

SHIFT MANAGEMENT PROGRAMME

Self Study Module

MDP 1

Area Management

The goals of this module are for you to:

- Obtain skills and knowledge to manage each area through on-the-job experiences.
- Know what to do when managing an area, how to do it, and why to do it.
- Solve problems that arise while managing areas.



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Area Management

Introduction to Area Management

All Hands on Deck!

When I first became an area manager, I was responsible for the front counter area. Whenever there were more than a few people in line, I was in the habit of jumping onto another register to help out. As a result, I was not free to manage the area and lead the team. I missed many opportunities to help the team provide exceptional service. My supervisor, watching me struggle, made me run the shift with my hands in my pockets. This forced me to rely on my management and leadership skills. Guess what? I was successful!

Moral of the story:

Although you will not have your hands in your pockets during the shift, you need to develop your ability to get things done through others.

Area management is the first step in developing the skills you need to manage restaurant operations.

- An area manager/area leader is responsible for making sure that the goals for his/her area are met efficiently and consistently
- Area managers/area leaders are added to the schedule during high-volume times
- An area manager/area leader supervises a team of up to 8 crew
- Area managers/area leaders work with the shift manager and the restaurant
- During low-volume times, area manager/area leader duties are assigned to a crew trainer

As you train to manage areas, you will be preparing for a fast-paced and demanding job.

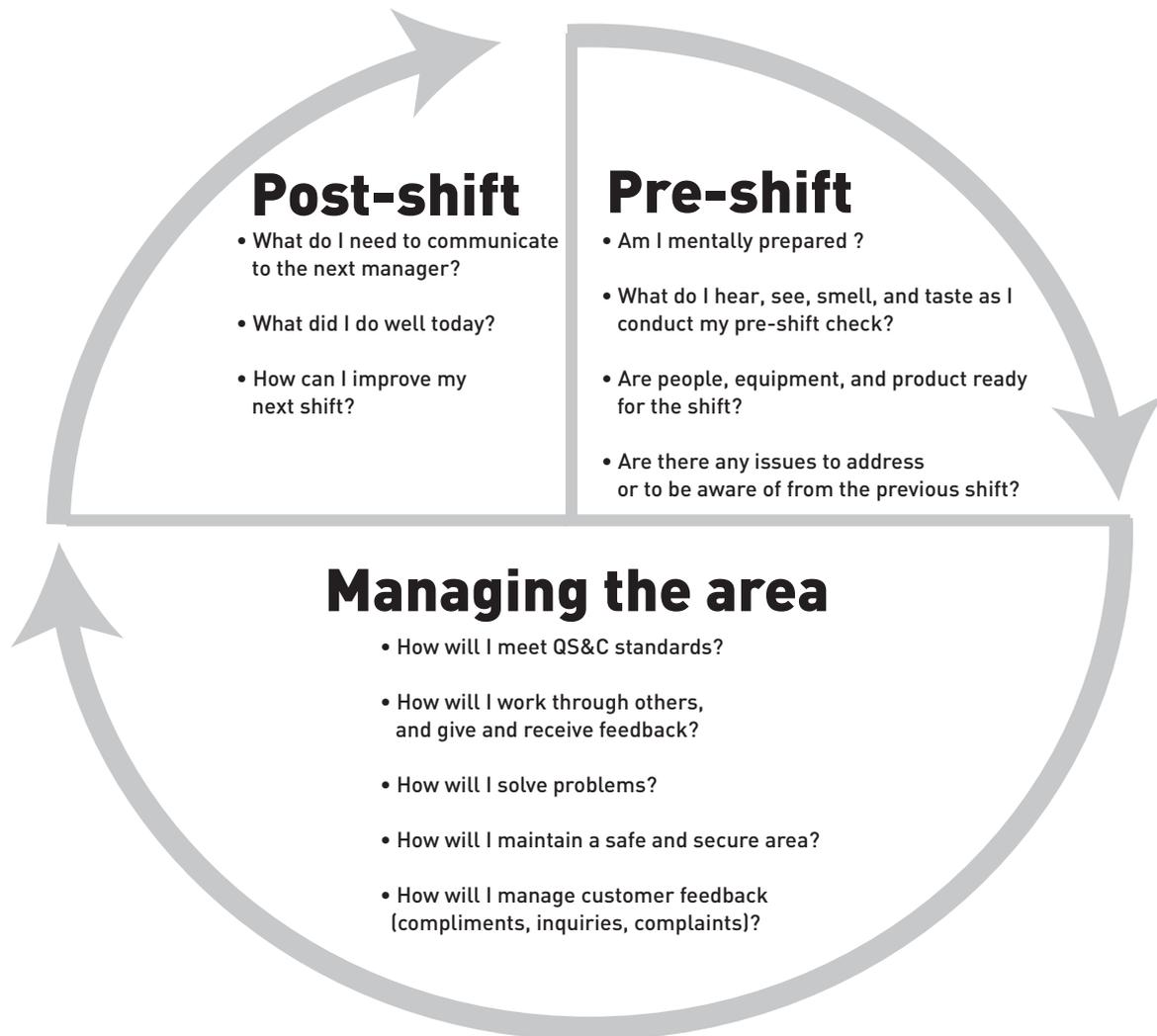
- You will learn how to analyse situations and make quick decisions.
- You will learn how to apply the principles associated with effective shift management at McDonald's: The coordination of People Product and Equipment to achieve a smooth consistent and profitable business, delivering outstanding QSC to each customer every time.

Quality Service Cleanliness



Area Management

Area Management Process



Pre-shift

MENTALLY PREPARE FOR WORK

You set the pace for your shift before you even arrive at work. Preparing yourself mentally is important in getting ready for the day ahead. Your frame of mind will affect the crew's morale, so as you travel to work, think about how you will present yourself. Will the crew have a great time today because of you?

You need to be ready from the start. Providing QSC can be a challenge to any manager. The best service is delivered by those with the true desire to be the best.



Area Management

EXERCISE

The way we behave affects everyone

Review the 2 situations presented below.

