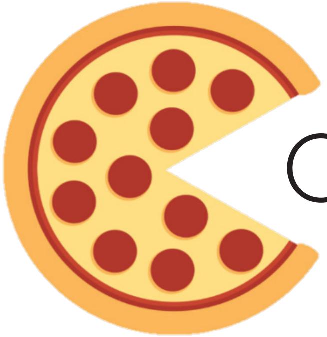
Papa Murphy's®



ONE BITE AT A TIME

Tier 2 Training Cards

Employee Name:

Team Member Name: ______________________

Tier 2 Start Date: ______________________

Tier 2 Completion Date: ______________________

Check off each page as it is completed.

- [ ] Day 1
- [ ] POS Workflows
- [ ] Front of House
- [ ] Travel Path
- [ ] POS Basic Drawer
- [ ] HVM (1/3)
- [ ] HVM (2/3)
- [ ] HVM (3/3)
- [ ] Food Safety Pre-Test
- [ ] Food Safety
- [ ] Delivery Inspections
- [ ] Crisis Management
- [ ] Closing a Shift (1/2)
- [ ] Closing a Shift (2/2)

Check off each page as it is completed.

- [ ] In-Store Up-Selling
- [ ] AOS Goals
- [ ] Fundraising & Events
- [ ] Store Metrics & Goal Setting

Check off each page as it is completed.

- [ ] Daily Inventory
- [ ] Cash Management
- [ ] Labor Management
- [ ] Food Cost Management
- [ ] Reports

Check off each page as it is completed.

- [ ] Positions & Duties
- [ ] Cashier & Phones
- [ ] Huddle - Prep
- [ ] Huddle - Watch
- [ ] Huddle - Lead
- [ ] Boosting Team Morale
- [ ] Leadership
- [ ] Training Tips & Tricks

TIER 2 EVALUATION

Check off each page as it is completed.

- ☐ Evaluation (Trainee)
- ☐ Evaluation (Trainer)

Date Completed:

Trainer Signature:

Team Member Signature:

Day 1

When running a shift, it is important to be organized and have a routine. Everyone will be looking to you for direction and leadership. The checklists on this card will guide you through the tasks needed to manage a smooth shift. Review the checklists with your manager as you shadow them on your first day of training. Keep coming back to this card to check that your daily routine matches this list. Your final evaluation will also be based on these concepts. Additionally, one of the most important parts of running a successful rush is taking care of what needs to happen before it starts.

Pre-Shift	Done
Set mood, pace, and goals for the shift	☐
Ensure: • Team members are in correct uniform and are in their assigned stations • Store is clean • Makeline, grab n' go, and cash drawer are fully stocked • Fresh-makes and plain crusts are ready and in place • AOS items are on display • Temp Log is filled out	☐

Ver 1

Day 1

During the Shift	Done
Monitor: • Positioning for team member breaks • Procedures and portioning • Status of daily goals and motivating the team	☐
Follow up on training and coach the team as needed	☐
Talk with customers and role-model expected behavior	☐

Post-Shift	Done
Verify and Communicate: • What went well • What can be improved • Goals accomplished (celebrate successes) • Information for future shifts	☐
Secure all cash (drawer drops, drawers not in use, deposit monies) transition cash to the next manager, or secure it for the night	☐
Verify that cleaning and maintenance tasks have been completed	☐
Add comments in the Manager's Log (if applicable)	☐

Once you've seen all of these, record this on the training tracking chart.

POS Workflows

Each day, stores follow a typical workflow. MenuLink/NBO provide suggested workflows customized to specific tasks and streamline multiple functions into one operation. These are the three workflow options available in MenuLink/NBO:

1. Opening Workflow

Guides you through the processes of opening a store, including (but not limited to):

- Reviewing information from the previous day
- Entering a deposit
- Verifying credit card settlement
- Posting daily inventory
- Printing the Prep List

2. Cashier Checkout Workflow

Guides you through:

- Importing sales from Aloha POS into MenuLink/NBO
- Verifying and finalizing cashier checkouts
- View the day's sales information

3. EOD Workflow

Guides you through the end-of-day procedures when closing the store, including (but not limited to):

- Checking for open orders
- Verifying cashier checkouts are complete
- Printing Daily Inventory Worksheets so the opening team can get right to work in the morning
- Entering spoilage and loss

Date Completed:

Trainer Signature:

Team Member Signature:

Without looking at the front of this card, describe the workflow in your own words and your role in each.

Opening Workflow:

Cashier Checkout Workflow:

EOD Workflow:

Review your answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Having the Front of House ready for customers is one of the most important things you can do prior to any shift. How we present ourselves says so much.

Walk to the FOH now. What are some ways you can enhance the look and feel of your FOH?

What are some areas in the FOH that seem to get missed most often? How will you help in making these areas better?

Ver 1

Front of House

What are some tricks/strategies to get the team motivated to always have the FOH ready to go for customers?

What are some ways you can engage them in a competition or a game for example?

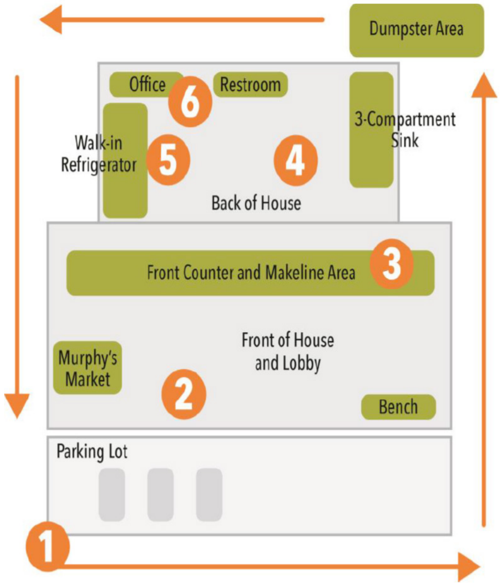
Discuss these answers with your trainer, then record this on the training tracking chart.

Travel Path

During the shift, it is important to conduct walk-throughs of the store, following a routine travel path. Walk-throughs help you ensure the cleanliness of the store and safety of your team and customers, and helps you and the team prepare for the rush. **It is recommended that the travel path be done at the start of every shift and then at least a couple times during the shift.**

As you set out on a walk-through, put yourself in the shoes of a customer. Pretend you are walking in the store for the first time and evaluate it with a very critical eye. What are the things that you immediately notice, good and bad? Acknowledge the good and fix the bad.

This is an example of a travel path. Your store will be different since store layouts vary. **Refer to the CUSTOMER FOCUS Shift Management section of the Operational Excellence Standards Manual (OESM) or the Quick Reference Guide (QRG) for detailed lists of items to look for in each area.**



Date Completed:

Trainer Signature:

Team Member Signature:

Ver 1

In the space provided, draw the layout of your particular store, including areas and direction of the travel path.

Do a critical walk-through and takes notes, including even the minor things.

Discuss these answers with your trainer, then record this on the training tracking chart.

POS Basic Drawer

Part of managing a shift is to help the team with the Point of Sale (POS) system. The POS is a powerful tool within the store and can help you with more than just taking orders.

With your trainer, practice how to do the following POS tasks. Refer to the NCR manual on FRESHnet if necessary. Once you feel comfortable with the process, demonstrate you can do it on your own and have them sign off on each.

- Changing the Drawer ☐
- Deleting A Checkout ☐
- Checking Out the Last Drawer at End Of Day ☐
- Reassigning the Drawer ☐
- Edit Time Punches ☐
- Completing a Refund ☐

Date Completed:

Trainer Signature:

Team Member Signature:

Ver 1

After you complete each task, review with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Having a **high volume mentality** means you are ALWAYS ready for a rush and at Papa Murphy's, one customer is treated the same as 15 customers. This needs to be your mindset the minute you clock-in.

You'll want to look at the smaller behaviors that contribute to your store's culture and preparedness:

- Are enough Fresh-makes, sauce/cheese being made?
- Is the Makeline consistently clean?
- Are cardboard boxes cluttering the back of house?
- Are enough crusts out to proof?

Part of having a high volume mentality is looking at these seemingly minor items and assessing their impact on the store. Take time before the team arrives and the rush hits to diagnose issues and make a plan to take action.

Start by reading through the Pre-shift Checklist to identify challenges your team faces with anything on there and then you can **set goals** around those specific areas.

You will need to:

Diagnose	Identify the opportunities your team has to improve
Take Action	Design a plan of action that is clear and time-sensitive.
Follow Through	Dedicate time to observing the plan in action and provide feedback.

Diagnose Team Opportunities

What are the Top 3 Challenges your team currently faces regarding Rush Readiness? Do these challenges mostly occur during the rush or during slow times?

#1
#2
#3

Review your answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Diagnose Team Opportunities (continued)

What might be a root cause to these issues? Be as specific as possible. For example, if you think a lack of motivation is the issue, then dig deeper and ask, “What has created this lack of motivation and how do I help fix it?”

What resources/tools do you have that may help you help your team improve?

How long have these challenges existed? Is this a pattern? If so, what improvement efforts have already been made?

Brainstorm some ways to deal with the challenges.

Discuss this with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Take Action

Using the information from the previous cards, what steps can you take to improve these Top 3 Challenges?

Challenges	Root Cause	Action Plan
#1		
#2		
#3		

HVM (3/3)

Ver 1

In order to design a great action plan, you'll need to set some goals. Goal setting helps teams stay focused on items that help improve the customer experience, increase sales, and strengthen team-level performance. While it's your job to guide the conversation around goal setting, people tend to take a lot more ownership in working toward goals when they are part of the process. So find ways to introduce a need and then ask for their opinions, leading the conversation where it needs to go without stomping out any ideas.

When you are ready to begin, make a couple SMART goals (Specific, Measurable, Achievable, Relevant, Time Bound).
It's one thing to diagnose a problem and create a plan. It's another to actually execute on that plan and follow through with your team.

Execute and Follow Through:
What are some effective strategies you can use to execute and follow through? Is it a game, a competition, more conversations, team-building...?

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Review your answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Test Yourself

How do you define food safety?

What can a lack of food safety lead to?

What are the potential costs of a food-borne illness to an operation?

What are specific things you can do to ensure your team follows proper food safety procedures?

In order to keeping our customers safe, we also need to remember what we've learned in Tier 1 about food allergies. What are common food allergens and how do you best communicate those with customers who ask about them?

Review your answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Product quality and food safety are important to any business serving food to the public. Therefore, Papa Murphy's established food safety standards to ensure that all stores provide safe products and reduce risks to the customer.

Pro-actively assessing store conditions and implementing procedures that avoid situations that lead to food safety issues is just good business for individual stores and the brand.

When managing a shift, a critical part of your role will be to continually check that all **food safety standards are being followed at all times.** The Food Safety Checklist, which is required to be completed twice a day, can help guide you through this.

In an effort to avoid a food safety crisis, the Papa Murphy's Support Center initiates mock recalls two times per year. **Mock recalls** are a way to communicate information and practice responses before actual product recall/crisis should occur. It is important that when the store receives a phone call from the Papa Murphy's Support Center that the information is listened to and prompts are followed.

If your store is dealing with a food safety crisis and needs immediate response, please call **866-PAPA-911.**

For information on dealing with a store crisis, please refer to the Crisis Management card.

Scan the Zappar code and watch a food safety video to answer the following questions.

1. When can food become contaminated?

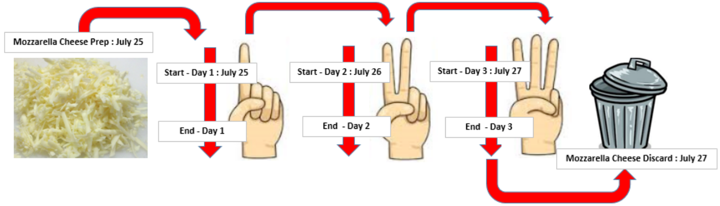
2. What happens to a brand if it becomes associated to a food safety event?

3. What is an example of a food safety issue that cannot be tested in a lab?

4. Why are recall systems put in place?

Now with your trainer, locate a copy of your store's:

- Daily Food Safety Checklist: Your trainer will demonstrate how to properly complete a Daily Food Safety Checklist. Then practice doing one on your own.
- Shelf Life Chart: Work with your trainer to understand how to use the Shelf Life Chart. Use the graphic below to properly count days for shelf life dating.



