


- **FRED Activities**
- **Shoulder to Shoulder**
- **Resources/Support**

SHIFT LEADER DEVELOPMENT PLAN


COACH'S GUIDE

Week 1:	Trainee Actions:	Coach Actions:	Resources:
Day 1	Attend Shift Leader Orientation	<ul style="list-style-type: none"> • Discuss and answer questions about their role. • Review Mueller Family McDonald's management handbook and expectations • Review training expectations and process with learner 	Manager's Binder
	<p>Review Development Plan and FRED and log them onto FRED with their EID.</p> <p>Create ServSafe account</p> <p>Review Shift Leadership Curriculum and training plan and learner journal.</p>	<ul style="list-style-type: none"> • Make sure trainee can login to Back Office Server (Office Computer) and FRED and understands how to navigate through modules, Campus, and learner journals. • Write date's in learner's development plan and communicate with GM • Discuss your role with trainee. • Cover training plan and roadmap development milestones • Get uniform sizes now - trainees receive manager uniforms after completion of Fred modules and ServSafe training! 	Fred/Campus Training Roadmap SL Development Plan
	Welcome to Shift Leadership Modules	<ul style="list-style-type: none"> • Verify training is completed on Campus. • This time is important for each trainee to learn how to treat people. It is a critical step in learning how to lead others. • Review coach's guide on FRED for specific discussion points. • Set expectations and answer any questions the trainee has on the culture in your restaurant. Ensure they understand how to treat others and listen, give direction, and follow up. They should also understand the labor laws and company policies. • Review learner journals with trainee 	Fred
Day 2	Review People Retention Standards	<ul style="list-style-type: none"> • Explain how running great restaurants has a positive impact on crew and manager turnover • Discuss importance of treating people with respect 	



	Review the manager schedule	<ul style="list-style-type: none"> Review the monthly manager schedule and answer any questions. Discuss day off policies/procedures for managers Review planning/whys behind creation of manager schedule 	GM guidance
	Complete Safe and Respectful Workplace Manager modules	Verify training has been completed on Campus.	Campus Training Tracking
	Review the manager handbook	<ul style="list-style-type: none"> Review handbook for responsibilities for managers Discuss responsibilities for reporting complaints or handling/addressing employee issues and concerns 	

Week 2:	Trainee Actions:	Coach Actions:	Resources:
Day 1	FRED – Leading Operations- Pre Shift	<ul style="list-style-type: none"> Verify training is completed on Campus. Discuss learner journal and answer questions. 	
	Elate PreShift Checklist DSPT Review and Completion	<p>Pre-Shift Tasks:</p> <ul style="list-style-type: none"> Complete Elate PreShift Checklist with trainee Set the shift area up for success Include: stock levels, code dates, cleanliness standards Completed pre-shift checklist on Elate Has anyone called in sick? I have enough stock for the peak Assigned Cleaning tasks Assigned PM <p>Positioning Guide:</p> <ul style="list-style-type: none"> Show trainee how to generate and print a DSPT Complete DSPT with trainee and discuss how positioning affects shift Explain importance of completing 24 hr before shift Are there enough people scheduled to handle the sales? Discuss next steps if the proper number of employees are not scheduled. Know and understand what breaks need to be given out. What happens to the breaks if you have someone clock in early or stay late? Show trainee how to upload DSPT on Elate Discuss working through others 	




		<ul style="list-style-type: none"> • Sit with manager and coach them on how to have a plan, but also know what they will do when it gets busy, and they might need to flex people. • Aces in their places 	
Day 2	FRED – Leading Operations- During Shift	<ul style="list-style-type: none"> • Verify training is completed on Campus. • Discuss learner journal and answer questions 	
	Elate Travel Paths, break sheets, customer recovery log, labor/sales sheet	<ul style="list-style-type: none"> • Complete Elate Travel path with trainee. Take your time, and really demonstrate what it takes to prepare for each shift so that everyone is focused on taking care of the guest. • Discuss prioritization matrix and how to delegate tasks appropriately • Demonstrate how to utilize break sheet on Elate to keep track of employee breaks • Demonstrate how to use Elate customer recovery log to track customer issues and how to use that data to make improvements • Demonstrate how to enter sales and other data on to Elate labor & sales sheet 	
	Daily Activity Report Time Punch Adjustments	<ul style="list-style-type: none"> • Show trainee how to log in to e-Restaurant • Optional: Help trainee download the DAR app on their phone (if desired) • Show trainee how to read each column on labor report • Discuss labor targets and how to make adjustments throughout the shift • Show trainee how to adjust time punches • Review legal requirements for time punch adjustments 	
Day 3	FRED – Leading Operations- Post Shift	<ul style="list-style-type: none"> • Verify training is completed on Campus. • Discuss learner journal and answer questions. 	
	Manager Communication Responsibilities and Tools	<ul style="list-style-type: none"> • How do we do today? • Communicate with the senior manager or crew after the rush. • Ask-What can I do to make it better? • Who did I train today on my shift? • Were we prepared? Did I run out of any stock? • What should I do different next time? • Did we accomplish our targets? • Did the cleaning and PM tasks assigned get completed • Did I communicate to the next manager important information? 	




		<ul style="list-style-type: none"> • Did I set up the next manager for success? • Review Workplace and Elate communication tools and checking email • Discuss expectations for self-evaluating shifts • Ensure the trainee understands teamwork and setting the next shift up for success. • Ensure follow-up on cleaning and PM tasks • Training is always part of their role. How did they ensure they taught something new to someone today? • Did they follow up with any new crew members and provide feedback and see how their shift was? 	
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Week 3:	Trainee Actions:	Coach Actions:	Resources:
Day 1	FRED – Skills for Shift Leaders + Area Leadership Modules (In-Restaurant)	<ul style="list-style-type: none"> • Verify training is completed on Campus. • Discuss learner journal and answer questions. • Review pocket guide with trainee 	
	On-the-floor Training – Leading the Service Area	<ul style="list-style-type: none"> • This time should be spent working shoulder-to-shoulder on the floor in the front counter and lobby areas. You should not be working a position, rather spending the time observing the shift and demonstrating hospitality. • Coach crew on proper procedures • Motivate crew • Give positive feedback and recognition • Follow up on new crew member training • Role model talking to customers- be visible • Follow up on cleaning and PM tasks assigned • Communicate how targets are going • Pull FC service reports and demonstrate how to read and use for diagnosing issues 	


Day 2	On-the-floor Training – Leading the Service Area + Verification	<ul style="list-style-type: none"> • Allow trainee to take the lead with coach observing • After first 2 hours, begin completing the Area Leader verification form • Discuss results with trainee. If trainee does not pass verification, add an additional day for shoulder-to-shoulder training until trainee can pass. 	
Day 3	Service Area PM/Cleanliness	<ul style="list-style-type: none"> • Show trainee where to locate equipment manuals, PM cards, and QR codes for the following pieces of equipment: Shake Machine, Blended Ice Machine, FCB Machine, McCafe Machine, OJ Machine, Cream/Sugar Dispensers, Coffee Brewers • Demonstrate how to calibrate shake syrups • Demonstrate how to calibrate blended ice machine • Complete daily cleaning on McCafe machine • Utilize the hydrometer to verify OJ ratio • Review coffee brewer temperature and fill levels – demonstrate how to calibrate • Demonstrate basic shake machine troubleshooting • Provide contact information for equipment repairs and restaurant policies for calling for repairs • Discuss troubleshooting steps for equipment: Is it plugged in? Is it turned on? Is the breaker tripped? Is the fuse blown? Are the lines connected properly? 	<p>Mueller Learning Channel Mueller Maintenance Site</p>

Week 4:	Trainee Actions:	Coach Actions:	Resources:
Day 1	FRED – Area Leadership – Production Pocket Guide	<ul style="list-style-type: none"> • Review PLX/PLNext training session information with trainee • Review pocket guide with trainee • Answer any questions they may have 	
	On-the-floor Training – Leading the Production Area	<ul style="list-style-type: none"> • This time should be spent working shoulder-to-shoulder on the floor in the Kitchen area. You should not be working a position, rather spending the time observing the shift. • Monitor and coach crew on proper procedures • Motivate crew 	


		<ul style="list-style-type: none"> • Give positive feedback and recognition • Follow up on new crew member training • Follow up on cleaning and PM tasks assigned • Communicate how targets are going • Ensure understanding of e-Production • Demonstrate how/when to increase production levels • Pull KVS reports and demonstrate how to utilize 	
Day 2	On-the-floor Training – Leading the Service Area + Verification	<ul style="list-style-type: none"> • Provide basic overview of importance of food cost • Demonstrate how to enter waste and transfers into C&I and importance of doing so • Allow trainee to take the lead with coach observing • After first 4 hours, begin completing the Area Leader verification form • Discuss results with trainee. If trainee does not pass verification, add an additional day for shoulder-to-shoulder training until trainee can pass. 	
Day 3	Kitchen Area PM/Cleanliness	<ul style="list-style-type: none"> • Show trainee where to locate equipment manuals, PM cards, and QR codes for the following pieces of equipment: Grills, Fryers, UHC, Freezers and Fridges, Grease Disposal System • Demonstrate how to check gap settings with go-no-go tool • Demonstrate how to adjust cooking time of all products • Check temperatures for each UHC slot • Locate all freezer and cooler condensers for meat freezers, fried product freezers, prep fridges, reach-ins, and fry hopper and demonstrate proper cleaning 	Mueller Learning Channel Mueller Maintenance Site


Week 5:	Trainee Actions:	Coach Actions:	Resources:
Day 1	FRED – Area Leadership – Drive Thru	<ul style="list-style-type: none"> • Review training for completion • Answer any questions from learner journal • Review pocket guide with trainee 	
	On-the-floor Training – Leading the Drive Thru Area	<ul style="list-style-type: none"> • This time should be spent working shoulder-to-shoulder on the floor in the Drive Thru area. You should not be working a position, rather spending the time observing the shift. 	

		<ul style="list-style-type: none"> • Monitor and coach crew on proper procedures • Motivate crew • Give positive feedback and recognition • Follow up on new crew member training • Follow up on cleaning and PM tasks assigned • Communicate how targets are going • Look at the DT both inside and out. Discuss your expectation and how to manage the DT. Explain "Keep the Wheels Moving," Park Runners, and OEPE. • Review ZOOM timer. • Pull DT reports and demonstrate how to utilize 	
Day 2	On-the-floor Training – Leading the Service Area + Verification	<ul style="list-style-type: none"> • Allow trainee to take the lead with coach observing • After first 3 hours, begin completing the Area Leader verification form • Discuss results with trainee. If trainee does not pass verification, add an additional day for shoulder-to-shoulder training until trainee can pass. 	
Day 3	DT Area + Back of.House PM/Cleanliness	<ul style="list-style-type: none"> • Show trainee where to locate equipment manuals, PM cards, and QR codes for the following pieces of equipment: ABS, Multiplex, Coke Tanks, CO2 Tanks, Dishwasher • Demonstrate how to change BIBs on Multiplex • Demonstrate how to change coke syrup • Demonstrate how to switch to back up CO2 • Show where main water and gas shut offs are • Take trainee on the roof to show the HVAC and exhaust units • Show trainee where CO2 detector is and what to do when it goes off • Show walk-in refrigerator and freezer condensers/fans • Review electric panels and breakers 	<p>Mueller Learning Channel Mueller Maintenance Site</p>




Week 6:	Trainee Actions:	Coach Actions:	Resources:
Day 1	FRED – Leading Safe and Secure Shifts	<ul style="list-style-type: none"> • Review training for completion • Answer any questions from learner journal 	Mcdtkit.com
	On-the-floor Training - Safety/Security	<ul style="list-style-type: none"> • Teach manager how to do skims, count cash, the safe, and deposits • Explain all safety procedures including bringing deposits to the bank, staggered open/close methods, wearing a security pendant, etc. • Ensure trainee has a security pendant and set of keys • Show trainee how to use incident reporting form on Mueller website 	
Day 2	On-the-floor Training – Food Safety 33% of ServSafe Training	<ul style="list-style-type: none"> • Conduct full food safety verification on Jolt/Squadle side by side with trainee • Complete an Ecosure checklist on Elate together • Dial in fresh beef and discuss food quality expectations • Follow up on trainee’s ServSafe progress 	
Day 3	On-the-floor Training – Food Safety 66% of ServSafe Training	<ul style="list-style-type: none"> • Allow trainee to fully set up shift for success to prepare for a mock announced food safety visit. Visit may be completed by coach, GM, or a designated food safety lead. If trainee does not pass visit, schedule time to review training from previous day. • Follow up on completion of SerVSafe training. 	

Week 7:	Trainee Actions:	Coach Actions:	Resources:
Day 1	Complete ServSafe Training	<ul style="list-style-type: none"> Follow up on completed training 	
	ServSafe Review	<ul style="list-style-type: none"> Practice test learner to ensure they are prepared for their ServSafe exam. Reach out to ServSafe proctor to schedule examination. Learner cannot run a shift alone without ServSafe certificate. 	
Day 2	On-the-floor Training – Technology OTP 1 Training	<ul style="list-style-type: none"> Follow up on completed training and answer any questions Walk through restaurant and help learner identify equipment Review troubleshooting for frozen registers or other register issues Review troubleshooting for cashless Review steps and necessary info for calling ATOS Review headset/base station troubleshooting Review how to clean printers properly Demonstrate how to properly handle product outages on registers Demonstrate how to refund a mobile order Demonstrate how to troubleshoot issues on delivery tablet <p>Coach Only: Prepare for LGS session!</p> <ul style="list-style-type: none"> Review coach’s guide/agenda for session Review schedule for day of session Review positioning guide Ensure product will be available Reviews sales projections/patterns 	
Day 3	Leading Great Shifts Session	<ul style="list-style-type: none"> Follow along with LGS guide on Fred. Keep training iPad with you – this should be done primarily on the floor! Provide feedback and prepare trainee for Shift Leader Verification on next shift 	
Day 4	Shift Leader Verification	<ul style="list-style-type: none"> Observe Shift Leader for entire shift. Answer questions but try to allow trainee to run shift on their own while you just observe without stepping in and taking control of the shift. 	



		<ul style="list-style-type: none"> • Conduct verification. Learner must pass with 80% or above. If learner does not pass verification, they must be scheduled for additional shoulder-to-shoulder training until they are able to pass verification. Learner may still attend LTC, but must submit passed verification before being coded as Cert. Swing and receiving wage increase. • Meet with trainee to discuss expectations for LTC. Ensure they have all training completed on Fred/Campus. Review Ticket to Learning and ensure learner understands where to go, what time to arrive, and what to wear to class. 	
Week 8:	Trainee Actions:	Coach Actions:	Resources:
Days 1-4	Attend LTC	<ul style="list-style-type: none"> • Answer questions if needed • Attend graduation on Day 4 and support your learner! 	
Day 5	Follow-Up	Discuss class results and future plans with learner	
Weeks 9 and 10:	Trainee Actions:	Coach Actions:	Resources:
Day 1	Create PCAP	Review PCAP with trainee, helping them to create a plan that is realistic and attainable	
Ongoing	Follow-Up	Continue to work with Trainee as they run shifts and apply what they learned – prepare and provide coaching.	
Week 11:	Trainee Actions:	Coach Actions:	Resources:
Day 1	PCAP Session	Ensure trainee is prepared for PCAP session and that they are able to attend. Help trainee submit PCAP to Taylor for review.	



Week 12 :	Trainee Actions:	Coach Actions:	Resources:
Day 1	Fred Modules – AYL: Leadership Journey and Mindset	<ul style="list-style-type: none"> • Follow up on training completion • Answer any questions and review learner journal together 	
Day 2:	Fred Modules – AYL: Being People Led	<ul style="list-style-type: none"> • Follow up on training completion • Answer any questions and review learner journals for each module together (coach’s guide and learner’s journal entries) • Discuss importance of culture in the workplace • Roleplay having difficult conversations • Demonstrate how to use eHR to document incidents and what should/should not be in a write up 	

needs weeks 13-15