SCENE 1: THE SHIFT BEGINS

It is almost 2pm on Tuesday afternoon. Carl and Betty are working at the Front Counter. The rush has just ended, and the 2pm area manager is about to begin his shift. The counter needs to be restocked, and the floors and fry station are dirty.

ACT 1: The area manager approaches the Front Counter while Carl is wiping down the counter and Betty is handing a completed order to a customer.

Area manager: Carl, what are you doing? You need to restock right away, and the floors are filthy. Look at this place! It's disgusting!

Carl: I was just going to...

Area manager: (interrupting) Betty, the fry station is a mess! It needs to be cleaned. Don't you two ever clean as you go?

Betty: We just...

Area manager: (turning away) Who was running this area before me, anyway? Why am I always the one who has to take over a lousy shift? I hope you two already had a break, because there's no time for one now.

CUT! **END SCENE 1**

SCENE 2: THE SHIFT BEGINS

It is 2pm on a Tuesday afternoon. Carl and Betty are working at the Front Counter. The rush has just ended, and the 2pm area manager is just about to begin his shift. The counter needs to be restocked, and the floors and fry station are dirty.

ACT 1: The area manager approaches the Front Counter while Carl is wiping down the counter and Betty is handing a completed order to a customer.

Area manager: Hi, Carl. How's it going?

Carl: Good, thanks.

Area manager: Super. Betty, hi, how are you doing today?

Betty: Good, thanks.

Area manager: It looks like you two have been pretty busy up here.

Betty: Yeah, we just got through a busy lunch rush.

Carl: We made a ton of sales, though.

Area manager: That's good to hear. Well, it looks like we'll need to work together to get everything stocked and cleaned for the next crowd. Carl, could you please stock up?

Carl: Sure. I noticed we need more ketchup out in the lobby area too. I'll do that while I am at it.

Area manager: Great, thanks. Betty, how about if you clean the fry station and I will cover the counter?

Betty: Sounds like a plan.

Area manager: Great! Let's get to work.

CUT! END SCENE 2.

- What is the big difference between these 2 scenes in the manager's manner of speaking with the crew?

- How do you think the crew responded to the manager in Scene 1? In Scene 2?

- Which manager will have an easier job of influencing the crew in the future?



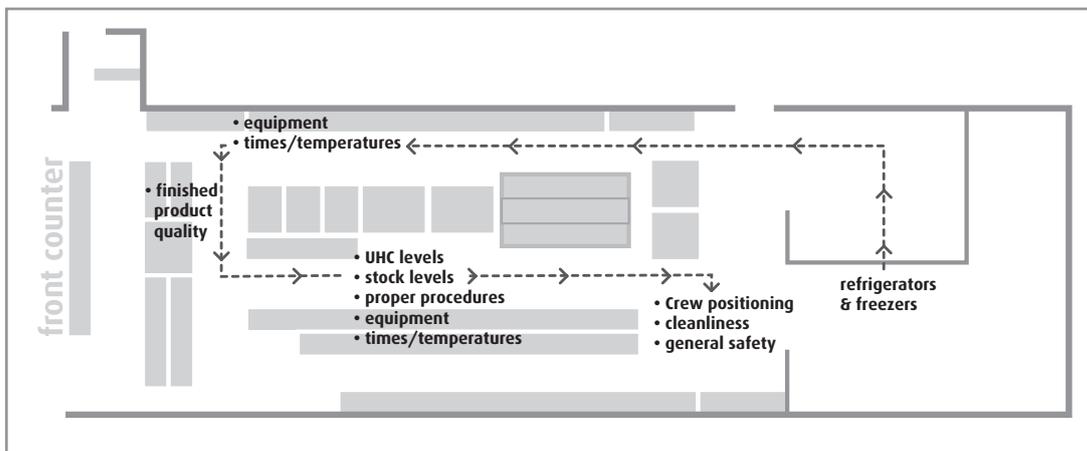
Area Management

PRE-SHIFT PLANNING

Pre-shift planning helps you and your crew achieve the best performance by coordinating people, equipment, and product to maximise their effectiveness. Pre-shift planning also prevents problems by identifying and correcting such things as shortages and equipment failures before the shift starts. If you don't take the time to plan your shift by checking the state of the area, you may run into problems later and never get back on track.

The best way to develop your plan is to conduct an area travel path about 30 minutes before you are responsible for the shift.

A model of a travel path in the production area. Use your Pre-Shift Checklist as a guide. Walk through the entire area. Check people, product, and equipment to see that everything is where it should be and is in proper condition.



When you check your area, open yourself to information. Your first goal isn't to fix things immediately as you see them, but to take it all in and then make decisions.

Ask yourself:

- What do I see?
- What do I hear?
- What do I smell?
- What do I taste?

You will complete pre-shift tasks as part of your shoulder-to-shoulder training with your coach.

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I want that one!

I was running the Front Counter one day, when a very angry woman approached me. Her 4-year-old daughter was crying and very upset because she did not get the Happy Meal toy that was shown on the point of purchase display. I apologised to the mother for the mistake. She was still angry because her daughter would not stop crying and pointing to the sign saying, "I want that one!" To get the mother to calm down, I promised her that I would do whatever it took to get her daughter that toy. I knew that meant calling other stores to find it.

Moral of the story:

If I had completed a Pre-Shift Checklist and travel path, I would have noticed that we had the wrong toy on display. The customer would not have been angry, the little girl would not have been crying, and I would not have been calling around trying to find a toy!

Planning for people

Coordinating people is one of the most important, and most challenging, aspects of managing an area. Although it is the responsibility of the shift manager to assign individuals to positions, your job is to work with the shift manager to plan the assignments.

To do that, you need to understand each crew person is unique with different strengths, opportunities, and motivations. Find out who is assigned to your area. As you work with your shift manager to plan individual assignments, keep the following in mind:

- Learn the strengths and opportunities of each crew person so that you can position people where they will be most effective.
- Understand what motivates each crew person.
- Understand what is needed at each station to deliver outstanding QSC.
- Anticipate volume changes throughout the shift.
- Have a plan to reorganise your team as crew staffing changes during the shift.
- Coordinate the timing of crew breaks to avoid crew shortages on the floor.
- Identify ways to increase employee satisfaction.

The following are some key points on how to position crew to provide impressive QSC.

Balance skills and workload by putting “aces in their places.”

Aces are strong performers who show initiative and take complete responsibility for their stations. They don't take short cuts, and they meet the standards of performance consistently.

You can count on them!

Position these top performers where they can make the greatest contribution. But be careful not to place all demands on your aces. Don't continually look to them to carry out a task. Other crew may need more direction, but this is how you can help them develop.

Accommodate changes in volume during the shift.

Area Management

Low-volume times provide an opportunity to maximise crew productivity. Assign secondary responsibilities for crew members to complete when the sales volume drops. For example:

- Crew persons working front counter can restock the front counter area when they are not needed on a register.
- Dress persons can clean up the back room when sales volume decreases.

Position crew to keep them productive throughout the shift and to make sure necessary tasks get done.

As you position your crew, you need to make many important decisions such as:

- How to position crew for a given sales rate during breakfast and regular menu times.
- When and where to add crew.
- When and where to add management personnel.
- How to maximise crew and management productivity.

Consider the above observatories when reviewing the Floorplan/Shift Positioning Tool.

Communicate with Shift Manager before making changes.

Planning for equipment

Equipment that is working correctly has a direct impact on many areas of operations, including quality of product, crew morale, and costs related to repair and replacement.

Equipment in your area should be set up, working, and calibrated properly. This includes the availability and placement of small equipment items like spatulas and fry scoops.

If equipment is broken, determine what you need to do to get it repaired. Often you can fix it yourself by following the simple troubleshooting steps below.

Troubleshooting

- Is the equipment plugged in?
- Is it turned on?
- Is the fuse blown?
- Is the circuit breaker on?

If the equipment is still not working after checking these areas, refer to the equipment manual for more detailed troubleshooting information or communicate the problem to your shift manager

PLANNED MAINTENANCE

McDonald's Planned Maintenance System is a program that helps manage the costs of maintaining equipment and ensure that proper product quality is delivered to the customer. Usually an assistant manager is responsible for the Planned Maintenance System. The assistant manager delegates tasks and follows up to make sure Planned Maintenance (PM) is being performed as scheduled during the year throughout the whole restaurant. Some tasks are done only once a year, but some are done monthly, some are done weekly, and some are done daily.

Area Management

Troubleshooting equipment problems

Would you be able to find the information in the equipment manual to troubleshoot the problem?

Record the following information:

1. What is the make and model of the toaster?

2. In the equipment manual for the toaster, what page has troubleshooting information?

3. List common toaster problems and suggestions for troubleshooting:

Problem

Suggestion

4. Find the planned maintenance card for the toaster - what number is it?

Planning for product

As you check for product you will be looking to confirm:

- There are enough raw products, condiments, and other supplies so that you do not run short during your shift. Follow the rule of 24/2 (24 hours worth of stock for any dry food and paper products; 2 hours worth for frozen and refrigerated goods).
- Product rotation procedures are being followed and there are no expired products.
- Position dry food and paper stock where it is to be used (i.e., if 50% of your business is in the Drive-thru, 50% of paper stock should be in the Drive-thru)

Hint: Talk to your manager about how the prep position is used in your restaurant. Many restaurants have a person who is assigned to stocking, preparing salads and other items so that these tasks do not have to be done by the production or service crew.

If you discover shortages, talk to your shift manager immediately about the plan for replacing stock.

When you do your pre-shift planning, you will probably find some things that need to be taken care of before you take over the shift. For example, floors may need to be swept and mopped or cups and lids may need to be restocked. Here is a suggestion for what to say to the person who was managing the area before you:

“I’ve completed my Pre-Shift Checklist, and I’ve made a list of things to be taken care of before I take over the area. What can I do to help you get these things done?”

Targets

Targets are your goals for the shift. Targets help your restaurant to provide fast, accurate, and friendly service. Targets are set for each restaurant by the management as a means to achieve the goals of the restaurant. You will work with your managers to determine targets for your area each shift.

As an area manager/area leader you are responsible for communicating Targets to allow you to evaluate the effectiveness of the crew, celebrate successes, and determine areas for improvement.

Area Management

FRONT COUNTER TARGETS

Service time: Front counter service time begins after the placement of the order and ends when the order is presented and the customer is thanked. The target is 60 seconds.

Peak hour customer counts: Your management team will set a target for customer counts. By meeting and exceeding production and service times you will be able to serve more customers.

DRIVE-THRU TARGETS

Service time: Drive-thru service time begins with greeting the customer and ends when the order is presented at the window and the customer is thanked. The target is 90 seconds.

Peak hour car counts: Again meeting production and service time targets will allow you to meet car count targets.

BOP TARGETS

Assembly Time: 35-50 seconds to assemble each order and then serve it off the screen.

Targets can be more than just numbers. For example you can have target or goal that everyone stays in place during the shift. Or a target that the cabinet stays stocked, with 2 trays of product.



Front counter Targets

60 seconds service time

3 min 30 seconds experience time

Drive-thru Targets

90 seconds service time

3 min 30 seconds experience time

BOP Targets

35-50 seconds assembly time

You should monitor targets throughout the shift. Don't forget to provide feedback when targets are met or not met. At the end of your shift compare your results to targets. Celebrate success, and determine opportunities for improvement if targets are missed.

EXERCISE

What's in it for me?

Based on this section, what are the ways you benefit from completing the Pre-Shift Checklist?

Area Management

MANAGING THE AREA

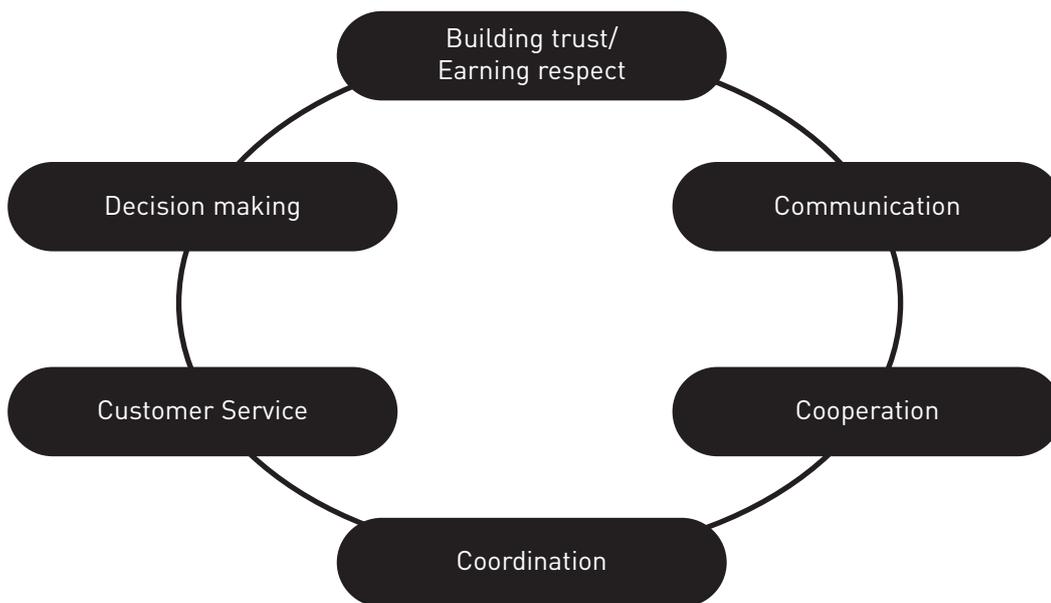
MEETING QSC&V STANDARDS

As an area manager/area leader, your main responsibility is to see that the team meets its objective: providing impressive QSC throughout the shift. This means making sure that the customers are getting not only the products they ask for, but also the service they expect and deserve.

Every area has its own standards: what our products should taste like, how hot they should be, how long it should take the customer to get them. You need to know these standards, and you will learn them when you learn each of the areas.

To support your team, you will need to rely on some basic area management skills. You will learn more specifically how to use these skills when you read the Production, Front Counter, and Drive-thru sections of this module and as you practice to manage each area.

Basic Management skills



BASIC MANAGEMENT SKILLS

The most important difference between working a station and running an area is that you now are working through others to ensure that operational standards and targets are met. This means you will be directing crew to perform tasks rather than doing them all yourself.

Making the transition to area manager/area leader can be challenging. If you are making the transition from Crew to Area Leader, your challenge is to direct people with whom you used to work side-by-side. The hardest part will probably be “being the boss” of your friends.

If you are making the transition from outside McDonald’s to area manager, your challenge is to direct people who do not know you. They will probably know some McDonald’s procedures better than you do, and they may not respect your prior experience.

In either case, you will need to ask crew to do things. When you see someone doing something wrong, you cannot ignore it. You need to step in and communicate the correct way to do it.

Look back at the script you read on pages 6 and 7. Read Scene 2 again. The crew are more likely to respond positively to this manager’s style because the manager:

- Managed on a personal basis (used names, greeted each person individually).
- Got people to work as a team because he showed he was part of the team (offered to cover the counter).
- Gave clear direction by asking.
- Assumed innocence. In other words, he assumed that the front counter was a mess because the crew were working hard rather than neglecting their responsibilities.
- Felt comfortable about asking someone to do something.

Area Management

Building trust and earning respect

Leadership is one of the most important skills you can develop as a manager. Leadership means influencing others to want to perform. In order to provide the best service, we have to have the best trained and most highly motivated people. You need to lead your team to achieve desired results. You gain influence through respect and trust.

TRUST

When you trust someone, you have confidence in that person. Trust takes time to develop, but it can be quickly broken. Once lost, it can be very difficult to regain.

Trust

xRespect

=Influence

Research has shown that there are 4 ways to build trust.

Keep commitments

People need to know they can count on you. Do what you say you will do. Do not make promises you can't keep.

For example, suppose you have a sudden rush of customers just as one of your crew is about to leave for the day. You ask the person to stay to help out, and you tell her that if she does stay, she can leave 15 minutes early on her next shift. But on the next shift the same thing happens, and you make the same request. Suddenly, you are caught in a situation where you cannot keep your promise to let the person leave early. Resentment and distrust can build as a result.

Be open

People want to know who you are, what you think, how you feel, and what is important to you. We do not naturally trust strangers.

If you share a little information about yourself with your crew, they will be more likely to be open with you in return.

Be competent

To be competent is to be skilled. Lead by example. Do things right. Learn from your mistakes. If you do not know something, say, "I don't know, but I'll find out," instead of making up an answer. Don't ask anyone to do anything you would not do yourself.

Act in others' best interests

People want to know that you have their best interests at heart and are not out to get them. You can demonstrate this with crew by making sure they get their scheduled breaks, leave at their scheduled times, and are allowed scheduling exceptions for personal requests. Treat others the way they want to be treated.

Area Management

RESPECT

To respect someone is to hold that person in high regard. While we may respect a management position, the respect will be greater if we also respect the person in the position.

Respect cannot be demanded; it must be earned.
There are many ways to do this:

- Demonstrate your knowledge and skill.
- Hold to a set of core values.
- Maintain positive behavior, especially during challenging circumstances.
- Have confidence in your own ability.
- Show empathy towards others.
- Present a professional image.

You will also gain respect by showing respect for others.
Let the crew know you respect them.

- Greet crew by name.
- Say “please” and “thank you.”
- Ask rather than tell.
- Treat others as they would like to be treated.
- Correct crew in private; do not embarrass them in front of others.

EXERCISE

Whom do you trust?

Think of someone you trust completely. As you have read, trust is built over time. What did this person do to make you trust him or her?

Now think of someone you do not trust. What caused you to mistrust this person?

Area Management

Communication

A well-run area is one where everyone is clear on what they need to do. They know what's happening in the restaurant now and what situations to expect that can affect their work. Communication and follow-up are critical to area management. For example, you communicate when you discuss your pre-shift plan with the shift manager, talk with the other area manager to coordinate activities, follow up on each team member's performance.

Cooperation

The area manager is the leader in building team spirit. You know you have been successful when team members automatically help one another to get the job done right.

Here are 4 ways to generate an attitude of cooperation:

- Set an example of helpfulness.
- Remind everyone to work together.
- Praise good teamwork.
- Promote a respectful workplace.

Coordination

Coordination is the ability to organise people, equipment, and product before the shift and to follow up during the shift. It means making sure that all 3 elements are in the right place at the right time to achieve the goal of delivering the highest level of QSC&V.

Before the shift, you conduct a pre-shift check to make sure people, equipment, and product are in the right place and ready. Throughout the shift, you will need to make adjustments as customer demand changes. For example, you may be asked to manage both the front counter and Drive-thru areas. As volume picks up in the Drive-thru and slows down at the front counter, you might move a front counter crew to the Drive-thru.

3c's

communication • cooperation • coordination

Customer service

Service is about putting people first. It says “I care about making customers feel welcome and serving them quickly. I like my customers and I respect them.” Service is what we provide to our customers, and customer satisfaction is how well our customers feel that their expectations have been met.

Remember, customers do not choose to come to McDonald's just for the food. They choose McDonald's for the experience, and they expect to receive impressive QSC with every visit. The reason customers return to McDonald's is because they think the food tastes good, is delivered fast, is priced right and the restaurant is clean.

A customer-service frame of mind begins with how you treat your employees. Successful managers treat their employees with the same respect they give to their customers. The employees feel valued and committed, and they are more likely to treat customers in a friendly, respectful manner.

An important part of managing the front counter is turning a dissatisfied customer into a customer impressed with your responsiveness.

4 STEPS TO CUSTOMER RECOVERY

1. Listen.
2. Ask questions.
3. Sympathise.
4. Fix it now.

When interacting with a dissatisfied customer, you should always apply the **4 Steps to Customer Recovery**.

Area Management

Decision making

When you are faced with a problem, it is much easier either to place blame or to make excuses. But these actions do not make the problem go away and do not prevent the problem from happening again.

You are accountable for what happens in the area during your shift. You need to:

- Observe to identify problems.
- Prioritise if more than one problem exists.
- Decide what to do to solve each problem.
- Communicate to others the actions you want them to take.

For example, you are doing your travel path for the front counter. You:

Observe

The restroom is out of toilet paper, and there is a drink spill in the lobby.

Prioritise

The drink spill has first priority because someone could slip and fall.

Decide

You will ask Betty to clean up the drink spill, display the Wet Floor sign, and then restock the paper products in the restrooms.

Communicate

You ask Betty to perform the tasks.



If a problem occurs during your shift, you need to notice what is happening around the problem.

- Is this a one-time problem, but significant enough to merit immediate attention?
- Is this a problem that has become a pattern?
- Is there an action you can take to eliminate future occurrences?

Suppose you notice someone giving out a lot of ketchup portions for a 6 nuggets. Knowing that the condiment policy is 1 portion for a 6 nuggets, what would you do?

Maybe the customer requested the additional sauces.

But if you see the crew member repeatedly putting more portions than allowed, you need to make sure the individual is trained on how many condiments to give out.

In another situation, a customer complains of a hamburger that is undercooked. This is just 1 patty, but it is a food safety issue and deserves your immediate attention.

PRIORITISING PROBLEMS

Our natural reaction is to fix the problems that are the easiest to fix just to get them out of the way. At times, you may find that you are faced with several problems and all of them seem urgent. The following model will help you as you learn to prioritise problems. By prioritising problems, you will handle the ones with the greatest impact on the business first.

Priority Rating	Priority Rating Definition	Examples	Completion Target
A	Does it affect the levels of QS&C delivered to the customer, or is it a *food safety/ health & safety issue?	Product out of time = Quality Priority	Fix It Now!
B	Does it create an operational barrier (that does not directly affect the customer), or is it part of the daily management systems?	Fry station timer not working = Operational barrier	1-3 hours
C	Does it affect the appearance or function of the restaurant?	Ripped seat pad = Appearance priority	1-3 days

*The safety of our customers, crew & managers is of paramount importance. All food safety/health & safety issues must be addressed immediately – fix it now!

Area Management

DECIDING WHAT TO DO

Once you have prioritised the problems, you need to quickly decide what to do to solve them and who will handle them.

Depending on the situation, you may need to get the shift manager involved.

Always follow up on delegated tasks.

There are 2 types of follow up:



You should attempt to use the Visual check as frequently as possible as this will help you raise the levels of QS&C in your restaurant.

CONDUCTING A TRAVEL PATH

At least every 30 minutes, check around your area. Check people, equipment, and product the same way you did before the shift. This is the best way to keep problems from happening.

Exercise

What's first?

A. Based on the prioritisation model, in which category would you place these situations?

Example

- (C) One of the crew lockers is broken.
- (B) A frystation timer is not working.
- (A) There is a spillage on Dining Area

B. If 2 items fall into the same category, circle the one you would handle first.

FRONT COUNTER

Set 1

- () The trays are not clean.
- () Someone does not show up for work.
- () The floors have just been mopped, but the Wet Floor sign is not up.

Set 2

- () Cups and lids need to be restocked.
- () The bins are overflowing.
- () A customer at the counter is complaining that the fries are cold.

Set 3

- () Someone forgot his hat.
- () The shake machine is not working.
- () The restaurant ran out of Happy Meal toys.

Set 4

- () A customer at the counter is complaining that her hamburger is undercooked.
- () The toilets are out of toilet paper.
- () There is ice on the floor in front of the drink station.

DRIVE-THRU

Set 5

- () Total service time is 5 minutes.
- () Someone needs a break.
- () The ice bin needs to be filled.

Area Management

Set 6

- The Drive-thru sound system is down.
- A customer complains that he is short a product.
- Happy Meal boxes are not prepped.

Set 7

- A car crashes into the side of the building.
- Overall service times are 6 minutes.
- The runner got a phone call.

PRODUCTION

Set 8

- 10:1 meat is overcooked.
- The reach-in freezer needs to be restocked.
- The buns are out of code.

Set 9

- A grill person needs a break to go to lunch.
- The prep table needs to be stocked.
- The floor needs to be swept.

Set 10

- An assembler/dress person sneezes on a sandwich.
- A grill person needs a break to go to lunch.
- 10:1 meat is overcooked.

Set 11

- The grill area is understaffed.
- Half of your clamshell grill goes out.
- The DPSC not done.

C. Explain how you would handle when 2 items within the same category need to be taken care of at the same time.

MANAGING A SAFE AND SECURE AREA

As a crew member, you learned about safety and security standards for McDonald's restaurants. Now that you are managing an area, you are looking out for the personal safety and security of others working in your area as well as yourself. You will need to observe and follow up with crew to make sure safety procedures are followed to prevent slips, falls, cuts, burns, and other personal injuries. If an accident does happen while you are managing an area, report it to the shift manager immediately. The same applies for security procedures.

FOOD SAFETY

Monitoring food safety is another aspect of maintaining a safe area. You are responsible for following procedures related to the safe handling of food and for following up on crew to do the same. This includes hygiene practices and handwashing procedures.

More about Food Safety will be covered in the Taste of Quality session and the Food and Restaurant Safety course.

Area Management

POST-SHIFT

Handing over the area appropriately is one of your responsibilities as area manager/area leader. Talk with the next area manager and your Shift Manager about any issues or problems that you were unable to resolve and that may affect their shift or other shifts. Use the managers diary if appropriate.

Also use post-shift analysis as a way to evaluate how well you did on the job by asking yourself the following questions:

- What did I do well? How can I be sure to do it again?
- What would I do differently next time?
- What did I learn?
- What problems can I prevent from happening again?
- What can I do to make sure others will see me as their best boss?
- What can I do to better motivate employees?

The post-shift analysis is extremely important, and it doesn't need to take much time. You can ask yourself these questions on your way home.

When outstanding managers were asked how they got so good at their jobs, most of them said the same thing: "I made mistakes. Lots of them. But I never made the same mistake twice."

Keep this in mind: your area affects and is affected by other areas. All areas are linked to each other in meeting the same goal: giving the customer a great experience.

It's different when you're running the front counter, Nigel!

This happened several years ago when I was first learning to run the front counter. A customer was waiting for her food. I was concerned about this and began asking Nigel, the manager in the production area, how long it was going to take for the food to be ready. He replied that it would be up in a minute. I waited what seemed like a minute and then began complaining to Nigel that it was taking too much time. We began to argue about it until finally I said, "It's different when you are running the front counter, Nigel!" He replied, "It's different when you are running the kitchen, Jamie."

Moral of the story:

Learn to see beyond your own area. We all need to work together to serve the customer

MANAGING THE PRODUCTION AREA

Keeping watch

I started out my training in the kitchen area. One of the most challenging times I had working in this position was on a day just before a big holiday. The queues were huge. It seemed like everything was happening at once. I kept having to go to the grill area, just to keep up. Just when the grill team got back on track, I would have to run to the front counter to help with lines. It was exhausting, and we were always behind. I asked my shift manager to help me because I didn't think I could work any harder. After checking that our positioning was correct she gave each person a target to hit, and asked the production team to focus on the targets. She told me to monitor progress and remove any barriers that would prevent the team from meeting their targets. Things ran smoothly after that.

Moral:

I had to work differently to manage the production area than I did when I ran a station. Working harder wouldn't necessarily get the job done. I had to work through others, communicate targets, and follow up.

One way to look at the kitchen area is to think of it as a group of individual stations. You know each of these stations, you have learned how to operate them, and you have trained others on them. Think about what is needed at each station in order for it to operate effectively, and ask yourself:

PEOPLE

- Are crew positioned correctly?
- Are "aces in their places"?

EQUIPMENT

- Is the equipment working?
- Is the equipment set at the right time and temperature?
- Is the equipment (e.g., egg equipment) clean and sanitised?

PRODUCT

- Is there enough paper and raw product?
- Is the raw product being held properly?
- Is the completed product meeting quality and food safety standards?

Do this for every station, and you will automatically complete many of the tasks required for thorough shift preparation.

Area Management

Manage for Quality

In the grill area, your primary concerns are:

- Food safety.
- Quality of both raw and finished product.
- Product flow.

FOOD SAFETY

Each area has its own special responsibility. The responsibility of the production manager is to make sure the product we serve is safe, it meets quality standards (hot, fresh, good-tasting, and attractively presented), and it is served quickly. If there is ever a question about the safety of a product, it is your job to make sure it never gets into the hands of a customer.

QUALITY PRODUCT

To ensure that high-quality product is produced, you need to learn to perform the following tasks:

- Complete all items on the DPSC
- Check Toaster bun compression
- Check that scrapers are sharpened.
- Calibrate dispensers and sauce guns.
- Manage 1 delivery with supervision.
- Manage 1 delivery without supervision. When taking a delivery, inspecting the product is an important first step in maintaining product quality. Your coach will discuss the key things to look for to ensure the product meets quality standards.
- Verify all cooking times and temperatures, as well as holding times.

The **Quality Reference Guide** is a handy tool to use when verifying product temperatures and equipment settings.

You will complete product quality tasks as part of your shoulder-to-shoulder training with your coach.

PRODUCT FLOW

You are also responsible for the flow of product. This means:

- Having enough cooked product ready (and within holding times) for the assembler to fill orders.
- Meeting target times for assembling sandwiches.

When managing the production area, you must continuously seek feedback from crew about stock and cabinet levels. You should watch for and react to danger zones:

- Less than 3 orders of fries prepared.
- The right amount of food in the bin for sales volume.

Assist crew as needed, it is important to move around the area regularly.

EXERCISE

What's the impact?

You are running the production area. A Big Mac promotion is running this week. What could happen if the bin level charts are not updated to include this promotion?

Managing through others

You are short staffed this shift and just made it through a big rush. You and Nina, a crew person, are left in the grill area. There is no lettuce left on the dress table and the ketchup and mustard dispensers need to be filled. Also, you'll need more tomatoes, and the floor needs to be swept and mopped. How will you handle the situation?

Area Management

EXERCISE

Do you understand the production area?

Work with your coach or your resources to answer the following questions.

1. Why is it important to scrape and squeegee the grill after every run of product?

2. What is the minimum acceptable internal temperature for cooked meat patties in a run? Why?

3. How do you destructive test 10:1 meat?

4. What is the maximum allowable temperature range for all refrigerators at McDonald's?

5. Why do you use the four corner patties to check the internal temperature of beef?

Area Management

MANAGING THE FRONT COUNTER AREA

Free to manage

When I first took over a new group of stores last year, 2 of them were the busiest in the region and also the only stores in that city.

One of the stores had a very narrow counter, resulting in deep lines of customers. Every time the store was reviewed, the improvement opportunity was to shorten the queues.

I quickly noticed that when there were long queues, the area manager would be the first person to open an extra register. This improved the speed of 1 queue, but it did nothing for the rest of the queue. After working with the area manager for a period of time, I convinced him that his responsibility was to be on the front counter to motivate, coach, and train – not to work a till.

I explained to the area manager that he could be more effective by supporting the counter crew. To speed up the order assembly process, he could draw drinks or assist with getting orders together (back up). This way he wasn't tied down and could observe what was going on around him.

The manager practiced the approach I suggested. The Saturday before Christmas, the crew did a record hour without any queues.

Moral of the story:

The fact that the area manager was free to manage and was not tied to a till helped achieve a big improvement in the store.

When you manage the front counter area, you need to be customer-focused. Throughout your shift, you will serve many different types of customers. Each will have different needs and expectations. This is the moment of truth, where we either keep or break our promise to deliver impressive Quality, Service, Cleanliness (QSC). As an area manager, your primary objective is to help your team:

- Deliver hot, fresh, high-quality, good-tasting products within service standard. The customer defines what quality is. Listen to them and be prepared to take appropriate action.
- Be attentive and courteous to customers. Do whatever it takes to make sure the customers' experience will bring them back again.
- Be prepared. Ensure that all areas are stocked before the rush.
(Dry products for 24 hours and chilled/frozen products for 2 hours.)

Communicate with your team

To meet QSC standards, communicate with your team about:

- Promotions, new products
- Targets (e.g., service tips, customer count, accuracy, friendliness)
- Customer expectations (fast, accurate, friendly)
- Service times
- Sales volumes at the front counter, bin levels
- Customer patterns (e.g., busy periods)

Manage for fast, accurate, and friendly service

During low-volume periods, there should be no waiting. During high-volume periods, look for ways to flex in and help out your team to keep the lines moving. Customers should wait no longer than 60 seconds to the completion of the transaction. Make sure you and your crew are using appropriate hospitality behaviors (e.g., smiles, please, thank you).

Position yourself where you can see everything that is happening in the dining area

Focus your attention on the whole front counter area, including the transfer bin and your customers' needs. Position yourself where your customers are. This puts you in the best place to observe and assess service quality and to determine the appropriate flow of finished product. Travel path the car park, dining area and toilets every 30 minutes.

Watch out for lines at the front counter

If you have three or more customers waiting in line or waiting for food you are in the danger zone at the front counter. Several issues can cause a danger zone to occur.

- In the front counter area:
 - The crew may not be positioned properly.
 - There may not be enough stock for the rush.
 - Crew may not be following proper procedures.
- In the production area, there may not be enough product:
 - If less than 3 orders of fries:
- Positioning – there may not be one person dedicated to making fries.
- Stock – there may not be enough stock for the rush.
- Productivity – Aces may not be in their places.

You need to work with your shift manager to make any necessary adjustments to positioning. Then coach, motivate, and provide support for the counter crew. Help out with order assembly and drink drawing to ensure your crew can meet the target service time of 60 seconds.

Area Management

Ensure order accuracy

If customers are continually complaining or coming back for missing items, use the customer recovery process outlined on page 25. Fix a recurring problem by asking questions to determine the cause. Here are some questions you could ask:

- Is the order taker listening carefully to customers?
- Is the order taker accurately recording the orders?
- Are the orders double-checked for accuracy before being presented to the customers?

Manage the till system

Work with your manager to perform the cash management functions, including overrings, refunds, all reports, and employee meals.

Keeping out of the danger zones, keeps you on track to meet targets.

Maintain equipment

Equipment problems can affect service and the quality of products produced at the front counter. As the manager of the area, you are responsible for the proper operation of equipment in this area. This means checking the calibration of equipment and following proper cleaning and maintenance procedures (as a part of the Planned Maintenance Program) including:

- Shake/sundae machine:
 - Check syrup calibration.
 - Discard mix and break rerun cycle.
 - Sanitise syrup tanks, and syrup lines.
- Coffee machine:
 - Check quality and cleanliness.
- Beverage system:
 - Check calibration.
- Condiment pumps:
 - Check that they are clean and sanitized.

Handling Cash

As a crew member you will have been responsible for large sums of cash in your till. As a manager you will be responsible for making sure that crew are able to follow the cash procedures in your restaurant so that they can be held accountable for the money in their till.

Scenario:

John, a crewmember goes on a break at 2pm. At 2.15pm it gets very busy, so you jump on John's till and take a couple of orders. When the till is cashed up at the end of the shift it is £10.00 short.

Who is responsible? What factors will affect your decision?

What should John have done before going and when returning from his break?

Area Management

Basic Cash Handling

The following procedures are covered in the Cash Register Retraining Slip:

- Floats should be counted before the till used and the amount then signed for
- When going on a break the till should be closed and a reading for comparison on return should be taken
- Money and/or change should not be swapped between tills or with customers. If change is required the manager should be called
- Notes of large denominations should be checked by the manger and/or note detector
- The amount of the order should be clearly stated to the customer
- When accepting a cheque, verify the sort code and signature. Record the card number and expiry date on the back of the cheque
- Enter the amount into the till correctly
- Clearly state the amount of chnge to the customer
- Lay notes across the drawer until change has been accepted
- Count the change out to yourself and then count it out to the customer
- Call for change before you run out
- Do not cancel an item after pressing total, call a manager
- Place promotional vouchers into the till drawer
- Ensure notes are placed into the till with the Queen's head facing upwards and towards the front of the drawer

As a manager you will be asked to check notes to ensure they are not forgeries. The following is a list of general security features on Bank of England notes. For more detail including Scottish notes look on the security Intranet pages.

General Security Features

Feel of the paper; bank notes are printed on a special paper which should not feel waxy or limp.

Raised Print; this is used on some parts of the note. By running your finger across the note you can feel raised print in some areas, such as the words "Bank Of England"

Metallic thread; the thread is imbedded in the paper in every bank note. This appears as silver dashes on the note. If you hold the note up to the light, the metallic thread appears to be continuous.

Watermark; hold the note up to the light and you will see an image of the Queen's portrait. This is hardly noticeable until the note is held up to the light.

Quality of the printing; the printed lines and colours on banknotes are sharp, clear and free from blurred edges and smudging.

Now read McDonald's National Cash Policy. This is available on the Intranet. For McOpCo restaurants, this is company policy. For Franchised restaurants discuss the cash policy in your restaurant.

Dealing With Forgeries

As a retailer, we have an obligation to remove any banknote we suspect of being a forgery from general circulation. This should be done in a professional manner to avoid confrontation and complaint..

It is important to remember that we cannot state that a note is a forgery, we can only 'suspect' a note to be a forgery, the onus on proof of a notes' authenticity is with the Police and the Bank of England, over which we have no control. Our obligation ends with the note reaching the possession of the Police.

When a suspected forged note is received, the following actions are recommended:

- Do not hand the note back to the customer*.
- Take the customers' details
- Explain why you believe the note to be a forgery.
- Do not let the note out of sight of the customer.
- Give the customer a receipt for the note, the receipt should contain the following;
 - Your name
 - Date
 - Denomination of Note
 - Serial Number of Note

You should then:

- Report the matter to the Police.
- Note the customer details and details of your call in the Managers Diary.
- Place the note in the Safe until the Police collect it.
- Should the note not be collected within 7 days
- Take the note to the Police and obtain a receipt
- Staple the receipt next to the details above in the manager's diary.

* Should the customer threaten violence, demanding their note back, do not place yourself at risk. Note down their details, build, clothing, vehicle details with Reg No etc, and pass to the Police.

MANAGING THE DRIVE-THRU AREA

HBO

I was a crew person, just learning how to work in the Drive-Thru. The area leader stationed me as a Drive-Thru presenter for the breakfast rush. My manager handed me the first order. She said go-ahead do an HBO-Hand Bag Out! I leaned out the window

and noticed the customer was just finishing with the cashier at the first window. After she put her change back in her wallet she looked up and saw me smiling with her breakfast ready to go.

When the customer pulled up to my window she said, "Thanks, I'm in a hurry." I was able to pull off a lot of HBOs that day thanks to my fellow crew members. I was really surprised at how pleased the customers were with the quick service.

Moral of the story:

If you do things right, you can really impress customers at the Drive-thru – and you'll make a good profit for your restaurant.

The Drive-thru is a fast-paced and demanding area. You only get 1 chance to make the order right and deliver it quickly. Once the customer drives away, it is too late to correct an error.

In many cases our Drive-Thru customers account for more than 50 percent of the restaurant's sales. Drive-thru customers are in a hurry, but they still expect outstanding QSC.

As the leader of the Drive-Thru team, you will be managing through others to:

- Deliver hot, fresh, high-quality, good-tasting food.
- Provide service in less than 90 seconds from the time the customer gives the order until it is presented.
- Give a total experience of 3'30".
- Deliver the correct order each and every time.
- Deliver personalised and friendly service.

MANAGE FOR FAST, ACCURATE, AND FRIENDLY SERVICE

Delivering fast means working against the clock to keep cars moving. The speed demanded of the Drive-thru team can sometimes create problems. One of the top 5 complaints of Drive-Thru customers is incorrect or incomplete orders. A whole team of people is involved in filling each order, so it is easy to make mistakes. Therefore, it is best to assign experienced crew to this area.

Area Management

As you travel through the area, use your observation and listening skills to monitor communication and coordination of team members.

FAST

- Does every member of the team clearly understand his or her responsibilities?
- Does the team know how to address issues that have immediate impact on customer satisfaction?
- Is your ace positioned as the runner?
- Are the order taking and cashier functions being split when there are 4 or more crew in Drive-Thru?
- Is someone other than a Drive-Thru team member responsible for delivering parked orders?
- Is product available?
- Are condiment and paper supplies stocked so that Drive-Thru crew don't need to leave their stations?
- Do the crew know your restaurant's target for Drive-Thru speed? Are they motivated to achieve the target?

ACCURATE

- Is the order taker listening carefully to the customer?
- Is the order taker accurately recording the order?
- Is the order taker repeating the order?
- Are the runner and drink person accurately reading the monitor?
- Is every order (including condiments, napkins, and straws) double-checked for accuracy before being presented to the customer?
- Are the hand held order takers working properly?
- Are we making sure orders are served off the monitor at the right time?

FRIENDLY

- Can the customer "hear a smile" in the order taker's voice?

If you see a problem, address it immediately. Use your problem-solving skills to prioritise and determine who should fix the problem.

EXERCISE

What would you do?

SCENARIO 1

You have a new crew person, Jack, and today is his first day on the job. You want him to learn “service,” so you consider placing him in each Drive-Thru position. What are the risks to putting him in the following positions?

Presenter:

Runner:

Order Taker/Cashier:

SCENARIO 2

You are the area manager. You have 1 car parked and 5 cars in line. Vanessa is on cashier and taking orders. Phil is the runner, and Henry is the presenter.

Who should run the order out to the parked car?

Why?

Area Management

KNOWLEDGE ASSESSMENT

Area Management

1. What are 4 ways to build trust?

2. What 3 areas do Pre-Shift Checklists help you evaluate?

3. What is the 24/2 rule?

4. What are the 6 basic management skills?

5. What are the 3 levels of prioritising problems?

6. What are your primary concerns in the grill area?

7. What problems may cause long queues at the front counter?

8. When do you split the order taking and cashier functions in the Drive-thru?

9. What can you do to ensure fast, accurate, and friendly service?

What's Next?

After you have practiced managing all areas

- **Review the completed Area Management knowledge assessment with your coach**
- **Schedule time with your manager to complete the Floor Control Verifications for Front and Back**
- **Attend the following classes:**
 - Taste of Quality Session
- **Set a date to begin the Shift Management Self Study**