According to the FDA Food Code Section 3-501.17 the day of preparation is counted as Day 1 of the product shelf life.
The mozzarella must be discarded at the end of Day 3 (July 27) it has no shelf life the following day.

Review your answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Delivery Inspections

As part of your growing responsibility at Papa Murphy's, receiving and inspecting deliveries from our distributors is very important to the overall success of the store. Most of the time, deliveries will go smoothly. Sometimes though, something may be wrong and you'll need to know what to do.

WHY YOU MIGHT REJECT A DELIVERY
Leaking cans, containers, or packages
Products with compromised packaging (torn, no vacuum seal, dented cans, etc.)
Products with evidence of tampering, pest activity, or evidence of molding
Out-of-date product or shortened shelf life (such as cheese, produce, etc.)
Broken cases or torn dough bags
Frozen items not frozen or refrigerated items not cold

Please note:

- Whenever possible, receive deliveries through the back door. Always identify the delivery person before unlocking the delivery door.
- The delivery person should first present an invoice or delivery ticket.
- With the invoice, check off the items as they are delivered. Count everything brought in and check it against the order. Spot-check the weight of produce.
- Some stores may receive dark deliveries, or deliveries when the store is closed and no team members are present. You must still follow the receiving procedures when you check in the delivery the following day.

Ver 1

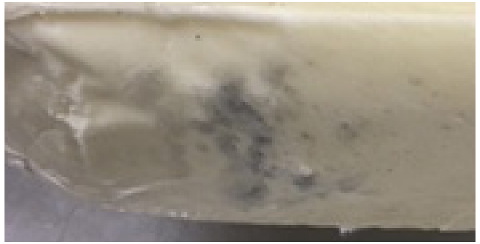
With your trainer, receive a food delivery together and thoroughly inspect it, checking for:	Done
No visible damage or discoloration to boxes/ packages	☐
Manufacture date on all items is within delivery shelf life	☐
Packages are in good repair (no tears, rips, dampness, etc.	☐
Product shows no signs of discoloration, damage, or ice build up	☐
Items are at the correct temperature – frozen items at 0°F (-18°C) and refrigerated items at or below 41°F (5°C)	☐

- Confirm the temperature of at least two frozen and two refrigerated items and record their temperatures on the invoice.
- To check the temperature, hold a thermometer between two unopened bags until the temperature probe stabilizes
- Please locate and refer to the "Product Complaint Process," if there is an issue with the delivery. Please refer to FRESHnet if this is not available in-store.

Examples:

Open Packages:

Moldy Product:



Review the process with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Crisis Management

Papa Murphy's identifies a crisis as any significant event that dramatically interferes with the daily routine or operation of a store. This event may affect any customer, employee, owner, or vendor. The number one concern in a crisis situation is the safety and welfare of people.

In a crisis situation, you will need to know how to respond in a timely, calm manner and possibly without a manager or Franchise Owner on-site. **Keep in mind that customers usually remember less about the actual crisis and more about how you handled it.**

Aside from a medical or weather-related crisis, you may also be faced with an emergency involving a piece of equipment. This can be very frustrating if you don't know what to do.

For instance, what do you think you should do if:

- The mixer stops working as your team is prepping for the day?
- The POS shuts down in the middle of a shift?
- The walk-in cooler doesn't seem cool?

Has a crisis ever occurred in your store? How was it handled?

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If your store should experience a crisis and you need immediate response, please call **866-PAPA-911**.

Ver 1

Crisis Management

What would you do if:

A product was recalled?	
A customer claims to have found a foreign object in their pizza?	
Inclement weather is expected to hit the area (a tornado or flood for example)?	
A customer calls complaining about vomiting after eating a pizza your store made?	
The sheeter starts making a loud noise when in operation?	

Review your answers with your trainer, then record this on the training tracking chart.

Every store has general cleaning and sanitizing duties that are completed as a part of the "closing procedures". These jobs can be completed through out the day. Due to various layouts of Papa Murphy's stores, some closing procedures may not apply to your store. Use this **Closing Checklist** or one that has been specifically designed for your store.

Part of closing is also the **End of Day Workflow,** which guides you through the POS procedures. Part of this is making sure to close all checks in the POS. Open orders in all queues on the POS must be deleted, and a reason selected, and the check closed.

Closing Checklist

A minimum guideline of closing procedures for every store

Completed by: ______________________

Date: ______________________

Back of House (BOH)

Walk-in Refrigerator
- ☐ Sweep and mop
- ☐ Wipe door handles
- ☐ Clean glass cooler doors

Bathroom
- ☐ Clean toilet
- ☐ Clean sink
- ☐ Refill soap/paper towels
- ☐ Clean mirror
- ☐ Empty garbage
- ☐ Sweep and mop

Backroom/Back Sink Area
- ☐ Wash all dishes
- ☐ Wipe down all prep tables top/bottom
- ☐ Break down cardboard
- ☐ Tie garbage bags (morning takeout)
- ☐ Clean sink floor drain
- ☐ Wash towels if applicable
- ☐ Sweep and mop (deck brush weekly)
- ☐ Empty and clean mop bucket
- ☐ Rinse out mop/wash if needed
- ☐ Drain and clean sinks

Manager's Office
- ☐ Wipe down desk
- ☐ Empty garbage
- ☐ Sweep and mop
- ☐ Complete Cashier Checkouts and drop money in safe
- ☐ Place cash drawers in safe
- ☐ Write down all wasted items
- ☐ Complete End of Day Workflow

Front of House (FOH)

Lobby
- ☐ Turn off "Open" sign
- ☐ Clean door glass (outside door glass prior to close)
- ☐ Wipe down door thresholds
- ☐ Spot clean windows/wipe window sills
- ☐ Wipe down seating bench
- ☐ Re-stock, rotate face beverage cooler
- ☐ Clean beverage cooler glass/wipe down
- ☐ Empty and clean Grab 'n' Go cooler
- ☐ Wipe down and close Murphy's Market screen
- ☐ Clean Makeline glass (lobby side)
- ☐ Shake and sweep mat
- ☐ Sweep and mop

