

Chapter 9 – Shift Management

A shift leader must be able to perform all jobs of a Sandwich Artists including customer service product preparation, food preparation and cleaning as well as take accountability for the store in the absence of the Store Manager/Assistant Manager. Typical responsibilities will include overseeing all operations from greeting customers to the quality and speed of service in all of our restaurants.

Keep Store Clean & Tidy

Throughout your shift you should ensure the store is clean and tidy. In your position you should instruct other staff to clean certain areas of the store and you should also take responsibility for the cleanliness of the store. You should aim to 'Clean as you Go' if you spot any mess or dirt you should clean it when you see it rather than wait until later.

Open & close the store correctly

When you become a shift leader you will be responsible for ensuring you follow the open and closing procedures on your shifts. You will be given more responsibility and likely to become a key holder of your store. You should leave your shift as you would like to find it and ALWAYS perform a one-minute cash in at the beginning of your shift as you are responsible for the cash and bread controls during this time.

Ensure staff follow the uniform policy and personal grooming procedures

All employees are provided with a uniform that MUST be worn during each work shift. It consists of a shirt, an apron, and a cap or visor, and name badge. The uniform must always look professional, clean, and free from fading, holes, and stains. It may not be modified in any way. If an employee is wearing incorrect uniform ensure you make your manager aware of the situation. In the absence of the store manager please get advice of area manager.



Guest Waiting Times

- The ideal time to serve a guest from the entering the store to paying is less than 3 minutes.
- 6 minutes from entry to pay is long but acceptable.
- 9 minutes from order to pay is too long! Guests will walk away and business will not grow.

Maximise Thru-put

Customers will respond to fast, friendly service. Taking care of your customers is what will bring them back time and time again. In order to deliver speed with service a store must have consistent and successful Thru-put. 'Thru put' is speed of service at all times of the day, with a special focus on 'Peak Times' to maximise the sales opportunities we have in front of us. This includes customers who come in early morning, over the peak periods or on an evening. You should aim to serve each customer as quickly and efficiently as possible without diminishing the customer experience. Thru-Put can help to:

- Improve customer service and fast friendly service
- Lower labour costs and increase job satisfaction
- Keep customers happy and keep employees happy
- Improve productivity

There are three elements of Thru-put that work together:

- Preparation: product ready, proper scheduling
- Delivery: assembly line, well trained, communicate, teamwork
- Tools: charts for tasks and responsibilities

The Positioning Chart describes the number of employees, task colours, employee names and role of the runner. Your trainer will go through this chart with you in more detail. An example is illustrated below:

	Station 1	Station 2	Station 3		
60 units	Employee #1	Employee #2	Employee #3	*Runner*	
90 units	Employee #1 Employee #2	Employee #3	Employee #4	*Runner*	
120 units	Employee #1 Employee #2	Employee #3 Employee #4	Employee #5	*Runner*	
150 units	Employee #1 Employee #2	Employee #3 Employee #4	Employee #5	*Runner*	
	Take Order Cut Bread	Meat/cheese place	Pull Veggies/Sauces Wrap Up sell Subcard®	Cashier TellSubway® Polite farewell	Clean & tidy guest area Collect trays Top up necessary areas

This is the recommended positioning with 3, 4, 5, and 6 employees producing at least 20 units per employee hour during peak lunch and dinner rush (depending on the store and guest number).

- The 'One Up, One Down' theory must be utilised in order for the guest line to flow efficiently. This is where the employee placing the vegetables takes 30 seconds to complete his duties, and the wrapper only takes 10, the wrapper could finish the vegetable placement on a few sandwiches to increase the flow of the line, allowing the vegetable person catch up. It's team work – help each other out so the line does not stop!
- All employees up front - As soon as two or more guests approach the order point to place their order all employees should be on the frontline ready to serve. Every guest should be greeted and served as quickly as possible with all employees helping put their order through as quickly and efficiently as possible. A guest who comes in early morning should not get served slower than a guest during the lunch time rush period.
- 100% attention - When serving guests, the only communication that should be occurring is between the Sandwich Artist and guest. Chatter between employees while making guests orders is unacceptable. As a team you should pass messages along the line without speaking, for instance if the guests meal is not toasted the order taker should fold the corner of the deli paper so the next employee knows not to place it into the toaster. Use the add-on tags to communicate to the cashier that an extra has been added to the order.
- Place & Pull Theory - This is when the Greeter places the sandwich into the speed oven and the vegetable placer who is the next person down on the assembly line, removes the sandwich from the oven and continues to complete the order. The greeter is “placing” the sandwich and the next employee in the assembly line is “pulling” the sandwich.

Thru-put will help improve the stores productivity is the number of units sold divided by hours worked.

It is calculated by the following equation:

$\frac{\text{Total Units}}{\text{Hours Worked}} = \text{Productivity}$	Example →	$\frac{40 \text{ (Units)}}{4 \text{ (Hours Worked)}} = 10.0 \text{ Productivity}$
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The aim for each store's productivity of 8.0 or higher (>8)

As the shift leader you need to observe the customer line and ensure this is working as quickly and efficiently as possible. If you are training a new starter ensure they are placed on an easier station (salads) during the peak periods but when the store is quiet they should be placed on meat and the POS system to practise these areas.

Employees should not leave the service area for any reason. As soon as employees remove themselves from the line, the assembly line stops and seconds are lost. All items should be restocked and prepped prior to the peak period beginning. You should use the Ace's in their Places checklist every day to ensure your store is ready for the peak periods.

Recovery

Once the queue has reduced and the store becomes less busy the employees should use this time to re-stock, clean and continue to serve guest entering the store. Employees should follow the '4 Step Priority List'.



4 Step Priority List

1. Guest -

Always ensure that guests come first and all staff are serving – for each guest there should be one member of staff serving, until all available staff are serving.

2. Clean & Clear

The food counter should be clean, tidy, free of crumbs, looking full and fresh and the glass should be sparkling. Ensure all guest areas of the restaurant are clean and tidy with no rubbish, including the guest toilet and the floor area inside and out, and there are no crumbs on the tables, chairs and bins.

3. Fully Stocked & Fresh

Bottled drinks, sugar, straws and all condiments at the drink station should be fully stocked. All napkins, sub wraps, dine in baskets, cups and other consumables for the back and front counters are stocked up.

4. Prep & Clean

Once the above 3 steps have been completed then food prep, back of house cleaning and any other tasks can be started.

Approve Staff Breaks on your shift

As a Shift Leader, you have the authority to approve staff breaks when the Store Manager/Assistant Manager is not around. You must ensure the following:

- Staff breaks **MUST NOT** be taken during peak rush hour times e.g. 12 noon to 2.30pm
- There are no extra breaks during your shift, should individuals wish to have a cigarette this must be included in the above break time.
- Only **ONE** member of staff should be on a break at one time
- Employee's on a break should not disturb working employee's
- If you are sitting in the restaurant for your break and customers need to be served, you may be called to assist to serve, and resume your break once customers have been served.

If an Employee is under 18 they are entitled to one 20 minute break during their working day if they work more than 4.5 hours a day.

If an Employee is over 18 they are entitled to one 30 minute break during their working day if they work more than 6 hours a day.



Shift Management – Question Time

1. What does Thru-put mean?

2 .Explain the three objectives of the Thru-put program

3. How can you help prepare your store for the Peak Hour production?

4. Which position will govern the top Thru-put speed?

- a. Order Taker
- b. Vegetable stacker
- c. Till/POS employee

5. Who is responsible when the Store Manager and Assistant Manager are absent?

6. What is meant by 'Clean & go'?

7. What should you do if a staff member is wearing incorrect uniform?

8. What are the four steps on the Priority List?

- 1.
- 2.
- 3.
- 4.

Trainer
Sign & date:

Trainee
Sign & date:

