

DRIVE THRU



Team Member Training Manual

Duties & Responsibilities • Quality Standards • Sanitation & Safety

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Introduction



Congratulations on your employment at [Restaurant Name]. You will be learning how to run the drive-thru station. The drive-thru position is a very important member of the restaurant team as they are the only one in contact with our mobile guests and ensuring that they receive exceptional service quickly. We take great pride in the quality of our service. Our high standards can only be maintained through great people like you who share our values and desire to provide our customers with the best experience each time they visit our establishment..

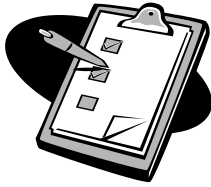
This guide will provide you with information related to your job within the restaurant. You will also receive hands-on training. We are positive that through using this guide as reference and practicing your procedures through hands-on training, you will be successful in your job at [Restaurant Name].

Once again, welcome to the [Restaurant Name] team!

Qualities of a Good Drive-Thru Person

- **Warm and Friendly:** A good drive-thru person must possess a personality that will make our guests feel at ease and want to come back again.
- **Accuracy:** A good drive-thru person must listen well to the guest's order and special requests. By accurately taking the order the first time will ensure the guest receives what they expect and limit the possibility of wasted product when something is returned in error.
- **Communicates Clearly:** A good drive-thru person must speak clearly, be able to communicate specials, and suggestive sell to the customer. Always repeat the order back to the customer. Speak slowly and clearly so the customer can easily understand you.
- **Attention to Cleanliness and Sanitation:** A good drive-thru person must be aware of our cleaning and sanitation standards and must maintain them consistently.
- **Team Player:** A good drive-thru person is always aware of what's going on at their station, as well as the kitchen and is ready and willing to help others get the job done.

Training Outline

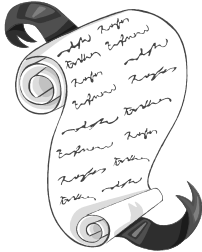


Your training will be conducted over a number of shifts at the restaurant and will consist of a combination of reviewing information in this guide and hands-on training within the restaurant. This outline is to be used as a guideline; your trainer will provide you a detailed schedule for your training.

Training Activity	Date Scheduled/Date Completed	Completed (Trainer's Initials)
General Employee Policies		
Review: Employee Policies	/	
Drive-Thru Job Standards		
Review: Role of Drive-Thru Position	/	
Review: Job Description	/	
Sanitation and Safety		
Review: Personnel Sanitation Standards	/	
Review: Restaurant Sanitation Standards	/	
Review: Restaurant Safety Procedures	/	
Hands-on: Demonstrate and Practice Sanitation and Safety Procedures	/	
Cashier/Counter Position Procedures		
Review: Station Preparation	/	
Review: Communication System		
Hands-on: Station Preparation	/	
Review: Greeting & Taking the Order	/	
Review: Filling the Order	/	
Review: Receiving Payment	/	
Hands-on: Order Process	/	
Review: Tips to Order Speed	/	
Review: Cash Management		
Hands-on: Cash Management		
Review: Handling Customer Complaints	/	
Hands-on: Customer Complaints	/	
Forms		
Review: Opening Checklist Procedures	/	
Review: Closing Checklist	/	
Final Evaluation: by Trainer/Manager		

General Employee Policies

General Team Rules



We expect that each employee understands and follows these general team guidelines when coming to work each day:

- Remain loyal to the company and its goals.
- Understand the importance and maintain a high level of service, quality of products, and the cleanliness in the restaurants.
- Remain honest and take responsibility in the performance of job tasks.
- Respect the supervisor and fellow workers, as well as understand the importance of teamwork.
- Extend warm attention and politeness towards our customers and clients as they are the reason of our existence and ones responsible for us having jobs.
- Always project a great image of our company.
- Fulfill all the assignments that are given to them.
- Transfer all information that they get from the customers in regards to the quality service and quality products that we serve, as well as the cleanliness of our restaurants.

Appearance Standards

The nature of our business requires high standards of cleanliness and sanitation, both in our food products and work areas, and from the individuals who prepare and serve food. Appearance and hygiene have a direct impact on the overall experience we provide. Remember, our guests' experiences are based on the use of their senses. What they see, hear, smell, touch, and taste in our restaurants affect how they remember their experiences, whether they will return, and whether they recommend us to others. To maintain the necessary high standards and to present our guests with an appropriate image, we have established guidelines governing the attire, cleanliness, and appearance of our crew members.

Crew Members

- **Shoes, Socks:** Comfortable closed-toe, rubber-soled, safe shoes are required. Shoes must be clean and polished. Socks are required.
- **Hair:** Hair must be neat, clean, and styled in a conventional manner. Staff working with food in any manner must contain their hair

appropriately to avoid safety and health issues. Long hair must be restrained, pulled back, or tied up.

- **Hats:** Hats, where applicable, must be clean and must be worn facing the front, as designed to be worn.
- **Shaving:** Men should be clean-shaven daily. Fully grown beards and mustaches are acceptable if they are kept neatly trimmed. Beards and mustaches may only be grown during vacation or extended non-working periods.
- **Bathing, Personal Hygiene:** All crew members must bathe and use deodorant daily. Scents should be worn lightly, or not worn at all, so we do not interfere with guests' senses of taste or smell (or allergies).
- **Tattoos, Body Piercing:** Tattoos must be covered while in uniform. No body-pierced items visible to guests may be worn.
- **Beepers, Cell Phones:** Beepers, cell phones, or similar items are not allowed to be worn or carried on duty since they can cause distraction from your duties. Such items should be stored for use when off duty.
- **Name Tags:** Crew members are required to wear name tags during business hours. If a name tag is lost, the company may charge the employee for the replacement, to the extent allowed by Fair Labor Standards Act

Uniform Standards

Crew members wear different uniforms in each of our restaurants, with the restaurant providing part of the uniform. Remember, appearance creates an important first impression for our guests and our team atmosphere. Crew members are responsible for their uniform care. All articles should be clean, pressed, and available to wear prior to each shift. All aspects of the uniform are subject to management approval.

Orientation Period

You have been through our employee selection process, have been selected for employment, and appear to have the potential to develop into a successful employee. However, we want the opportunity to begin the training period, get to know you, see how you fit in with your co-workers, and determine if you are willing and able to carry out the responsibilities for the position in which you were hired. It's also important for you to get to know us and become familiar with how we operate to find out if this job is for you. We have a 30-day orientation period for that purpose referred to above. The 30-day period allows both you and the restaurant to see whether or not it's a good fit and if not, part the restaurant amicably. During the orientation period you will begin your training and be observed by management. Also, during this time if you feel you do not understand

what's expected of you or that you need additional training, we encourage you to ask questions and seek additional help from our management staff.

Schedules



Schedules are prepared to meet the work demands of the restaurant. As the work demands change, management reserves the right to adjust working hours and shifts. Schedules are posted weekly. Each employee is responsible for working his or her shift.

Employees should arrive 10 to 15 minutes before the shift begins so that they have time to get settled and ready for the shift. Employees are to clock in when the shift begins and be ready to start work immediately.

Schedule changes may be allowed only if the employee finds a replacement and receives management approval. To be valid, the manager must indicate and initial the change on the posted schedule. The restaurant usually requires high levels of staff on or around holidays, sporting events, and other special events. Understanding that employees have a life outside of the restaurant, we always try to find a way to work with our employees to meet schedule requests. We do, however, ask employees to remember just how crucial each position is to the proper functioning of the restaurant. Ensure that your employees understand that even though we will try to comply with requests, there is no assurance that you will be able to grant the requested time off in all circumstances.

Tardiness and Absenteeism

Employees must be prepared to start work promptly at the beginning of the shift. The scheduled time is the time employees are expected to be on the job, not arrive at the restaurant. Repeated tardiness is grounds for termination. Realizing that emergency situations can arise and people do become ill, ask that employees provide you with the most amount of time possible to allow you to attempt to cover the shift. Calling in minutes before a scheduled shift puts both the guests and other employees at a disadvantage. Under no circumstances should an employee call and leave a message on the answering machine. Employees must speak to the manager in charge directly.

All employees are expected to work on a regular, consistent basis and complete their regularly scheduled hours per week. Excessive absenteeism should result in disciplinary action, up to and including termination. Disciplinary action taken because of absenteeism should be considered on an individual basis, following a review of the employee's absentee and overall work record.

Any employee who does not call or report to work for two consecutive shifts should be considered to have voluntarily resigned.

Payment Procedures



Time Clock/Time Cards

Employees should arrive at the restaurant 10 to 15 minutes before they are scheduled to start work. The manager on duty should be notified when employees have arrived for their shifts. Employees may clock in within five minutes of the start of their shifts. All hourly employees are given an employee ID number to clock in and out on the restaurant timekeeping system.

Tampering, altering, or falsifying time records or recording time on another employee's ID number is not allowed and should result in disciplinary action, up to and including termination.

Payroll Checks

The general manager will inform all employees of when paychecks are available to be picked up.

Payroll Deductions

Paychecks will indicate the gross earnings as well as deductions for federal and state withholding taxes and Social Security and Medicare taxes. Federal and state withholding taxes are authorized by the employee based on the information furnished on the W-4 form.

Lost Paychecks

Lost paychecks are to be reported to the general manager. Stop payments should be placed on the lost check and a new check reissued. The reissued check should incur a deduction equal to the bank stop payment charge.

Standards of Conduct



Consistent with our values, it is important for all employees to be fully aware of the rules, which govern our conduct and behavior. In order to work together as a team and maintain an orderly, productive, and positive working environment, everyone must conform to standards of reasonable conduct and policies of the restaurant. An employee involved in any of the following conduct may result in disciplinary action up to and including immediate termination without a written warning.

- Invalid work authorization (I-9 form)
- Supplying false or misleading information to the restaurant, including information at the time of application for employment, leave of absence, or sick pay.
- Not showing up for a shift without notifying the manager on duty. (No call, no show, no job)
- Clocking another employee “in” or “out” on the restaurant timekeeping system or having another employee clock you either “in” or “out.”
- Leaving your job before the scheduled time without the permission of the manager on duty.
- Arrest or conviction of a felony offense.
- Disorderly or indecent conduct.
- Gambling on restaurant property.
- Theft of customer, employee, or restaurant property including items found on restaurant premises.
- Theft, dishonesty, or mishandling of restaurant funds. Failure to follow cash, guest check, or credit card processing procedures.
- Refusal to follow instructions.
- Engaging in harassment of any kind toward another employee or customer.
- Failure to consistently perform job responsibilities in a satisfactory manner within the 30-day orientation period.
- Use, distribution, or possession of illegal drugs on restaurant property or being under the influence of these substances when reporting to work or during work hours.
- Use or possession of alcohol or illegal drugs on the job or on company property.

- Employees using or possessing alcohol or illegal drugs on company property or while at work or who report to work under the influence of alcohol or illegal drugs.
- Waste or destruction of restaurant property.
- Actions or threats of violence or abusive language directed toward a customer or another staff member.
- Excessive tardiness.
- Disclosing confidential information including policies, procedures, recipes, manuals or any propriety information to anyone outside the restaurant.
- Rude or improper behavior with customers including the discussion of tips.
- Smoking or eating in unapproved areas or during unauthorized breaks.
- Not entering and exiting the restaurant through approved entrance.
- Failure to comply with restaurant's personal cleanliness and grooming standards.
- Failure to comply with restaurant's uniform and dress requirements.
- Failure to report safety hazards, equipment defects, accidents or injuries immediately to management.

Harassment Policy

[Restaurant Name] has a zero tolerance policy towards any form of harassment in the workplace. All complaints of harassment will be promptly and confidently investigated by [Restaurant Name] and appropriate action, including possible termination, will be taken against those who violate this policy. Additionally, persons who engage in sexual harassment may be held civilly and/or criminally liable for their actions.

It is our policy to treat all personnel with dignity and respect and make personnel decisions without regard to race, sex, age, color, national origin, religion, or disability. We strive to provide everyone a workplace that is free of harassment of any kind. Employees are encouraged to promptly report incidences of harassment.

Sexual Harassment

All of our employees have a right to be free from sexual harassment. [Restaurant Name] does not condone actions, words, jokes, or comments that a reasonable person would regard as sexually harassing or coercive.

Definition of Sexual Harassment

“Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual’s employment, unreasonably interferes with an individual’s work performance, or creates an intimidating, hostile, or offensive work environment.” (Title VII of the Civil Rights Act of 1964)

Types of Sexual Harassment

Sexual harassment may take many forms, for example:

Verbal sexual harassment

- Whispering in an obvious way about the way a person looks, walks, talks, or sits
- Displaying written or graphic sexual material
- Soliciting dates or sex
- Repeatedly talking about sex or describing sexual acts
- Constant, aggressive and unwanted attention, directly or indirectly, of a sexual nature
- Threatening consequences if (sexual) attention is not reciprocated
- Making sexual references to a person’s clothing or body
- Telling offensive sexual jokes
- Making suggestive noises
- Making sexually oriented comments about weight, body shape, or size

Physical sexual harassment

- Invasion of personal space
- Cornering another person
- Attempts to kiss or fondle
- Physical attack
- Attempted rape or rape
- Inappropriate touching, patting, hugging, or brushing against a person’s body
- Gestures and other behaviors

Employees need to be concerned not only with the intent of their actions of this kind but also the effects; while sexual harassment involves repeated, unwanted sexual attention, persons involved in isolated or inadvertent incidents demonstrate insensitivity toward others. Repeated occurrences will be considered intentional violations of the policy.

Complaint Procedures

Anyone who feels it necessary to discuss what may appear to be sexual harassment should report the harassment promptly to at least two people who are in a supervisory or management capacity. The report will be kept as confidential as possible. A prompt and thorough investigation will be made. If a claim is substantiated, the company will take immediate and appropriate action, including discipline and possible termination.

Adherence to Our Harassment Policy

All employees are required to adhere to the policy prohibiting discrimination and harassment while on restaurant premises—engaging in work-related activities, company-sponsored training, or other functions.

Employee Responsibility

It is the responsibility of every employee to prevent discrimination and harassment. Also, every employee has the right to tell a person, in a professional manner, to stop behavior toward him or her that the employee believes to be discriminatory, harassing, and/or offensive. Any employee who feels subjected to discrimination or harassment should immediately report it to his or her human resources representative, or area manager, or franchise owner or human resource representative.

Management's Responsibility

Management employees who witness or receive reports of discriminatory or harassing behavior are required to take appropriate action, including immediately reporting such behavior to local human resources, the area manager, or franchise owner or human resource representative. Management employees who fail to promptly report such behavior may be subject to discipline.

Theft Policy

We have zero tolerance for theft. If you are caught stealing you will be terminated and we will pursue legal action to the fullest possible extent of the law.

Smoking Policy



Smoking will be permitted only in designated areas unless otherwise prohibited by local ordinance. Management will determine these areas.

Smoking will not be permitted within the view of the public or in food prep/service areas. Hand washing is mandatory after a smoke break.

Employee Rest and Meal Policy

NOTE: The following information are the recommended meal and rest period policies. It is important for you to know your local regulations and to follow which ever policies are more strict.

Rest Period

Each employee is allowed two paid 10-minute rest periods, one for every four hours worked. For every two hours of overtime worked, an additional 10-minute rest period is allowed.

Meal Period

Employees who work a period of more than five hours are entitled to a 30-minute meal break. Employees must be relieved of all duties during the meal break. Compensation for the 30-minute meal break must be paid if the employee has voluntarily agreed to waive his or her meal break by (1) working through his or her meal break, or (2) agreeing to remain on premises during the meal break.

Drive-Thru Job Standards

Role of the Drive-Thru Position

In the drive-thru station, you are responsible for friendly, quick, and accurate service to our mobile customers. Our standard to meet this expectation includes greeting the customer within three seconds of arriving at the order window, and providing service in a total time of two minutes or less, with 100 percent accuracy, while providing excellent service in every order throughout the entire day.

Job Description

Position: Drive-Thru

Reports to: Restaurant Manager

Summary of Position

Performs a variety of duties at the drive-thru window including greeting and serving customers, receiving payments, maintaining cash drawers, beverage preparation, and stocking counters.

Duties and Responsibilities

- Always come to work with a clean uniform.
- Maintain a safe, clean, and organized workstation.
- Be a team player—support and assist your fellow team members whenever possible.
- Maintains sanitary standards.
- Responsible for counting cash drawer at beginning and end of shift
- Greeting guests, taking food and beverage orders, and expediting food order.
- Checking orders for accuracy before giving to customer.
- Making sure the guest is given the proper condiments and service ware with each order.
- Always making sure that the receipt is attached to the bag for all orders.
- Ringing guest orders into the cash register or POS system
- Responsible for properly charging the guest and collecting payment for orders.
- Responsible for processing credit and debit card transactions.

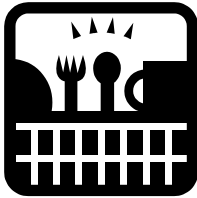
- Interacts with customers in a friendly and efficient manner.
- Maintains appropriate portion-control.
- Cleans equipment, as assigned, thoroughly and in a timely fashion.
- Keeps floor in work or service area clean and free of debris.
- Completes shift work, as assigned, timely and thoroughly in accordance with department standards.

Qualifications

- High school diploma or equivalent desired but not essential for prep area.
- Must be able to read, speak, write, and understand the primary language of the work location.
- Must be able to wear, operate, and clearly communicate verbally through the headset and speaker equipment.
- Must be able to perform simple math calculations and make change.
- Must have the ability to stand and walk for extended periods of time.
- Must have the ability to lift, stoop, and bend.
- Must have the ability to lift items weighing up to 25 pounds frequently.

Sanitation and Safety

Importance of Sanitation



At every step in the flow of food through the restaurant—from receiving through final service, employees can contaminate food and cause customers to become ill. Good personal hygiene is a critical protective measure against foodborne illness.

Why is sanitation important to the restaurant and our customers?

- Cleanliness reflects our commitment to our customers.
- Cleanliness tells customers and employees alike that we believe in high quality.
- Clean surroundings help ensure that customers keep coming back.
- A safe and healthy environment helps attract high-quality employees.
- Employees take pride in a clean restaurant.

Major Causes of Foodborne Illnesses

- Poor personal hygiene
- Employees with infectious illnesses
- Improper food handling and storage
- Unsafe food holding temperatures (food left in the danger zone of 41°F to 135°F for four or more hours)
- Unsafe reheating and cooling of foods
- Unsanitary dishware, utensils, and equipment
- Cross contamination (the transfer of harmful microorganisms from one food product to another)
- Improper chemical storage

Personnel Sanitation Standards



Personal cleanliness and hygiene is the responsibility of every employee at the restaurant. Not complying with these standards could compromise the safety of our foodservice establishment.