Makeline Area (behind counter)
- ☐ Remove ingredient inserts (top)
- ☐ Wipe down top of Makeline
- ☐ Wipe down inside of Makeline
- ☐ Wipe down door gaskets
- ☐ Repeat on back Makeline (if applicable)
- ☐ Clean inside Makeline glass
- ☐ Wipe down scales including cords
- ☐ Wipe down magnetic portion charts
- ☐ Wipe down bagel boards, racks, proofing towers
- ☐ Empty garbage

Front Counter
- ☐ Wipe down all counters
  - POS terminals including under the terminals
  - Under cling film holder
  - Underneath all counters

Hand Wash Sink/FOH Floors
- ☐ Clean sinks
- ☐ Wipe down sink counter
- ☐ Re-stock soap/paper towels
- ☐ Sweep and mop FOH floors

LAST BUT NOT LEAST
- ☐ Turn off lights
- ☐ All team members leave together
- ☐ Person in charge locks door

NOTES

Date Completed:

Trainer Signature:

Team Member Signature:

Ver 1

To get your team out on time requires a well-established routine and a plan of action to know how you will handle potential situations when they arise. Watch as your trainer shows you the proper way to close the store, taking notes as necessary. Walk through it with them after the next shift and demonstrate that you can close a shift.

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For stores who offer delivery through third party vendors only:

It is important to ensure that your daily delivery sales are reconciled at the end of each day. Use the data provided through the provider's portal along with Menulink and Papa Murphy's reporting to **RECONCILE SALES/PAYMENTS**.

"Delivery Prepd" is a line item on the Sales Journal and Weekly Sales Report in Menulink. It tracks orders that were tendered in POS, using the Delivery Prepaid button on the tender screen. It will remove those dollars from cash accountability.

When you go to reconcile and your amounts don't match up, potential issues may be:

- The amounts rung in to POS didn't match the order totals on the tablet
- Pricing in POS doesn't match provider's pricing
- Tax amounts are not accurately reflected
- Modifications to pizzas on the customer side are not done correctly
- Team member entered a dollar amount in the delivery fee

Discuss your notes with your trainer, then record this on the training tracking chart.

As stated before, getting your team out on time requires a well-established routine and a plan of action to know how you will handle potential situations when they arise. Complete the following to the best of your ability without the help of your trainer. Then discuss your answers with him/her.

What is the most effective way to divide the tasks among team members?

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What are some incentives to get team members to complete these tasks?

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Date Completed:

Trainer Signature:

Team Member Signature:

How can you reduce the amount of work at the end of any shift?

What areas of the post-shift are the most challenging for you?

What actions will you take to meet these challenges?

Discuss your workflow with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

In-Store Up-Selling

When you stand in front of a customer, you represent the brand and whether you realize it or not, a huge part of your role is marketing our brand.

Up-selling is a technique that every successful Papa Murphy's team uses and perfects. While you have probably practiced Suggestive Selling, you may have just been reading from a script, or saying the same thing over and over.

Being 100% aware of our product (including promotional marketing campaigns like $10 Tuesdays, $5 Fridays, and XLNY) will help you become better at up-selling. Be sure you and your team are talking to your customers about these deals, as they are tried and proven and will often increase ticket price.

There are three main tips to effectively suggestive sell:

1. Point to (show them) the item and use descriptive words
2. Suggest a side item that compliments the order (make it a meal deal for example)
3. Suggest a larger size pizza or different crust type as part of clarifying the order

Tips:

- Don't suggest every side item
- Don't be pushy or aggressive
- Watch the customer's body language as up-selling doesn't work for everyone

Suggestive Selling

Here's one example of how to suggestively sell:
"Would you like to add a cookie dough for an extra five dollars."
Come up with three more:

#1
#2
#3

Review your experience with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Setting AOS Goals

Now that we've talked about creative up-selling, try setting goals around AOS items and Family Size. Setting goals with the team helps keep them focused and gives them a target to work towards. A pre-shift meeting is a great time to set these goals.

Break down the goal into the number of AOS units that need to be sold in order to achieve the goal, instead of just the percentage (it's much easier to track progress per units).

For example:
If your store is forecasted for 100 transactions, you must sell 50 AOS units to achieve 50% AOS. To achieve the goal of 50 AOS units, you must sell approximately 13 per hour from 4 - 8 PM.

Be sure to set realistic goals. If you are currently achieving 21% AOS, it may be unrealistic to set the goal at 50%.

So when setting goals, it's important to:

- Make it attainable (but still challenging)
- Keep the team informed of their progress
- Set the tone and lead by example
- Coach or role-play up-selling techniques
- Don't get discouraged when you don't achieve the goal
- Regroup and talk with the team on what is preventing them from reaching the goal
- Reward and celebrate when they do reach their goals!

Set your AOS Goal for the day:

Current AOS %	
Forecasted Units	
AOS % Goal	
# of AOS Needed to Sell	
# per hour from 4-8 PM	

How will you motivate the team to meet the goal?

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Review your experience with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Raise Some Dough!

Fundraising shows that your store is dedicated to making a difference in your community. Hosting regular fundraising events is an excellent way to build customer awareness and loyalty. The following are current fundraising options we offer:

Pizza Donation Days
This is when stores partner with a charitable group and donate a percent of sales in exchange for the group promoting the event.

Peel-A-Deal Program
This is a laminated card that the charitable group purchases from your store and sells at a higher cost to raise money. Each card has eight deals that are peeled off when redeemed in-store.

Online Fundraising
You can now provide a charitable group with an code that users can enter during their online order checkout process. The code correlates directly to the fundraising event (it doesn't provide the customer with a discount).

Talk with your trainer about when the next fundraising event is going to be held at your store. If there are none planned, see if you can get one scheduled. Search "Fundraising" on FRESHnet for materials.

At the time of the event, confirm with your trainer what part of the checklists (on the back of this page) you are observing or taking responsibility for.

Prior to Fundraiser	Done
Know who the community partner is	☐
Have contact information for the community partner	☐
Confirm who the organization will have on-site to greet & interact with customers	☐

Day of Fundraiser - 12 hrs prior	Done
Increase prep (dough, cheese, veggies) based on forecast	☐
Review schedule and adjust if needed	☐
Increase AOS prep (including salads and Mini Murphs)	☐

Day of Fundraiser - 6 hrs prior	Done
Fully stock Grab 'n' Go / Murphy's Market and display racks	☐
Fully stock all Pepsi products	☐
Make sure clean aprons are available for Fundraiser helpers	☐

Day of Fundraiser - 1 hour prior	Done
Pre-shift travel path and checklist complete	☐
Shift huddle: explain event details & roles with team	☐
Pull Fresh-makes and Sauce & Cheese to proof	☐
Make sure all AOS displays are full and rush ready	☐

Day of Fundraiser - 15 min prior	Done
Keep yourself free of any position	☐
Meet with the organizer prior to the rush and discuss roles of "helpers" (not part of paid labor)	☐

After you've planned and hosted a fundraiser, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Goal execution in your store.

Discuss with your trainer the store goals from last week.

What were the goals?	How was the team encouraged to follow through on the needs of the store?

Why were these goals specifically chosen?

Were those goals met? If they were not met, what got in the way?

Review your answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Daily Inventory

The **daily inventory** is a report that can help your team prep the right amount of product each day and is **necessary for your Prep List to be accurate**. The daily inventory is printed each night and is part of the closing routine.

The Prep List includes dough and AOS items. Using the forecast and daily inventory for a specific day, MenuLink generates a list of all the items, and the amount of each, needed to meet the expected sales and mix for that day. For dough, the system calculates what is needed for today and tomorrow's use.

Work with your trainer to pull your store's Daily Inventory. Discuss how the Daily Inventory affects the Prep List generated in MenuLink.

Best Practices:

- Set up inventory sheets correctly (shelf to sheet)
- Manage inventory sheets a minimum of twice a month (remove items that are not needed on the inventory sheet and ensure proper prep vs. un-prepped items are listed correctly)
- Manage purchasing worksheets (remove items that are not needed)
- Weigh produce before receiving
- Check in deliveries
- Enter waste daily
- Complete daily and weekly inventories and analyze results

Setting up an Action Plan

Action Item:	Done
Communicate food cost to team members	☐
Set a SMART goal in an area that needs improvement	☐
Observe team member procedures (properly portioned pizzas, BOH procedures)	☐
Re-train team members on correct procedures, if applicable	☐

Action Item:	Done
Complete weekly inventories and analyze	☐
Communicate results of inventory to team members	☐
Continue to track food cost results	☐
Celebrate with team once the goal has been achieved	☐

Discuss these actions with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Cash Management

Understanding how to handle the various forms of payment and transactions within the store is an important part of running a business.

This card lists some of the cash management areas you should be familiar with. If you aren't, this is a great time to get to know them.

As you work through the list, check off that you are able to locate and/or demonstrate the item that is described. When you are ready, talk to your trainer, so you can show them what you know.

You know this item	Item to cover	Double checked with Trainer
☐	The handling and procedure of counterfeit bills	☐
☐	Declined credit cards	☐
☐	EBT payment	☐
☐	Not enough money to pay for the order	☐
☐	The amount of cash drawers and backup change fund	☐
☐	Entering a "received on account" payment	☐

Ver 1

Cash Management

You know this item	Item to cover	Double checked with Trainer
☐	Your store's procedures for handling credit and debit cards and personal and travelers checks	☐
☐	Your store's procedures for handling bank deposits, refunds, and paid-outs	☐
☐	Splitting payments (especially when EBT is involved)	☐
☐	Knowledge of proper cash handling practices and the policies in place for team members handling cash	☐
☐	Adding items to online orders (both pay online and pay in-store)	☐
☐	Cash Drop requirements	☐

After completing this list with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Managing Labor

Once the schedule has been set and posted, you'll need to understand how to manage labor on a shift to shift basis. In the table below, talk through how you are expected to handle each of these. We started the first one for you.

Clocking In & Out	*Employees need to be in uniform* **prior** *to clocking-in and not clock-in early.*
Sick Calls	
No Shows	
Under/over staffed	
Lunch/breaks	
Schedule Change Requests	
It's slow and you can't send someone home early	

Ver 1

Labor Management

Taking Breaks - Breaks should be planned by the shift manager as part of shift management. It is important to remember that in some states it is the law that people must have breaks. Details vary state to state, so make sure you know what your state mandates. Some **best practices** when planning for team member breaks are:

• Consider rotating breaks with no more than one or two team members on break at the same time.	• Determine if there are customers who need to be taken care of before sending someone on break.
• Ensure stations are clean and stocked before breaks are given.	• Team members should always clock in and out when taking a break.
• Do not send team members home early in place of their break. For example, the team member should not be sent home 10 minutes early rather than taking a 10 minute break.	• When a team member is sent on break, you should reassign that team member's duties to another team member.
• Remind team members that they are still representing the Papa Murphy's brand while on break. Encourage them to refrain from inappropriate language and other actions in customer view. You may also want to ask team members not to smoke in customer view (near entrance doors or in the parking lot) while on break.	

Discuss this in detail with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

What impacts Food Cost?

Food cost can be impacted by a number of things, including:

- Delivery shortages
- Daily Inventory
- Weekly Inventory
- Cashiering
- Waste and Theft
- Portioning
- Scale Calibration
- Following Job Aids
- Proper Forecasting

A forecast must be done each week, along with daily inventory. If they're not done, there is a chance of over-prepping, causing waste and over or under ordering.

There are a few things you can do to start thinking about food cost. Check off the items you have gone over with your trainer:

The process you should take when there is a delivery shortage ______

How to do daily inventory and forecasting ______

The impact of theft from the store and what theft includes ______

How to properly document waste ______

The role of cashiering and food cost ______

As you manage shifts, you can play an important role in saving the store money by helping troubleshoot food cost issues that often happen. Go through this list and try to fill out the 'Possible Solution' column before talking with your trainer. Then go over it afterward and see how much you already know.		
Type	**Description**	**Possible Solution**
Grazing	Eating food while prepping product or while at the Makeline	
Making Extra Pizzas	Taking Fresh-makes, leftover or mistake pizzas home	
Sweet-hearting	Giving friends and family free product such as pizzas, extra toppings or AOS items	
Storage Bags	Team members stashing product in school bags, backpacks, etc.	

