

# Shift Leader™ Workbook



**Team member** \_\_\_\_\_

**Date Workbook  
Started** \_\_\_\_\_

**Store** \_\_\_\_\_

**Date** \_\_\_\_\_



# About Subway

Subway Restaurants was founded by a 17-year-old high school graduate Fred Deluca, along with family friend Dr. Peter Buck. The first sandwich shop opened in Bridgeport, Connecticut, USA in 1965 and was called Pete's Super Submarines. The first franchised Subway unit opened in Wallingford, Connecticut. Then, they set a goal of having 32 stores opened in 10 years. Fred soon learned the basics of running a business, as well as the importance of serving a well-made, high quality product, providing excellent guest service, keeping operating costs low and finding great locations.

## 2017 & Beyond

Today, the SUBWAY® brand is the world's largest sandwich chain with more than 44,000 locations around the world. We've become the leading choice for people seeking quick, nutritious meals that the whole family can enjoy. From the beginning, Fred has had a clear vision for the future of the SUBWAY® brand. As we continue to grow, we are guided by his passion for delighting guests by serving delicious, made-to-order sandwiches.

Subway's Fresh-Forward design is the brand's new strategy aimed at transforming the guest experience. The new direction is an effort by the company to create a modern and inviting design that will give choices to both its long-time guests and to new guests — from how they order their food to how it's picked up. The brand transformation begun in 2017 and it will continue to transform in 2018 and beyond.

## Our Values

Providing exceptional guest service  
Delivering the best operational standards  
We are fun and professional  
We do better every day in every way

## #1 Rule

Make them happy  
(by 'them' we mean our guests)





# Contents

Training Resources	5
Roles & Responsibilities	6
Chapter 1 – Health & Safety	7
Chapter 2 – Excellent Guest Service	11
Chapter 3 – POS System	19
Chapter 4 – Daily Paperwork	28
Chapter 5 – Food Management	31
Chapter 6 – Baking	37
Chapter 7 – Stock Ordering, Receiving & Deliveries	42
Chapter 8 – Maintenance & Cleaning	45
Chapter 9 – Shift Management	49
Chapter 10 – Staff Management	54
Chapter 11 – Reporting and Store Evaluations	57
Chapter 12 – Build Sales & Reduce Costs	60
Chapter 13 – Theft, Operations & Procedures	64
Chapter 14 – Back of House, Robbery & Emergency Situations	69

The material in this manual is for informational purposes only. Every care has been taken by the publisher in compilation of the data contained herein and in verification of its accuracy when published, however the content is subject to change without prior notice, due to the continuous development program.

This training manual is published and distributed on the basis that the publisher is not responsible for the results of any actions taken by users of information contained in this training manual nor for any error in or omission from this manual. Users are encouraged to consult with Subway for advice concerning specific matters if necessary.

# Our Training Commitment

By investing in people through their training we ensure we harness their full potential and focus their energies on the needs of the company while fulfilling their need for personal development and job satisfaction.

As such all employees should recognise that such development is a continuing process for every employee at every level of the organisation. As far as possible, employees are encouraged to develop their skills and talents to enable them to progress within the company and reach their full potential within the company.

## Training Resources

Congratulations on completing the Sandwich Artist™ training programme! This is the first step towards developing your career with Subway®. Training occurs in four phases, as illustrated in the Learning Journey (page 4). Throughout each phase you will be using three key resources:

### Workbook

This workbook introduces you to the knowledge and skills you need to become a competent Shift Leader. This will take you 4-8 weeks to complete depending on your work schedule, ability and previous experience.

Throughout this workbook you will be asked to complete a number of exercises to help you put the knowledge you have gained into practise. These exercises and accompanying knowledge verifications will be checked by your Store Manager or Assistant manager assigned to your development.

### University of Subway™



The University of Subway™ is an online place for learning. You can access additional Shift Leader courses here.

If you have not already please download the app before your first shift.

Search for 'University of Subway' in either the App Store or Play Store. Your Manager will provide you with your specific University of Subway™ log in details. Don't forget to take a note of your password.

# Roles & Responsibilities

A Shift Leader is an employee who has mastered the skills necessary to create a "picture perfect" Sub each and every time, has outstanding guest service skills, and is knowledgeable about all Subway® products. This job contributes to our overall success by maintaining the Subway Brand and positive experience for our guests. You need to motivate the Team and promote the store. You are responsible to have all guests served quickly, to have all products prepared and to keep the store clean and maintained to high standards. To be at all times 'in compliance' with the Subway Operations Manual.

You are responsible to 'run' the Shift. You need to manage the staff, food & products and guest satisfaction. The Shift Leader is expected to carry out the following duties, but not limited to:

The duties and expectations for a Shift Leader include:

## Provide excellent guest service

- To be guest focused at all times.
- Provide fast, accurate, efficient and friendly service.
- Ensure Subway standards are adhered to: excellent guest service, product preparation, and store cleanliness
- Handle customer complaints and difficult customers

## Build Sales and Reduce Costs

- Use suggestive selling.
- Ensure stock rotation, always using older stock first.
- Always ask if guests want a Footlong Sub, always!
- Minimize wastage with correct weights, formulas and preparation.
- Help with Local Store Marketing

## Train Sandwich Artists

- To mentor, motivate and assist the in-store training and the development of the Sandwich Artists.

## Cash Handling

- Use the cash register and be responsible for the cash and breads on your shift. To complete a full 'cash-in' at the start of your shift and a full 'cash-out' at the end of your shift.
- Control change fund on your shift. To be accurate and honest in all transactions.

## Deliveries & Rotation

- Accept, check and sign for deliveries, ensure the correct quantity is delivered and the products are of a good quality.

## Food Management

- Prepare food prep levels and bake bread and cookies quantities as per the current needs of the store. Adjust levels as frequently as required. Ensure all vegetables and meats are prepared to Subway spec and standards