Everyone in the restaurant handles food and interacts with customers. That's why it is so important that every employee follows a high standard of personal hygiene.

A proper food handler will:

- Follow hand washing policy
- Maintain personal cleanliness
- Wear clean and appropriate uniforms and follows dress codes
- Avoid unsanitary habits and actions
- Maintain good health
- Report illness
- Remove aprons when leaving food-preparation areas
- Wear appropriate shoes (clean, closed-toe shoes with non-slip soles)
- Remove jewelry prior to preparing or serving food
- Wear single-use gloves when preparing and touching food

Hand Washing

Employees must ALWAYS wash hands BEFORE:

- Starting work each day and handling food.

Also, employees MUST wash AFTER the following activities:

- Using the restroom
- Touching your hair or face
- Sneezing, coughing, or blowing your nose.
- Handling raw food (before and after)
- Eating, taking and breaks
- Handling dirty dishes, equipment, or utensils
- Smoking, eating, drinking, or chewing gum or tobacco
- Taking out the garbage
- Handling chemicals that might affect food
- Touching clothing or apron

- Clearing tables or cleaning the dining room
- Touching anything that may contaminate hands

To help keep your hands free of bacteria:

- Use the nail brushes kept by each hand sink.
- Follow signs in restrooms reminding you to wash your hands.
- Wear latex gloves on the job and change them frequently.
- Never wash hands where food is prepared or equipment or utensils are washed.
- Make sure you wash your hands only in sinks designated for that purpose.

Hand Washing Steps

Step 1.	Wet your hands with running water as hot as you can comfortably stand (at least 100°F [38°C]).
Step 2.	Apply soap. Apply enough soap to build up a good lather.
Step 3.	Vigorously scrub hands and arms for at least twenty seconds. Lather well beyond the wrists, including exposed portions of the arms.
Step 4.	Clean under fingernails and between fingers.
Step 5.	Rinse thoroughly under running water. Turn off the faucet using a single-use paper towel, if available.
Step 6.	Dry hands and arms. Use single-use paper towels or a warm-air hand dryer. Never use aprons or wiping cloths to dry hands after washing.

Personal Health

- Stay at home if you have the flu, sore throat, fever, diarrhea, vomiting, headache, or dizziness.
- Contact the restaurant and speak to a manager if you are sick and feel you need to stay home.

Personal Hygiene

Hair Washing:

- Hair should be washed and well groomed. Dirty hair attracts bacteria and dandruff can fall into food.
- If you have to work in the kitchen, hair restraints must be worn.

Bathing:

- You must bathe daily or more often if your job requires it. Body odor is offensive to patrons and to other workers.

Fingernails:

- Fingernails should be trimmed, clean, and well groomed. Ill-groomed nails harbor bacteria and are difficult to keep sanitary.
- Unless gloves are worn, fingernail polish is not to be worn when preparing food.

Cuts and Abrasions:

- Wounds and open sores should be bandaged and covered with a waterproof protector.

Smoking/Dipping:

- Employees are not allowed to use tobacco products in any part of the restaurant while working.

Restaurant Sanitation Standards



It is important to keep the restaurant clean and sanitized because it will impress customers, making them feel confident that the food is clean, nutritious, healthy, and that it is a place where the entire family can eat.

Furthermore, keeping a clean and sanitized restaurant will reduce the risk of a foodborne illness incident.

Each crew member plays an important role in maintaining a clean and sanitary environment within the restaurant. As you should always keep an eye open for cleanliness opportunities – there are specific cleaning tasks assigned to each position that must be conducted daily.

Below you will find basic procedures for cleaning areas on the line. Your trainer will take you through the specifics for your restaurant.

Drive-Thru (Window and Counter)

1. Spray the cleanser on a clean, disposable towel and clean approximately three feet of the counter surface. Begin at one side and move to the other side until you are finished cleaning the entire counter. Change towels as needed.
2. Clean the windows using a window brush and glass cleanser. For better results, clean making circles.
3. Use a squeegee to dry the windows. Begin from the top of window and rub down through the window. To avoid any stain, clean the squeegee with a clean, disposable towel after each use. After that, continue cleaning other window sections following the same procedure.

Beverage Dispenser

1. Using multipurpose cleanser, clean beverage dispenser. Use brush to clean the interior and exterior.
2. Rinse beverage dispenser. Wash the deposit and pieces with hot water.
3. Soak beverage dispenser pieces in sanitizer and let dry.

Cash Register

1. Spray cleanser on clean towel.
2. Clean each side and top of cash registers to remove dust and debris.

Printers and Monitors

1. Spray cleanser on clean towel.
2. Clean each sides of every printer and monitor to remove dust and debris.

Racks, Shelves, and Furniture

1. Remove any packaging material or food from shelves, racks, and furniture to facilitate cleaning and avoid contamination.
2. To clean racks, shelves, and furniture, spray multipurpose cleanser on disposable towels and clean.
3. Dry racks, shelves, and furniture with dry, clean disposable towels.

Wastebaskets

1. Remove all filled trash bags and put them on trash deposits.
2. Clean covers by spraying them with multipurpose cleanser and rubbing covers clean with disposable towels.
3. Place new trash bags on trash receptacles and rapidly cover them.

Cup Dispensers

1. Remove dispenser and take it to sink.
2. Fill one sink compartment three-quarters full with multipurpose cleanser.
3. Place dispensers in sink compartment and wash them with a clean disposable towel.
4. Fill second sink compartment with hot water and sink dispensers.
5. Fill third sink compartment with sanitizer and warm water per manufacturer indications.
6. Sanitize sink dispensers in the third compartment for a few seconds.
7. Place them on a clean counter and let them dry before using them again.

Cooler

1. Remove product from refrigerator and unplug it.
2. Dampen a clean disposable towel in bucket and clean the interior walls of refrigerator.
3. Clean door gaskets with a brush or an abrasive sponge.
4. Wash interior walls with a dampened towel to remove cleanser.
5. Spray sanitizer on interior walls of refrigerator and rub with a clean towel.

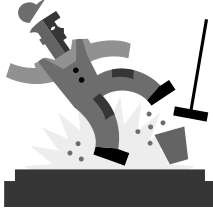
Floors and Kick Base

1. Fill bucket with 2½ gallons of hot water. Add heavy-duty cleanser. Fill other half of bucket with hot water.
2. Sweep all areas. Use scraper to remove any scrap on floor.
3. Place the wet floor sign in the area to be cleaned.
4. Dampen mop in bucket with heavy-duty cleanser to an area of 10' x 10'. Clean making circles and distribute cleanser through area. Let cleanser stand for approximately two minutes.
5. Scrub floor with long-grip brush at least once a day. Dampen brush in cleanser and clean the area, including kick base. Make sure to clean thoroughly as this could prevent an accident.
6. Rinse floor by using mop cleaned in second bucket. Clean making circle to remove debris.
7. Rinse mop in second bucket to remove debris.
8. Dampen mop in bucket with cleanser and clean next area of 10' x 10' until entire floor is cleaned.
9. After cleaning, empty buckets, wash mops, and let dry. Hang mops in storage area

Personnel Sink

1. Spray multipurpose cleanser and scrub sink with brush.
2. Wash with water and dry with clean towel.

Restaurant Safety Procedures



In addition to a clean and sanitary environment, we pledge to provide a safe environment. One of our primary goals is to operate an accident-free restaurant. A safe restaurant takes teamwork and effort on everyone's part.

Whenever you see a potential hazard, or something you notice as unsafe, notify a manager immediately. Safety begins with you.

Here are guidelines for safety procedures:

When Cleaning Stationary Equipment

- Unplug equipment; make sure hands are dry
- Disassemble
- Wash removable parts in a dish machine or three-compartment sink
- Wash and rinse stationary parts
- Sanitize food contact surfaces with sanitizer
- Air dry before reassembling, without touching food contact surfaces

Preventing Falls

- Wipe up spills immediately.
- Use “wet floor” signs.
- Wear shoes with non-skid soles and heels.
- Keep aisles and stairs clear.
- Walk; do not run.
- Follow established traffic patterns.
- Do not carry anything that blocks your vision.
- Keep drawers closed.
- Use ladders properly; never use chairs, tables, or boxes. Do not stand on top of a ladder; do not over reach while standing on one.
- Use handrails on stairs.
- Turn lights on to see.

Preventing Electric Shock

- Never touch electrical equipment with wet hands or while standing in water.
- Unplug equipment before cleaning or disassembling to avoid shock.
- Do not yank plugs out by the cord. This can cause damage to the cords, which may then cause shocks.
- Report damaged and worn plugs and cords to your supervisor.

Lift Properly

- Separate your feet: Before lifting heavy objects, separate your feet at least 8" to 12" apart and keep them close to the base of the object. This will reduce the strain on the back.
- Keep your back straight: Make sure to keep your back straight and your knees bent.
- Lift object: Learn to lift objects appropriately by bending your knees and not curving your back. To lift an object, use your hands and leg muscles to bend. Do not slouch your back. Do not use the muscles of your back.
- Hold object close to your body and keep your back straight.
- Rotate all your body, not just your upper torso, when lifting.
- Use a dolly to lift heavy objects, but never load tall stacks since it is necessary to manage the load safely.
- Do not overexert yourself: Recognize your own limits. You do not have to do the work of two people.

Moving a Cart Properly

- Push rather than pull.
- Spread feet wide, one in front of the other, with your front knee bent.
- Keep your back straight.
- Slowly push into the cart with your body weight, using your leg muscles to do much of the pushing.
- Push slowly and smoothly. Avoid sudden motions or twisting your back.

Preventing Cuts

- Know how to operate equipment.
- Pay attention when using sharp equipment. Never touch the edges of sharp blades.
- Use guards when provided on equipment.
- Use tampers to push food into equipment.
- Turn equipment off before adjusting.
- No loose sleeves, ties, or dangling jewelry should be by equipment.
- Carry dishes and glassware carefully.
- Sweep up broken glass; do not use your hands.
- Use special containers to dispose of broken glass, dishes, and other sharp objects.
- Remove can lids entirely from cans, then dispose of them.

Knife Handling

- Do not use knives or operate any cutting or mixing equipment without proper training.
- Use the correct type of knife for the job. If you don't know, ask the manager.
- Never cut towards yourself. Always cut away from yourself and others.
- Use a cutting board. Place a damp towel under the cutting board to prevent slippage.
- Use no-cut gloves when using a knife for slicing or dicing.
- Carry knives down at your side when walking through the kitchen.
- Let a dropped knife fall. Never try to catch a falling knife.
- Clean and sanitize a knife after each use.
- Always return a knife to its proper storage location after use. Never place a knife in a sink.

Preventing Burns

- Pay attention when working around hot equipment.
- Always alert other employees when carrying hot foods by saying, "HOT FOOD" or "BEHIND YOU."
- Avoid overcrowding range tops.
- Use dry potholders.

- Keep pot handles turned in from the edge of the range and open flames.
- Avoid overfilling containers with hot foods.
- Get help lifting heavy pots of hot foods.
- Open lids of pots and doors of steamers away from you, and do so slowly, to avoid a steam burn.
- Stir foods with long-handled spoons.
- Warn others of hot surfaces.
- Let equipment cool before cleaning, and do not use wet rags.
- Do not put icy frozen foods into the fryer. Put foods slowly into the fryer and stand back to avoid being splattered.
- Strike a match before turning on gas equipment to avoid a flare-up.
- Wear closed-toe and closed-heel shoes that do not absorb liquids.
- Metal containers, foils, or utensils should never be used in microwaves.
- Warn guests of hot dishes.

Preventing Fires

- Smoke only where allowed.
- Do not turn your back on hot oil as it may burst into flames.
- Keep equipment and hoops from grease buildup because grease causes many foodservice fires.
- Do not set the fryer at too high a temperature.
- Store matches in a covered container, away from heat.
- Keep garbage in a covered container, away from heat.
- Store chemicals away from heat since many chemicals are flammable.

Safe Chemical Handling

Your will be trained on how to use and handle chemical products in the restaurant. Here are rules and guidelines to always remember when handling chemicals:

- Read the labels of all products before you use them.
- Follow the directions for proper storage, handling, and use for all chemicals you use.
- Ask the manager if you have any questions or concerns about using a certain product.
- Know how to call for medical help in case of an emergency.

- Never mix chemicals together.
- Do not store chemicals in unmarked containers.
- Do not store chemicals in or close to food storage, preparation, or serving areas.
- Do not leave aerosol spray containers near heat or spray close to an open flame.
- Do not dispose of any empty chemical container until you have checked on the label for how to do so.

Reading the MSDS (Material Safety Data Sheets)

- Read product name.
- Fire hazard—explains if the product can catch fire or explode.
- Health hazards—explains effects of overexposure and first-aid procedures.
- Spill precautions—explains steps to take in case of spills.
- Special protection—describes any special measures, such as goggles and rubber gloves used to decrease exposure and risk.

Read Chemical Product Labels

- Read name.
- Read physical and health hazards.
- Read instructions for storing, handling, and use.
- Read instructions on what to do in case of an emergency.

Hands-on Training: Sanitation & Safety



Your trainer will now demonstrate and you will practice proper sanitation and safety procedures. You will practice how to properly wash your hands, how to use cleaning equipment, how to read MSDS and use chemical products, and how to safely use the equipment within your station.

Drive-Thru Position Procedures

Introduction



You only have one chance to make a first impression on a customer. So it is important to have the customer's first impression be a positive one. A neat, clean restaurant, the smell of freshly cooked items, and a staff of friendly, well-groomed employees creates instant customer confidence.

Body Language

In addition to your appearance, customers are influenced by body language. Follow these tips when interacting with customers:

- Smile! Even if you are greeting customers over a speaker, they can tell through your voice whether you are smiling or not.
- When customers approach the window do not cross your arms in front of you, or put your hands in your pockets.
- Face customers and make eye contact when speaking to them or when they are speaking to you.

Station Preparation

- Clock in as a drive-thru cashier.
- Ensure that all packaging condiments and utensils are stocked and available.
- Follow the opening checklist items.
- Ensure that the station is clean and sanitized.
- Receive the till from the manager, count it, and place the till into the register.
- Ensure that the equipment is functional and that the printers have enough paper to prevent problems in reading the tickets.
- Assign the till into the POS (if applicable).
- Assign the cashier into the POS (if applicable).



Communication System

The communication system is fundamental for the drive-thru operation. The headset is used for communication between the customer and the cashier and expeditor. The cashier, expeditor, and manager uses a headset.

System Operation

Batteries

It is important to verify that the batteries are charged to make sure that they are working properly. A green light on the battery charger means the battery is completely charged. A red light means that the battery is not charged.

Charger

Batteries should be charged each night and when necessary during the day.

Headset

A typical headset functions are:

- Turn on/off button – For communication between customer and the cashier.
- In-house communication button – For communication between cashier, expeditor, and manager. (Use this function to communicate something to the expeditor; for example, a special order or request.)
- Hands-free communication – Communication is heard by all, the customer, the cashier, and the expeditor.
- Headset volume.

Hands-on Training: Station Preparation



Your trainer will now demonstrate and you will practice how to properly prepare your station for service. You will practice how to clock in, opening procedures for your station, and follow the opening checklist.



Drive-Thru Service Station

Order accuracy and service that is quick and friendly are the most important factors considered by customers when choosing to order through drive-thru service.

The Drive-Thru Station is made up of the following areas:

- **Pre-Menu Board** - The purpose of this board is to give the waiting customer time to decide what he or she would like to order before proceeding to the order station.
- **Order Taking Station** - is designed to allow customers to see the menu board while placing the order with the cashier. This station includes the drive-thru menu board which displays detailed description of each of the products.
- **Drive-Thru Speaker** - allows communication between the cashier and customer in order to take the order and answer questions.
- **Drive-Thru Window** - is where orders are paid for and expedited. The following elements are found at the window:
 - ☐ Beverage Station – where drinks are prepared and expedited.
 - ☐ Preparation Table – where orders are prepared and condiments are added.
 - ☐ Registers – used to take orders and to charge customers.

Note: Never allow pedestrians to order at the drive-thru window. For safety and security purposes, all pedestrians must place order inside the restaurant.



Greeting & Taking the Order

- Keep the headset on at all times; a “bip” sounds in the headset when a car approaches.
- Greet the customer at the window.
 - ☐ Speak clearly and not too quickly.
- Take the order:
 - ☐ May I take your order?
- Enter order in register/POS system.
- Suggested sales (desserts and side items)
 - ☐ Suggest, guide, and sell to customers without pressuring them.
- Repeat the order back to the customer. Speak slowly and clearly so the the customer can easily understand you and tell the customer how much is owed.
- Thank the customer and ask him or her to pull up to the next window to receive the food.

Fill the Order

- If there is an expeditor position, he or she should have already started filling the order.
- You can start filling the drink portion of the order.
- If there isn't an expeditor you will need to fill the order yourself.
- When the customer arrives at the expedite window proceed with the payment procedure.
- Checking orders for accuracy before giving to customer.
- Making sure the guest is given the proper condiments and service ware with each order.

Receiving Payment



Cash Handling Procedures

Payment with Cash

- ☐ Receive cash
- ☐ Repeat the amount received
- ☐ Register the amount in the POS/Register.
- ☐ Mentally count the change as you remove it from the till, and then count out loud the change to the customer
- ☐ Give the change and receipt to the customer

Payment with Credit or Debit

- ☐ Ask if it will be credit or debit
- ☐ Press the corresponding key to the card (VISA, MasterCard, debit, etc.)
- ☐ Slide the card through the POS/CC machine.
- ☐ Give the customer the voucher to sign and verify the signature
- ☐ Give the customer a copy of the voucher and the card, and then place the signed voucher in the till
- Always make sure that the receipt is attached to the bag for all orders.
- Give the order and bid farewell to the customer.



Hands-on Training: Order Process

Your trainer will now demonstrate and you will practice the guest service process. You will practice how to greet the customer, take the order, receive payment, and complete the order.

Tips to Order Accuracy & Speed



Order Accuracy

The accuracy in the preparation of orders is critical for customers since they want their orders to be prepared and delivered exactly as they had requested them.

An incorrect or incomplete order can mean a lost customer, and, therefore, lost sales and profits.

In order to guarantee 100% accuracy in each order, consistently during the entire day, cashiers and expeditors must be trained and understand the following:

- Have knowledge of each of the products offered in the restaurant.
- Check that each of the products that are included on the ticket coincides with the order placed on the tray or takeout bag before handing it to the customer.
- Ensure that the product has been prepared as the customer requested (special order).
- Make sure to compare the ticket (customer's copy) against the prepared order before expediting it to the customer.