After talking with your trainer, then record on this the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Reports

As we've mentioned, the POS is more than just a place to take orders. It offers insight as to how well you and your team are doing in reaching goals and managing labor. Start by looking at these reports:

1. Daily Summary Report
2. PMIX Report
3. Sales Report
4. Labor Report

These reports show the sales, pizza units, transactions, and hourly labor for a day in real time. Ask your trainer to walk through each of these now.

You'll also want ask your owner to share with you the NCR PULSE app (if you haven't already seen it) so you are aware of what they can see. It is an amazing tool for you and your store operator to get aligned with if you're not already.

There are additional reports that will help you set goals and understand the business side of store management as well. These reports can be found on NBO/Menulink and include:

- Labor Flash
- WSR
- Prep List

Take time with your trainer to look over each of these reports and have them explain what they look for in each.

At this stage, you are not expected to use these reports to diagnose issues, but to know what they are. Knowing what their purpose is will only benefit you in making decisions that are best for the brand.

1. Set one goal based on your current Daily Summary Report that you will share with the team:

2. Set one goal based on your current Sales Report that you will share with the team:

3. Lastly, set one goal based on your current Labor Report that you will share with the team:

Discuss these goals, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

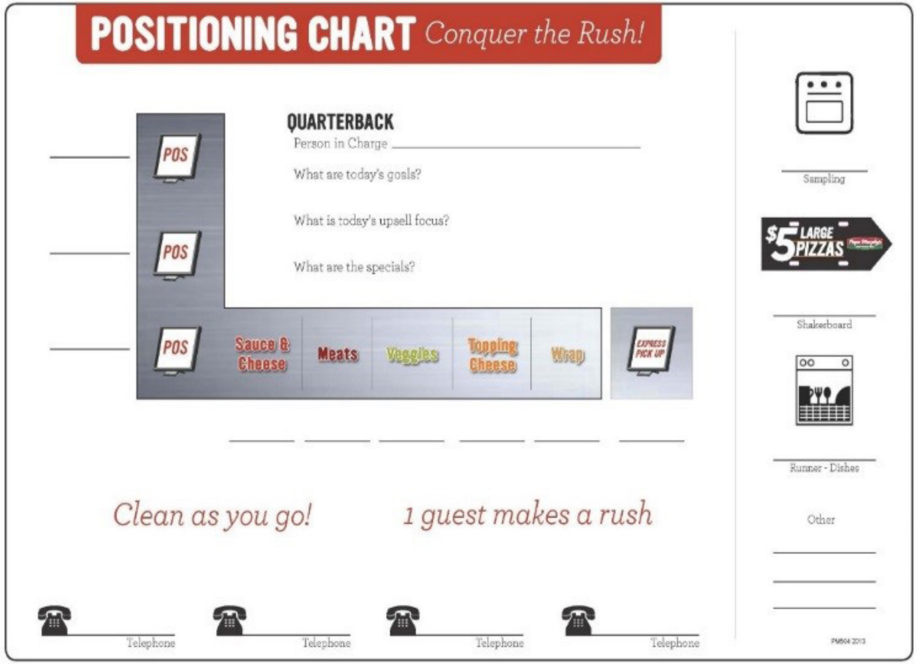
Team Member Signature:

Reports

Taking care of our customers is our #1 priority and putting "aces in their places" limits confusion, increases speed of service and efficiency, giving our customers a better experience.

When you manage a shift, it's your role to take note of who's good in each position and train people to develop in new positions too. Also, the shift manager, or Person in Charge (PIC), should be in a floating position if possible. If the PIC is assigned to a position, it should be one that is easy to get in and out of, such as wrap station or lobby greeter. During a rush, the team should stay at their assigned positions and the sauce-and-cheeser will set the pace. **Tickets should stay with the pizzas at all times**, and the team should communicate to each other as they pass the order down the Makeline.

The alternative method is called the scramble method. In the scramble method, one or two team members share the responsibility of making pizzas, wrapping, giving verbal baking instructions, and presenting the order to the customer. This method should only be used during non-peak parts of the day when there are a limited number of team members on shift.



With the team that is scheduled today and from what you already know about their strengths, place them on the positioning chart and share your reasoning.

Discuss the difference in positioning when you have a full team versus when you have a skeleton crew. Where should people be and what are their roles?

Discuss with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

These two stations are particularly important because the interaction with customers is direct. Provide at least 2-3 reasons why each of the following is important, whether you're taking an order over the phone or face-to-face. Think about the overall customer experience, sales and profitability, speed of service, and product quality.

Proper Cash Handling

Accuracy

Suggestive Selling

Being Friendly

Gift Card Sales	Phone Etiquette

Online Orders	Quality

Review your answers with your trainer, then record this on the training tracking chart.

Huddle - Prep

If you are able to get your team together at the same time, a pre or post shift huddle is the best way to communicate important information.

Team huddles ensure everyone is prepared and ready to serve customers and provide a opportunity to build morale and boost confidence. Huddles are a great way to set the mood, pace, and outline goals for the upcoming shift.

Talk with your manager about how to set goals for:

- Customer Service/KDS
- Units Sales & Transactions
- AOS/Family Size Percentage
- Improving Food Cost Variance
- Speed of Service
- Labor units per hour (UPH)

Date Completed:

Trainer Signature:

Team Member Signature:

What are some items that are great to talk about with the team during a pre/post shift huddle? What are topics you want to avoid?

HUDDLE ITEMS TO DISCUSS	HUDDLE ITEMS TO AVOID

Discuss these answers with your trainer, then record this on the training tracking chart.

Huddle - Watch

Watch as your manager holds a pre-shift huddle. Take notes as you watch and look for the things we've covered so far. You will get to practice next. Again, if schedules do not allow for a full team huddle to happen, take notes on how communication is passed along effectively (and what challenges you see).

TOPICS THAT WERE COVERED	RECOGNITION/PRAISE GIVEN

Date Completed:

Trainer Signature:

Team Member Signature:

Ver 1

TOPICS THAT WERE COVERED	RECOGNITION/PRAISE GIVEN

Discuss these answers with your trainer, then record this on the training tracking chart.

