-in orders.
 - User ID 1008
 - Password 1008

Training Materials for Pizza Making

- ◆ Front of the House video and worksheet
- ◆ Pizza Making One Bite at a Time training brochure and checklist
- ◆ Job Aids



Actual location of job aids may vary depending on store layout and design.

	Job Aid	Recommended Location
PM370	Fresh Pan Pizza Topping	Near Makeline
	Portion Charts	Near Makeline

Training Materials for Online Ordering (OLO)

There are several OLO training materials available to ensure your team executes online orders correctly and influences customers to order online.

- ◆ Online Ordering POS Quick Reference Sheet (should be posted near the POS terminal)
- ◆ Online Ordering Readiness Manual
- ◆ Online Ordering Training Tips
- ◆ Ready Set Go Training Cards

▶ Refer to the [Operations page](#) of **FRESHnet** for all Online Ordering materials.

Additional Team Training Materials

◆ Job Aids



Actual location of job aids may vary depending on store layout and design.

	Job Aid	Recommended Location
PM311	Review Schedule and Crosstraining checklist	Outside of Walk-in Door
PM318	Who's the Fastest	Outside of Walk-in Door
PM302	Training Video Worksheet Answer Key	Back Office
PM325	Trainer's Guide	Back Office
PM512	Training Tracking Chart	Outside of Walk-in Door
PM109	Safety Committee Resource Book	Back Office
PM110	HACCP Plan	Back Office
PM309	Pull, Use, Toss	On Pizza Racks
PM310	Wash hands before returning to work	Near Hand Sinks
PM312 PM312SP	Wash, Rinse, Sanitize (also available in Spanish)	Near Three-Compartment Sink
PM315	Temperature Danger Zone	Outside of Walk-in Door
PM320	Keep Back Door Closed	On Back Door
PM327	Monthly, Quarterly, Yearly Cleaning	Outside of Walk-in Door
PM341	Handwashing Sign	Back office
PM342	Handwashing/Glove Use	Near Hand Sinks
PM343	When to Wash Hands (4 messages)	Near Hand Sinks
PM358	Fire Extinguisher Instructions (PASS)	Near Fire Extinguisher
PM630	PASS Training	Near Fire Extinguisher
PM362	Revolutionary Image	Outside of Walk-in Door
PM620	Request for Shift Change	Near where schedule is posted
PM625	Master Availability List	Near where schedule is posted
PM708	Rated R Sticker	On power-driven machinery

Management Training Materials

- ◆ Managing the Rush video and worksheet
- ◆ Management In-Store Training Workbooks (*see below*)
- ◆ Job Aids



Actual location of job aids may vary depending on store layout and design.

	Job Aid	Recommended Location
PM326	Pre-Rush Checklist	Outside of Walk-in Door
PM504	Positioning Chart	Wall between FOH and BOH
PM507	Our Daily Goals	Outside of Walk-in Door
PM314	Performance Standard Tracking	Outside of Walk-in Door

Management In-Store Training Workbooks

If you are interested in using them, training workbooks for development of Shift Supervisors and Managers are also available and may be purchased from the Training Material Order site on FRESHnet. Both workbooks can be used in conjunction with specific in-store training and coaching.

The **Shift Supervisor Workbook** is a comprehensive booklet that takes new (or soon to be) Shift Supervisors through suggested best practices and brand-critical requirements for the many aspects of running a shift. It includes sections on customer service, leading other team members, and what to do in difficult situations. This workbook is designed to take approximately three weeks to complete, is a pre-requisite for the Shift Supervisor class, and also functions as the class workbook.

The **Store Manager In-Store Training Workbook** is two workbooks in one. The first half includes a detailed schedule for training. Whether the new Manager was promoted from within the store or hired with no previous Papa Murphy's experience, the workbook takes the trainee through suggested best practices and brand-critical requirements for the many facets of running a Papa Murphy's store. The In-Store Training Workbook is designed to take four weeks to complete, is a pre-requisite for the Basic Manager class, and the second half functions as the class workbook.

- ▶ For more information on training workbooks, contact PMI's Learning and Development team: training@papamurphys.com.

Management Training Courses

Papa Murphy's Training Department provides tools and resources for all Franchise Owners to create an ongoing culture of learning and education for their team members.

Training courses offered throughout the divisions provide management a learning environment that encourages them to acquire new skills, develop their existing skills, and learn more about suggested best practices and brand-critical requirements in the Papa Murphy's system.

The PMI classroom experience helps to instill in students pride in the Papa Murphy's brand and motivate them to improved performance back in their stores.

Below is a list of classes offered at the Home Office Training Center and throughout the regions:

- ◆ Franchise Owner Class
- ◆ Basic Manager Class

Papa Murphy's International requires all stores to have at least one on-site management team member certified in the Basic Manager Class. A single unit Franchise Owner meets this requirement by attending the Franchise Owner Class at the PMI Home Office in Vancouver, WA.

- ◆ Shift Supervisor Class
 - ◆ Various workshops including: High Volume Mentality (HVM), Profit, and Local Store Marketing
 - ◆ eLearning including Back Office: MenuLink Utilization
- ▶ For class schedules and registration information, visit the [Training page](#) of FRESHnet.