Key Points to Speed

Speed of service is one of the critical points in customer satisfaction. Customers expect quick service every time they visit our restaurant. An increase in transactions per hour and sales, and satisfying a greater amount of customers are the results when customers are served in a standard two minutes or less.

Packaging Stock	Always place the packaging that is most commonly used in most accessible locations. This allows for quickly filling orders.
Organized Counter	The drive-thru counter area must be clean, and napkins, straws, condiments, and utensils must be organized and placed in appropriate shelving units.
Change	Cashiers must have enough change to prevent delays due to requesting the restaurant manager to provide them with some.
POS and Printers	Check that the POS and the printers have enough paper and that the ink rolls are in good condition to prevent problems in reading the tickets.

Beverages and Ice

The beverage stations must be sufficiently supplied with cups, cup lids, straws, and drink carriers. A drink dispenser (jet spray) is placed near the window to prevent delay in expediting beverage orders.

Syrup cases must be full when possible. Verify that the CO2 will last for the entire shift. Also verify that the ice deposits are full.

Always Be Ready and Attentive

Cashiers must always be ready to take customer orders. Never make customers wait for you.

Cash Management



Closing Your Till

- Ask the manager to verify that there are no open orders.
- Give the manager pending voids that need to be completed.
- Verify with the manager that there is no money in the drop box.
- Give the cash sales and verify the balance with the manager.
- Give the following to the manager and balance: voids, discounts, employee meal tickets, and credit and debit vouchers.
- Sign the cash sales balance report provided by the manager.

Voids & Returns Procedures

At times, you will need to process a void or return on the POS system. A void is generally used to remove an item from the customer's check that was ordered but not prepared. This differs from a return, which occurs when the menu item is prepared, paid for, but not consumed.

Here are examples of when you would use the **Void** procedure:

- Errors made during a sales transaction.
- Menu item was not yet prepared, so item has not been posted to the guest check.
- To correct the following items on a guest check:

Here are examples of when you would use the **Return** procedure:

- Menu item is prepared and served, but rejected by the customer.
- The wrong item has been charged to the guest check.

Hands-on Training: Cash Management



Your trainer will now demonstrate and you will practice cash management procedures. You will practice how to properly close out your drawer and to handle voids and returns.

Handling Customer Complaints



Preventing Customer Complaints

Always keep in mind “The customer is always right.” By having a system to quickly respond to customer complaints, you can make sure that problems can be resolved and that the customer will come back to the restaurant.

For example, if a customer informs you that his or her order was incorrect, you should apologize and change the order immediately, discarding the incorrect order.

Never argue with a customer under any circumstance. Always try to be helpful and courteous in answering a customer’s question or complaint. If you are not trained to answer the particular type of service questions or questions about the restaurants operation are asked, kindly ask the customer if he or she would like to speak to the restaurant manager.

The appropriate training for cashiers and drive-thru personnel will help them quickly and efficiently resolve customer complaints without the need of the restaurant manager.

If a customer gets furious and threatens to cause someone physical harm, the restaurant manager should ask him or her to leave. Call the police if the customer refuses to leave the restaurant.

A permanent file of customer complaints should be kept; every complaint and how it was resolved should be recorded. This will help avoid other similar complaints and also to give information to attorneys in case of a legal action.

Prevention

The best way to deal with customer complaints is to prevent them from happening. The best way to do that is to always meet the our standards of service.

- Serve excellent products.
- Provide fast, accurate, friendly service.
- Maintain clean, comfortable dining areas, service lines, and restrooms.

If you do these things at all times, you'll create an environment that's always pleasing to our guests. And that is the best way to prevent customer complaints.

Extra Service

In addition to providing a quality product and exceptional service, there are some extra things you can do to help make the customers feel at home:

- Be friendly and helpful...when answering questions.
- Gladly explain...where to find napkins, the restroom, etc. when asked.
- Help customers...who need travel directions.
- Provide... a glass of water, extra condiments, etc. upon request.

Signs of Customer Dissatisfaction

Meeting standards and giving extra service will help reduce customer problems. However, you should be sensitive to the signs of customer dissatisfaction. For example, customers often communicate how they feel in non-verbal ways in addition to what they say. So before customers say what they are thinking, be alert for the following signs:

- Irritation when ordering or asking questions.
- Disgusted, bored, or impatient facial expressions while waiting in car.
- Gestures or comments among passengers in the car that express dissatisfaction.

When you spot any of these signs, act immediately. Ask the customers if there's something bothering them about the food or service. Then, track down the source of the problem and correct it as quickly as possible.

Handling Customer Complaints

Even an excellent restaurant will experience complaints now and then. Most of us hate to hear complaints. Sometimes a person's first response to a complaint is a defensive one. However, a defensive attitude will only make things worse and prevent you from solving the problem.

Something else to think about is that if one customer expresses a complaint, there is a good chance that others may feel the same way. That is why it is critical to follow these steps when dealing with unsatisfied customers:

- Remain calm and listen. Never be defensive.
- Be sympathetic. Show sincere concern for the customer's problem.
- Ask questions to make sure you understand the problem and what the customer wants.
- Apologize for any inconvenience.

- Offer to fix the problem immediately. Offer a free item or a gift certificate, if appropriate.
- The general manager must handle serious problems, such as foreign objects or spoiled food.

It is important to fill out a Customer Complaint Form when there is an issue. This way, other managers can be aware of the situation and able to answer possible additional questions that may arise at a later date.

Common Complaints

Here are some common customer complaints and our policy on what you should do to satisfy the customer.

- A customer complains about an incorrectly filled order:
 - ☐ Replace the order with the correct one immediately.
- A customer complains that the food is spoiled or inedible:
 - ☐ Replace the order immediately; offer a refund, or both. Call your manager and immediately check any remaining food supplies.

Accusations of Short- Changing

Occasionally, a customer will claim he or she has been short-changed. If this occurs, call your manager to assist in resolving the problem.

Complaints about being short-changed can be minimized by leaving the customer's bill on top of the change drawer until the transaction is completed. By doing this, most disputes can be settled by simply examining the bill that was tendered.



Hands-on Training: Customer Complaints

Your trainer will now demonstrate and you will practice customer complaint procedures. You will practice how to recognize signs of dissatisfaction, how to handle common complaints, and how to handle accusations of short-changing.

Forms



Opening Checklist

At the beginning of the shift

- Put on uniform and clock in no sooner than 5 minutes before the start of your shift unless told otherwise from a manager.
- Check your station assignments.
- Check the employee board for messages from the manager.
- Conduct your station review:
 - ☐ Counters are clean.
 - ☐ Floors are clean.
 - ☐ Counter shelving is stocked.
 - ☐ Communication equipment is in working condition.
 - ☐ Batteries are charged.
 - ☐ Correct menu board is displayed (breakfast, lunch, dinner)
 - ☐ POS/Register supplies are well stocked.
 - ☐ Refrigerators are stocked with appropriate items.
 - ☐ Current marketing materials are placed on the menu boards and visible.
 - ☐ Beverage equipment is in working condition.

Closing Checklist

At the end of your shift:

- Count and turn in your till to your manager.
- Conduct all cleaning duties for the counter area:
 - ☐ Drive-thru window and counters must be cleaned and sanitized.
 - ☐ Restock all paper products and condiments on line.
 - ☐ Clean and sanitize beverage equipment.
 - ☐ Clean and sanitize holding cabinets.
 - ☐ Clean and sanitize refrigerators.
 - ☐ Clean floors within station.
- Clock out once all items are completed and the manager has reviewed your station.

Drive-Thru Evaluation Form

Name: _____ **Location:** _____

Trainer: _____ **Manager:** _____

This checklist will be used to evaluate the training and certification of an employee. The trainer will use this checklist to ensure that he or she has taught all procedures to the employee. The manager will certify that the employee successfully performs the tasks under regular working conditions.

Trainer:

Place a check in the **Trained** column next to each task once the employee has been trained on the procedure. Write feedback comments in the space provided. Review feedback with the trainee. Once the training is completed, have the trainee sign that he or she has received training, and sign in the trainer space.

Manager:

Place a check in the **Certified** column next to each task once the employee has performed the procedure under regular working hours. Review with the employee. Sign the form and place it in the employee file.

Drive-Thru Task/Procedure	Trained ✓	Training Feedback	Certified ✓
<i>Personnel Sanitation & Safety Procedures</i>			
Follows personal appearance guidelines for cleanliness, uniform, nametag, hair restraint, gloves, etc.	<input type="checkbox"/>		<input type="checkbox"/>
Follows hand washing guidelines and sanitation and safety procedures.	<input type="checkbox"/>		<input type="checkbox"/>
<i>Station Preparation</i>			
Clocks in as a drive-thru cashier	<input type="checkbox"/>		<input type="checkbox"/>
Equipment review.	<input type="checkbox"/>		<input type="checkbox"/>
Makes sure the station has enough paper products for the shift.	<input type="checkbox"/>		<input type="checkbox"/>
Checks the stock levels of the condiments.	<input type="checkbox"/>		<input type="checkbox"/>
Makes sure the area and window is clean prior to beginning the shift.	<input type="checkbox"/>		<input type="checkbox"/>
Receives the till from the manager.	<input type="checkbox"/>		<input type="checkbox"/>
Places the till into the cash register.	<input type="checkbox"/>		<input type="checkbox"/>
Registers the till into the program system.	<input type="checkbox"/>		<input type="checkbox"/>
<i>Communication System</i>			
Knows how to use the communication system correctly.	<input type="checkbox"/>		<input type="checkbox"/>
Charges the batteries and replaces as necessary.	<input type="checkbox"/>		<input type="checkbox"/>

Drive-Thru Task/Procedure	Trained ✓	Training Feedback	Certified ✓
Customer Service			
Keeps the headset on at all times.	<input type="checkbox"/>		<input type="checkbox"/>
Greets the customer.	<input type="checkbox"/>		<input type="checkbox"/>
Speaks clearly and not quickly.	<input type="checkbox"/>		<input type="checkbox"/>
Takes the order.	<input type="checkbox"/>		<input type="checkbox"/>
Suggests sells.	<input type="checkbox"/>		<input type="checkbox"/>
Repeats back the order and informs the customer how much is owed.	<input type="checkbox"/>		<input type="checkbox"/>
Thanks the customer and asks him or her to pull up to the next window.	<input type="checkbox"/>		<input type="checkbox"/>
Counts the change aloud to the customer and gives a receipt.	<input type="checkbox"/>		<input type="checkbox"/>
Fills order accurately.			
Gives the customer the order.	<input type="checkbox"/>		<input type="checkbox"/>
Bids farewell to the customer.	<input type="checkbox"/>		<input type="checkbox"/>
Cash Management			
Carefully examines \$20, \$50, and \$100 dollar bills for authenticity.	<input type="checkbox"/>		<input type="checkbox"/>
Verifies that there are not any open orders or accounts.	<input type="checkbox"/>		<input type="checkbox"/>
Enters any pending voids.	<input type="checkbox"/>		<input type="checkbox"/>
Balances sales by adding: cash + credit charges + debit charges + other	<input type="checkbox"/>		<input type="checkbox"/>
Gives drawer to the manager and balance sales cash with the manager.	<input type="checkbox"/>		<input type="checkbox"/>
Signs sales cash balance report with the manager.	<input type="checkbox"/>		<input type="checkbox"/>
Returns the till and cash pulls.	<input type="checkbox"/>		<input type="checkbox"/>
Performs voids and returns correctly.	<input type="checkbox"/>		<input type="checkbox"/>
Station Cleaning & Maintenance			
<i>Follows proper procedures for cleaning the following station areas:</i>			
Registers, printers, and monitors	<input type="checkbox"/>		<input type="checkbox"/>
Drive-thru window	<input type="checkbox"/>		<input type="checkbox"/>
Beverage dispenser	<input type="checkbox"/>		<input type="checkbox"/>

Employee Signature (Received Training)

Trainer Signature

Date

Evaluator Signature (Certification Complete)

Date of Certification

Conclusion



You have been introduced to a lot of information throughout this guide and hands-on training with your trainer. It is now time to put your new knowledge to work.

At any time you feel you need additional training or have questions about what you have learned, please notify your trainer or manager.

We are excited about you joining our team. Remember to follow all standards and remember to keep the customer in mind when performing all job duties.

Congratulations on completing your training!