Huddle - Lead

With your trainer, **schedule a good day for you to lead a team huddle**. Plan in the space provided; you'll feel way more prepared and confident going into it if you do some planning.

What are your agenda items?	
Who needs to be there?	
When and where will it be held?	
What is your #1 goal for this huddle?	
What do you think you might struggle with?	

Date Completed:

Trainer Signature:

Team Member Signature:

Ver 1

AFTER THE HUDDLE... take time to evaluate how the huddle went. There are no right or wrong answers here. The only thing that matters is that you are honest.

DURING THE HUDDLE, I WAS HAPPY THAT I …	
BUT I WISH I HAD …	
IN THE FUTURE, I WILL DEFINITELY…	

Discuss these answers with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Boosting Team Morale

High morale in the workplace is essential to success and is mostly influenced from the top down rather than from the bottom up.

Managers and shift leaders have a direct and a lasting impact on the morale of their store. Here is a list of ideas you can use with your team when you feel like they could use a boost and you're all out of ideas.

Start by selecting three from the list below to try out during your shifts over the next week:

1. **Recognize** the good, no matter how small or big. A shout-out or a mention in a team huddle, or a note on the white-board. Anything works!
2. **Say thank you**. Two simple words. Say it, say it about something specific, and say it with meaning.
3. **Give more responsibility** to your team. Even with a little than normal, they will feel trusted and believed in.
4. **Have fun!** Allow for laughter and silliness whenever possible.
5. **Start a Pay it Forward** or Random Acts of Kindness program.
6. **Celebrate the successes**! Share with team members the results of their hard work.

7. **Show you care**. Recognize birthdays, Congratulate them on graduations. Ask about how school is going.
8. **Do something nice and unexpected**. For example, bring in bagels or doughnuts for the team... just because.
9. **Start an Employee of the Week program**, including their picture and fun facts about them.
10. **Cross-train!** Let everyone try a job they don't usually do. It's good for everyone.
11. **Place a mirror by your phones** with the word SMILE and/or draw a funny mustache on the mirror. Just looking at it may trigger a smile when they answer the phone.
12. **Create a Wall of Wow**, intended to visually represent successes and accomplishments of the team (including KDS/InMoment compliments and One Bite Certificates).

These ideas don't cost a lot, don't require a ton of time, and the payoff is huge:

- Improved productivity, performance, and creativity
- Reduced number of leave days
- Higher attention to detail
- A safer workplace
- Increased quality of work

Review your experience with your trainer, then record this on the training tracking chart.

Date Completed:

Trainer Signature:

Team Member Signature:

Taking the Lead

You will be managing multiple things at once during a shift, all while observing:

- Customers' experiences
- Product quality and food safety
- Safety and security of the team and of customers
- Sales building tactics and execution
- Cleanliness and sanitation
- Uniforms and appearance
- Labor law compliance*

*Ask your trainer what you should know about these as labor laws vary state to state.

During any shift, you will likely see other areas of opportunity. Write them down and begin thinking about how you might coach for improvement. If you have a performance issue with a team member, your responsibility as a leader is to communicate your concern with them. This sounds easy but may not be in reality.

Providing feedback is a skill that takes practice, even for an experienced manager. Let's start with the basics.

Be Positive	No matter what, try and take your emotions out of it and stay positive. Offer them a challenge to improve, not a scolding.
Be Timely	Provide feedback as quickly as you can after you observe the behavior/issue

Be Specific	Prepare what you want to say ahead of time and be specific with examples.
Stay Focused	Don't dump too much on him/her all at once. Stay focused on one specific behavior. Again, leave your emotions at the door.
Provide Suggestions	Lead the conversation in a positive direction by helping to come up with a plan for improvement while asking for their ideas as well.
Follow Up	Check in periodically to see that the behavior has changed for the better. If not, you may need another meeting. If it has improved, praise them and possibly recognize them for a job well done. Document and keep your manager/owner involved.

How will you apply this to your everyday interactions with your team, even when there's not a discipline issue at hand?

____

____

____

____

____

____

____

Review your answer with your trainer, then record this on the training tracking chart.

Tips and tricks for training other employees

Keep in mind that learning should be fun, so **be patient.** People don't always get things on their first try and mistakes are your chance to coach them to improve. **Offer encouragement** and positive feedback as often as possible, especially when you notice someone is stressed or overwhelmed.

It may sound cliché, but **have some fun when you're teaching someone**. Laughing releases dopamine and endorphins which help reduce stress levels and it creates an environment where people want to be, not where they have to be.

Follow these steps for greatest success:

TELL them what they'll be learning and why it's important	**SHOW** them how it's properly done	Give them many opportunities to **PRACTICE**	Observe and provide honest, helpful **FEEDBACK**

Include the *whys* as much as you can during these steps. You'll get less push-back and your team will gain a better understanding of the business as a whole. It also minimizes the chances that team members will come up with shortcuts that they think are better.

Date Completed:

Trainer Signature:

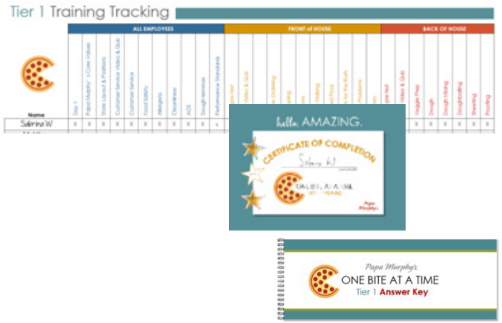
Team Member Signature:

- **Focus on developing others for 5-10 minutes at a time**. Train whenever there's time.
- **Set goals for completing skill sets**. For example, "If everyone can show mastery of three new skills by the end of the week, I'll clean the bathroom for a week."
- **Above all, model the behavior you want to see**. They will be watching you and the habits you show them are the habits they will develop.

Tier 1, One Bite at a Time.

When you train, this will serve as an outline:

- Team members can choose any card and **practice the skills in any order**, but it is recommended that every employee start with the first ten cards, regardless of the position they are hired for.
- **To maintain accountability**, sign off in the trainee's booklet and mark them off on the tracking sheet whenever they successfully demonstrate the skill or can explain it thoroughly.
- **After the trainee completes a section** (ALL employees, FOH, BOH) fill in the appropriate star on their Certificate of Completion. Never underestimate the power of a gold star!
- **When someone completes Tier 1**, award them their completed certificate, celebrate, and file the booklet in their personnel file for training documentation.
- Each card should only take **10-15 minutes** to complete. Please be sure to monitor team members if it is taking them longer to complete each card.



Discuss this with your trainer, then record this on the training tracking chart.

Tier 2 Evaluation (Trainee)

Now that you have successfully completed the first two sections of the Tier 2 cards, it is time to reflect and evaluate your growth throughout this process.

NEXT STEPS

1. Completed the **Operations, Sales, Profit,** and **People** section of Tier 2.

2. **Attend Shift Management Class.**

3. Trainer will observe you **managing a week's worth of shifts without their guidance**.

4. **Complete the evaluation** on the following pages.* When you have both completed your evaluations, schedule a time to meet with your trainer and talk about your responses to determine next steps.

5. Trainer will **determine your readiness** to move forward. If you still need development in any area, go back, review and practice until you are comfortable.

6. **Tier 2 Completed!** Receive Certificate of Completion for Shift Management.

*Your trainer is asked to reflect on your growth throughout this process using the same evaluation checklist.

Ver 1_2018_05_proof

Employee Development

5	4	3	2	1
Exceptional Performance	Exceeds Expectations	Fully Meets Expectations	Needs Development	Unsatisfactory Performance

I deliver results through execution • Role-model Papa Murphy's standards and hold team members accountable for achieving them on the shift • Communicate goals • Seek out the proper resources and people when necessary • Ensure the safety of customers and team members by upholding store policies and procedures and following state and federal law	Rating	Notes:
I build and inspire the team • Create a great working environment on the shift • Communicate expectations and goals for the shift • Share ideas and make suggestions to help the team improve • Cheer on, motivate, and recognize team members • Make decisions, prioritize, and adjust the plan as needed	Rating	Notes:

Employee Development

I demonstrate accountability • Make sure all duties have been completed before handing them off to the next shift supervisor • Communicate honestly and effectively with team members • Delegate tasks and demonstrate trust in others to perform and follow through with plans for improvement	Rating	Notes:
I manage pre-shift duties • Complete walk-through • Review communication from previous shift • Prioritize tasks and review schedule • Make a game plan based on goals • Hold pre-shift huddle, communicate goals and direction • Motivate the team using recognition • Complete all administrative duties	Rating	Notes:

Employee Development

I run a complete shift • Complete walk-through • Check speed of service • Complete Daily Food Safety checklist • Ensure team is focused on outstanding customer service • Develop team by coaching • Monitor Makeline and make adjustments as needed • Review progress on cleaning tasks near the end of shifts • Handle problems calmly, quickly, and effectively • Give team feedback respectfully and in a timely manner	Rating ☐	Notes:

I manage post-shift duties • Follow all POS/cash procedures • Complete daily paperwork thoroughly and accurately • Ensure all tasks are completed on the Closing Checklist • Keep everyone safe by following evening security procedures • Complete post-shift duties in POS	Rating ☐	Notes:

Tier 2 Evaluation (Trainer) Tear pp. 67-70 out and ask your trainer to complete it.

Now that your trainee has successfully completed the Tier 2 cards, it is time to reflect and evaluate their growth throughout this process.

NEXT STEPS

1. Completed the **Operations, Sales, Profit**, and **People** section of Tier 2.
2. **Attended Shift Management Class.**
3. Observe trainee **managing a week's worth of shifts without your guidance**.
4. **Complete the evaluation** on the following pages. When you have both completed your evaluations, schedule a time to meet with the trainee and talk about your responses to determine next steps.
5. **Determine their readiness** to move forward. If they still need development in any area, have them go back, review and practice until they are comfortable.
6. **Tier 2 Completed!** Award trainee receives Certificate of Completion for Shift Management.

Evaluate how well the trainee conducts themselves over the next two weeks. Be prepared to provide feedback about any areas that they still need to practice. The trainee is asked to reflect on their growth throughout this process using the same evaluation checklist. When you both have completed your evaluations, schedule a time to meet and review your responses to determine next steps.

Ver 1_2018_05_proof

Employee Development

5	4	3	2	1
Exceptional Performance	Exceeds Expectations	Fully Meets Expectations	Needs Development	Unsatisfactory Performance

He/she delivers results through execution • Role-models Papa Murphy's standards and hold team members accountable for achieving them on the shift • Communicates goals • Seeks out the proper resources and people when necessary • Ensures the safety of customers and team members by upholding store policies and procedures and following state and federal law	Rating ☐	Notes:

He/she builds and inspires the team • Creates a great working environment on the shift • Communicates expectations and goals for the shift • Shares ideas and makes suggestions to help the team improve • Cheers on, motivates, and recognizes team members • Makes decisions, prioritizes, and adjusts the plan as needed	Rating ☐	Notes:

Employee Development

He/she demonstrates accountability • Makes sure all duties have been completed before handing them off to the next shift supervisor • Communicates honestly and effectively with team members • Delegates tasks and demonstrates trust in others to perform and follows through with plans for improvement	Rating	Notes:
He/she manages pre-shift duties • Completes walk-through • Reviews communication from previous shift • Prioritizes tasks and reviews schedule • Makes a game plan based on goals • Holds pre-shift huddles, communicates goals and direction • Motivates the team using recognition • Completes all administrative duties	Rating	Notes:

Employee Development

He/she runs a complete shift • Completes walk-through • Checks speed of service • Completes Daily Food Safety checklist • Ensures team is focused on outstanding customer service • Develops team by coaching • Monitors Makeline and makes adjustments as needed • Reviews progress on cleaning tasks near the end of shifts • Handles problems calmly, quickly, and effectively • Gives team feedback respectfully and in a timely manner	Rating	Notes:

He/she manages post-shift duties • Follows all POS/cash procedures • Completes daily paperwork thoroughly and accurately • Ensures all tasks are completed on the Closing Checklist • Keeps everyone safe by following evening security procedures • Completes post-shift duties in POS	Rating	Notes: