# Production Leader Pocket Guide

with





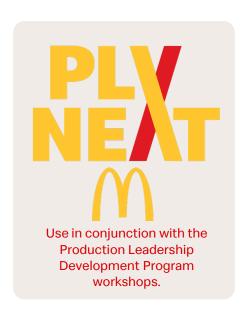
April 2024

Production Leaders:

Setting the PULSE of the restaurant

This Book of Leadership belongs to:





McOpCo employees should consider the information in this pocket guide as company policy.

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#### INTRODUCTION



# **About This Guide**

PURPOSE: To improve guest satisfaction with great-tasting food that is safe, accurate and delivered fast to Run Great Restaurants EVERY day!

WHEN TO USE: Pre-Shift, During and Post-Shift

**BY WHOM: Production Leaders** 

**HOW:** Use this guide to:

- Learn something new every shift.
- Reference this guide during your shift.
- Identify how to make the next shift better.



Learn 1 new thing every week, and you will learn 52 new things this year!



#### Contents By the Numbers Need to Know eProduction FRY Monitor 16 Pre-Shift 20 eProduction BAKE Monitor . . . . . . . . . . . . . . . 24 **During Shift** 30 eProduction UHC Monitor ..... 30 **Grill Monitor** . . . . . . . . . . . . 32 **Production Diagnostic Tool** 34 Post-Shift 54

#### INTRODUCTION

# The **HEART** to Your Success

The kitchen is the heart and pulse of the restaurant — and the key to your success as a Production Leader.

Is your restaurant's kitchen not performing to its fullest potential? Look at these critical aspects of its operations.





Communication and coaching are critical when assessing these areas.

#### INTRODUCTION

# **Targets & Motivation**

- Clear, effective targets set and communicated.
  - Define what success looks like.
  - Make it measurable.
- Motivation and rewards consistently provided.
  - Say "Please" and "Thank you" with a smile.
  - Have fun!

#### **Shift Preparation**

- Production Pre-Shift Checklist completed.
- Consistently communicating and coordinating with the Shift Manager.

#### **Cabinet Management**

- eProduction set up properly and crew know how to read it.
- Waiting on food? Issues are diagnosed and resolved.
- Gold Standard quality is delivered to guests.

# **Positioning**

- Primary and shared responsibilities clearly assigned.
- Well-trained crew members correctly positioned.
- Cross-trained crew who can flex in across positions as needed.







"The **GOAL** is to reduce Order End to Present End (OEPE) to **improve** the guest experience and build car counts **without** negatively impacting accuracy."

# Did you know? Seconds count!

Every



second of KVS reduction

KVS: Kitchen Video System

equals



seconds of OEPE reduction

OEPE: Order End to Present End

# **Targets**

What targets are you and the Shift Manager setting and communicating today? For example:

- KVS time
- Sandwich number

**REMEMBER!** Motivate and reward your team.



#### BEST BET

Use 2-sided prep when there are 4 or more kitchen crew during breakfast or 5 or more kitchen crew during regular menu.

#### BY THE NUMBERS

# **Getting Results in the Kitchen**

Does YOUR leadership in the kitchen matter?



When the kitchens are being led by a Production Leader, results show:



second improvement in OEPE

"Our kitchens are faster, and we are reducing Drive Thru times for the first time in 5 years!"

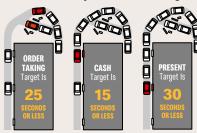
— Joe Jasper, Owner/Operator



# **Drive Thru and You**



High OEPE\* times can happen because of delays at the following.



\*Order End to Present End (OEPE) measures from when customers end their order until they leave the Drive Thru.

Waiting on food is by far the most frequent cause of delays in the Drive Thru.



That's why it's said:

#### NO FOOD — NO SERVICE

But as a Production Leader, you help set the pulse of the kitchen! If you have the right amount of food at the right time, YOU can reduce that 77% and help make the Drive Thru faster.

# **Profit and You**



As a Production Leader, you can impact the profitability of your restaurant. Everything you do (or don't do) can mean real dollars.



# How can you help?

- Pre-shift:
  - Follow eProduction monitors correctly.
  - Check code dates and product rotation.
  - Ensure adequate stock levels for the peak.
- During shifts:
  - Be aware of busy and slow times and adjust eProduction UHC monitor accordingly.
  - Manage cabinet levels to help reduce waste.
  - Track/record waste.
- Coach to the correct Fresh Beef and sandwich assembly procedures.

Over-producing food in the UHC can mean more waste, which means real dollars.



Cabinet management is the key to controlling waste for all items, 3 of which are listed below.

1 slice of bacon	32¢	25 pieces a day = <b>\$2,920 per year</b>
1 Fresh Beef patty	91¢	15 patties a day = <b>\$4,982 per year</b>
1 Chicken McNugget	10¢	50 nuggets a day = <b>\$1,825 per year</b>

Based on September 2023 raw cost pricing.

# My Role as a Production Leader



# As a Production Leader, you can help EVERY day, EVERY shift!



# **My Job Duties**

- Lead the production area and work from the most flexible position.
- Coordinate with previous and next Production Leader.
- Communicate ongoing with the Shift Manager:
  - People and positioning
  - Equipment or smallwares issues
  - When to open second side of the prep table
- Be an expert and coach on new products.
- Observe and coach on procedures.
- Recognize positive performance.





# My Role as a Production Leader





DANGER

# **My Job Duties**

- Act NOW:
  - Danger zone (3+ orders on KVS screen)
  - Fresh Beef procedures
  - Reposition production crew based on restaurant conditions
  - Any needed adjustments to cabinet levels



Use the **Production Diagnostic Tool** starting on page 36 to diagnose and resolve these issues.

- Maintain and monitor:
  - Food safety
  - Stock levels (frozen, refrigerated and dry)
  - Shift cleanliness
  - Food quality
  - UHC holding cabinets
  - Secondary shelf life



# **Food Safety**



#### Everyone has a role to play in food safety.



Production Leaders should manage effectively to ensure food safety standards are met throughout the day.



When leading the kitchen, watch for these critical product cooking areas.

- Grill Area
- Carbon-free grill
- Using sharp spatulas and scrapers
- Release sheets in good condition
- Fried Products
- Proper baskets, oil level and product levels being used
- Round Eggs
- Yolks completely broken using the yellow breaker tool and gelled

Consistently evaluate these items on every shift.

Wash hands frequently and properly.
 At a minimum:

For 20 seconds ∘o√





Every 60 minutes

 Verify the correct color gloves are used at each station.





Blue gloves for all raw products at grills/frvers





Clear/white gloves for all other food preparation

- Ensure food safety and quality, for example:
  - Verify grills are dialed in to 155 170°F for 10:1.
     And 175 190°F for Fresh Beef.
- Adhere to secondary holding times.
  - All items at prep table marked correctly.
  - UHC cabinet times monitored.
  - Two-drawer refrigerator products marked and followed.



- Follow proper sanitation procedures.
  - All towels placed in soiled towel buckets after 1 use.
  - Clean towel bucket has clean towels and sanitizer.
- Wash, rinse and sanitize all UHC trays plus grill and prep area tools at least once every 4 hours.

# **Proper Positioning**



#### **BEST BET**

Use the DSPG\* and coordinate with the Shift Manager to position staff in the right place at the right time, doing the right things!





As a Production Leader, start with the positioning listed to the right and reposition as needed to meet guest demand.



\*DSPG: Dynamic Shift Positioning Guide

# Tips for success:

- Refer to projected sandwich number on the schedule during the hours you are leading.
- Refer to the DSPG and clearly assign primary responsibilities.
  - Even though staff have primary positions, everyone is dynamic and working as a team through shared responsibilities.
- Refer to page 2 of the DSPG for additional guidance (e.g., shared responsibilities).
- Remember that every hour is different.
  - Respond to the restaurant's conditions and needs throughout the shift.
  - Reposition as needed through observation.

#### **Breakfast**

#### **Position**

- Cook 1
- 2 Initiator Side 1
- 3 Toast Bake Q
- 4 Initiator Side 2 (side 2 open)
- 5 Cook 2



#### Regular Menu

#### **Position**

- Cook 1
- 2 Initiator Side 1
- 3 Assembly Side 1
- 4 Cook 2 (fried products)
- 5 Initiator Side 2 (side 2 open)
- 6 Assembly Side 2
  When 6 staff are in the kitchen,

positions 6 and 7 are interchangeable based on product mix.

7 Cook 3



NOTE: If your restaurant is on OPL, refer to your training materials for updated information.

# **French Fries**

Did you know?

Worldwide, McDonald's purchases over 7 billion pounds of potatoes a year. That's about 1 pound of potatoes for every human being on the planet.

about 1.3 billion pounds of French Fries every year.

McDonald's sells more French Fries than their next 3 competitors combined





As a Production Leader, remember French Fries is a production area, too.



- ► Is the area staffed and positioned per your DSPG?
  - Staffing the French Fry area when needed can result in better OEPE times, VOICE scores and French Fry quality.
- Are you communicating with the Shift Manager about roles and responsibilities in the French Fry and other production areas?
- Are crew using the eProduction FRY monitor correctly?
  See page 16 for more information.

#### **DO THIS**

#### Because

 Adhere to the 7-minute max hold time and do **NOT** prebag.

NO serving fries past their holding time! Overholding has a dramatic effect on quality, resulting in fries that are noticeably colder and soggier.

 Follow correct procedures for loading the frozen fry dispenser.
 AND adhere to the maximum basket load.

NO double basketing or overloading!

Overloading results in undercooked fries, uses more oil and requires the fryer to work harder to recover.

0.5 pound MEDIUM 1 pound HIGH 1.5 pounds

 Always cook from frozen.



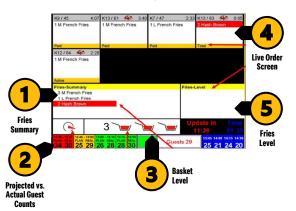
NO predispensing baskets of fries! Thawed fries result in poor texture quality (limp) and more oil absorption (greasy), plus they increase oil usage.

**TIPS** 

- Are the Service and Production teams working together to drop fries and maintain quality when there is not a French Fry person?
- Is the French Fry person helping the Kitchen (as part of their secondary role)?
  - When staffed with a French Fry person during lower volume, they can help in other areas.
- Is the restaurant filtering and testing with the oil tester?

#### **eProduction FRY Monitor**

Information on the FRY monitor is updated as live orders arrive from guests at the Front Counter, Drive Thru, kiosks, Delivery and MOP.



# PRODUCTION



#### **Fries Summary**

Live orders that appear above are consolidated.



#### **Projected vs. Actual Guest Counts**

9:45 -	10:00	10:00	-10:15	10:15	-10:30	10:30	-10:45
PLAN	REAL	PLAN	REAL	PLAN	REAL	PLAN	REAL
25	27	19	23	17	24	<b>24</b>	19

Green color indicates actual GC are within 15% of projected GC.

Yellow color indicates actual GC exceed projected GC by over 15%.

Red color indicates actual GC are below projected GC by 15%.







# **Basket Level**

Red arrow indicates full baskets

Yellow arrow indicates medium baskets.

Green arrow indicates low baskets.



Full, medium and low are indicators on the Fry dispenser.

Restaurants can synchronize the basket levels to match the Fry dispenser. There are 4 options: Auto, Low, Medium and High.









#### **Live Order Screen**

Drive Thru orders are served off the monitor when the orders are served off at the present monitor.

Front Counter orders are served off the monitor when the order is served off the Front Counter Expo.



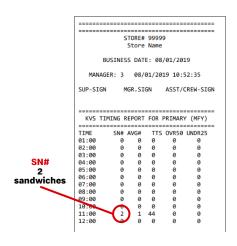
### **Fries Level**

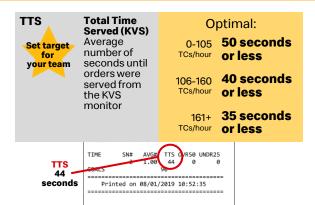
This feature is available **only** during breakfast hours with Hash Browns. Shows suggested number of products for the projected guest counts.

# **KVS Timing Reports**

Run and review this report as needed to motivate crew using the targets you set and the reported results. (Ask your Shift Manager to run the report.)

TIME	<b>Time</b> Time segments of the day	<u> </u>
SN#	<b>Sandwich number</b> Number of sandwiches sent to all MFY monitors	Great way to set targets
AVG#	Average number Average number of sandwiches	perorder
OVR50	Over 50 Number of orders exceeding the target time of 50 seconds	e preset
UNDR25	Under 25 Number of orders under the pre time of 25 seconds	set target

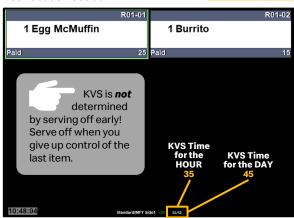




# **KVS Screen**

Pointing out the numbers at the bottom of the KVS screen is another great way to provide immediate recognition of the KVS times and/or redirect as needed.

Optimal Response Time: 5 seconds or less





# **Production Pre-Shift**

During your pre-shift travel path, work with the Shift Manager and check for the following.

hift Manag	ger and check for the following.
#1 Priority	Food safety checks completed.
	Coordinate with the Shift Manager:  Targets set  KVS time, sandwich number, etc.  Expectations communicated and set with each person  People and their positioning  DSPG used as a guide  Production Leader in most flexible position
	eProduction monitors     programmed correctly      Product stocked for the shift     Frozen, refrigerated and dry     Prep completed     Products tempered     Secondary times in place      Overall cleanliness of the kitchen
	Ask crew:  All equipment working properly

The purpose of completing a production
Pre-Shift Checklist is to set up the kitchen for
success by identifying areas that need to be
afore and during your shift. Proactively identify

addressed before and during your shift. Proactively identify barriers that could come up on the shift. Look at people positioning, equipment, cleanliness and product quality so your guests and crew have a great experience.

# **Setting Targets**

Coordinate with your Shift Manager as part of your **pre-shift** routines to establish and communicate kitchen targets.

**During the shift**, monitor targets and celebrate when they are achieved.

**Post-shift**, evaluate actuals versus targets and find ways to improve for the next shift.

What other targets can you set?

# Set and communicate targets

KVS times

OL

Sandwich number OEPE (Drive Thru)

Sandwich assembly time: 22 sec or less



# Monitor and motivate throughout the shift

Serve the order when the sandwich is pulled (2 people on prep table) or when the sandwich hits the landing zone (1 person). **BEST BET:** Toast buns for the next order on the KVS while preparing the current order.



Celebrate small wins and BIG wins!



#### PRE-SHIFT

# The Importance of Food Prep

Prepping products is essential to a well-run shift and is an important part of your Pre-Shift Checklist.

 Use the eProduction BAKE monitor to ensure all products are prepped, including both thawed and tempered products.

See pages 24-29 for more information.

 Be aware of the items and times when you need to have your products ready.



Use the eProduction
BAKE monitor to
identify the baked
items that have a
secondary hold time
of 3 hours or more.
These items should
be prepared
before
the peak.

Having all items prepped and baked before peak will keep All Hands On Deck and focused on serving guests and preparing gold-standard, fresh product.

#### PRE-SHIFT



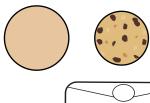
When crew leave their station to get something during peak, seconds are taken away from the guest experience.

# Remember, every second counts!

- During your Pre-Shift Checklist and throughout the shift, monitor all products to ensure they:
  - Are within code date
  - Are marked with proper secondary times



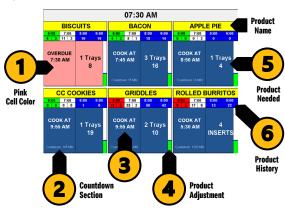
- Make sure the kitchen is stocked:
  - 24 hours for all dry products
  - 2 hours for frozen and refrigerated





# eProduction BAKE Monitor

Information on the BAKE monitor is based on the restaurant's historical product mix and projected guest counts.



# PRODUCTION



#### **Pink Cell Color**

Indicates the product should be prepared by the time that appears in the cell. NOTE: The word OVERDUE will appear after the time that appears in the cell.



#### **Countdown Section**

Time to cook the product with countdown timer



As determined by settings and the time allotted for each product:

Cook BY: Indicates you are now in the time frame to BAKE or cook the product

Cook AT: Time of the next time period to BAKE or cook







#### **Product Adjustment**

These indicate if the product projection is at, above or below the projected quest counts. NOTE: Product projections can be +/- via the bump bar.



The blue line indicates the projected product mix for that product. Product sales can be increased in 10% increments (above the blue line) or decreased in 10% increments (**below** the blue line)





#### **Product Needed**

The number of travs and products needed for that cooking segment —or number of inserts if a Simplified Breakfast product such as Round Eggs.

The next product to be baked will appear in the upper left-hand corner of the screen

When the product is served off the screen, the product will move to the next baking time.

Products will automatically serve off the monitor 30 minutes past overdue.

NOTE: If the words WAS DUE appear, press recall on the bump bar to see what item was due



# **Product Histo**

<b>Product History</b>	8 /	AM	9 /	AM.	10 AM	11 AM
Proiected versus actual	1	0	3	0	2	4

product mix data for the current product. Displays previous hour (green). current hour (white), and next two projected hours (blue).

For previous and current hour, the first number is projected products for the hour and the second number is actual products sold.

# eProduction BAKE Monitor

#### **Tempering Screen**

Displays which items should be pulled and when the pull should happen.

The order of items on the table can be changed, with a maximum of 8 raw items per page.







#### **Date & Time**

Current tempering pull segment



# **Current Page**

Total number of pages







# **Temper Time**

The number of hours the raw item requires to temper



#### Pull

The number to pull expressed in BAG, CASE, SLEEVE, EA, POU, TUB, SLC, GAL, BOX, PKT, CON, etc.

NOTE: Calculation rounds up



# **Additional Functionality**

- Printing: In addition to the information on the screen, one additional column will be printed.
- Audio: The tempering screen plays an audio alert at two events:
  - When the tempering screen takes over the BAKE screen
  - When the current tempering segment is auto served

# eProduction BAKE Monitor

#### Thaw Build-To Screen

Displays which items should be pulled and in what order, with a maximum of 8 products displayed per page.







# **Date & Time**

Current thaw pull segment



# **Current Page**

Total number of pages







#### **Thaw Time**

The thaw time for each product



# **Build To**

The quantity that needs to be pulled for the current pull time, shown by Unit of Measure (UOM)



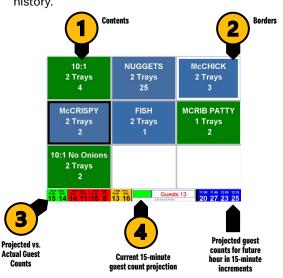
# **Additional Functionality**

- Printing: In addition to the information on the screen, two more columns will be printed:
  - Thawed On-Hand
  - Pull Quantity

#### DURING SHIFT

# eProduction UHC Monitor

Displays product projections—updated every 15 minutes—based on the restaurant's projected guest counts and the last 6 weeks of UPT product history.













White Borders indicate either the number of trays or products has increased  $\spadesuit$ 

Black Borders indicate either the number of trays or products has decreased 

✓



#### **Projected vs. Actual Guest Counts**

9:45 - 10:0	0	10:00	- 10:15	10:15	-10:30	10:30	-10:45
PLAN	REAL	PLAN	REAL	PLAN	REAL	PLAN	REAL
<b>25</b>	<b>27</b>	19	23	17	24	24	19

Green color indicates actual GC are within 15% of projected GC.

Yellow color indicates actual GC exceed projected GC by over 15%.

Red color indicates actual GC are below projected GC by 15%.



# **Guest Count Projections**

These indicate if the current 15-minute guest count projection is at, below or above the projected guest counts (i.e., the blue line).

	Guests 31
	5.65.01c/5.65.01s
Г	Guests 17
	5.65.12c / 5.65.12s
	Guests 32
	5.85.12c/5.65.12s

Product can be increased in 10% increments

(above the blue line) or decreased in 10% increments (below the blue line).

How to take action? Use the increase/decrease button on the bump bar as needed. Remember each "bump" will increase/decrease product by 10%.

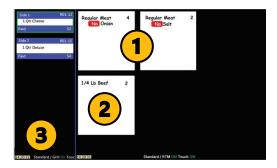
#### **DURING SHIFT**

# **Grill Monitor**



Following the correct **Look-Bump-Cook** (**Serve**) procedures ensures that guests get their food in a timely manner.

- LOOK to see what needs to be cooked.
- BUMP the order off the screen.
- COOK the patties that are needed.
- **SERVE** the ribbon off once Fresh Beef is pulled from the grill.





10:1 special grill orders show on the top row



Fresh Beef shows on the bottom row



The side ribbon tells you which side of the prep table the Fresh Beef patty is for  $\,$ 



# **Grill Monitor & Bump Bars**

- Position the Grill monitor between the grills to ensure it can be seen from each side.
- 2 bump bars:
  - One on each side of the grill, placed horizontally to align with the Grill monitor
  - Either bump bar can be used to serve the order







Serve the ribbon off once Fresh Beef is pulled from the grill.

#### **No-Onion Grill Orders**

 Use the UHC monitor to determine how many no-onions patties to hold in the UHC.



- When a no-onion order appears on the Grill monitor screen, look to se
  - monitor screen, look to see how many patties you have in the grey tray in the UHC cabinet.
- If you have enough to fill the order, just bump the order off the Grill monitor.
- If you will empty the grey tray in the UHC cabinet, replenish the tray by following the eProduction UHC monitor.

# PRODUCTION DIAGNOSTIC TOOL

Use the following pages to:

- Learn what can be done to keep all areas of the kitchen operating smoothly.
  - Cooking Area
     Sandwich Assembly Area
  - Initiate Area
     UHC Area
- Diagnose what can be done to solve issues that arise in the kitchen.



Which of these issues do you observe?

If so, consider taking these actions.



As a Production Leader, YOU set the pulse of the kitchen!
YOU can keep the Front
Counter and Drive Thru
moving.





# **BEST BET**

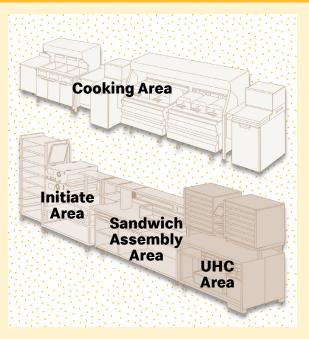
Look at all 4 areas of the kitchen every 30 minutes

during your shift to identify if there are issues. If so, see how they can be resolved using one or more of the solutions on the following pages.



# **BEST BET**

Consistently coach and recognize crew for following correct procedures.





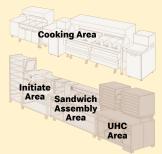
Use the following **Production Diagnostic Tool prior to your shift** to refresh on solutions to potential issues that could arise **during the shift**.

Then **after every shift**, use the tool to work with your General Manager and/or the Shift Manager to:

- Identify what could have gone better.
- Select potential solutions.
- Determine what you will change for the next shift.

## **Kitchen Overall**

Look at all areas of the kitchen for these potential issues.





## **Crew out of position or left position?**

#### People

## Confirm crew are aware of their primary

- and secondary responsibilities.

  Confirm correct positioning.
- positioning.
  Reposition as
  needed, using DSPG
  as your guide and
  coordinating with the
  Shift Manager.
- Ensure crew stay focused on primary responsibilities during the peak.
- Work with your Shift Manager to plan breaks.

#### **Product**

#### Confirm empty UHC trays are reacted to immediately and product dropped quietly to

- quickly to maintain correct cabinet levels.
  • If crew leave to
- If crew leave to get product, determine why and work with the Shift Manager to resolve now and for future shifts.

## **Equipment**

 Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares



BEST BET

Coach and recognize crew for following correct procedures.



## Crew stressed and working too hard?

#### People

- Encourage teamwork and communication.
- Set a confident "can do" example.
   Smile while you hustle.
- Observe if crew are serving orders early. Coach as needed.
  - (Remind crew to ONLY serve off orders when they give up control of the last item.)
- Confirm correct positioning.
   Reposition as needed, using DSPG as your guide and coordinating with the Shift Manager.

#### **Product**

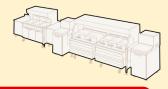
- During Production Pre-Shift: Check that the prep person has completed all tasks
- (This ensures crew have all product needed during peak and throughout the shift.)
- Confirm empty UHC trays are reacted to immediately and product dropped quickly to maintain correct cabinet levels.

#### **Equipment**

- Confirm sufficient and organized smallwares.
- Ensure crew not moving equipment or smallwares out of position. If needed, return to correct position.
- Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares.



## **Cooking Area**





## **Not reacting to Fresh Beef cowbell?**

#### People

- Clarify who has primary responsibility for Fresh Beef.
- Coach crew to react to cowbell immediately.
- When 4 or more crew in kitchen: Ensure meat person is NOT also dropping fried product.

#### Product

- Regularly check to ensure 2 hours of Fresh Beef patties available in the refrigerated drawer.
- Confirm enough packages of Fresh Beef open for the peak.

#### Equipment

 Confirm cowbell working and loud enough for crew to hear. If not, let the Shift Manager know.



## **Product removed from grill too late?**

## People

- Encourage teamwork and communication.
- Coach crew to stagger the runs and cook only what they can remove within the removal targets.
- Reinforce targets for 4:1 (i.e., removed in less than 12 seconds) and 10:1 (i.e., removed, seasoned and onions applied in less than 18 seconds).
- Confirm correct positioning. Reposition as needed, using DSPG as your guide and coordinating with the Shift Manager.

#### Product

- Encourage crew to do the right thing! Explain how the meat dries out when left on the grill too long.
- Regularly check product coming off the grill to ensure it meets quality standards.
- Encourage crew to batch cook when appropriate to maximize efficiencies.

#### Equipment

 Confirm spatula blades changed regularly and sharp.

Check for any

malfunctions with the upper platen. If so, inform the Shift Manager immediately.



## Fryer and/or grill cooks out of position?

#### People

- Confirm cooks are aware of their primary and secondary responsibilities.
- Ensure cooks stay focused on primary responsibilities during the peak.
- Ensure crew are working together as a team rather than separately.
- If fried product area is staffed: Observe if he/she is correctly balancing primary and secondary responsibilities.
- Confirm correct positioning. Reposition as needed, using DSPG as your guide and coordinating with the Shift Manager.

#### Product

- Confirm kitchen stocked and prepped for peak: frozen, refrigerated, dry.
- Regularly check to ensure 2 hours of Fresh Beef patties available in the refrigerated drawer.

#### **Equipment**

 Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares.



## Carbon buildup on grills?

### People

#### Ensure crew:

- Scrape and squeegee grill after each run.
- Wipe down release sheets with a grill cloth every 15 minutes.
- Are using sharp grill tools at the proper angle.
- Steam clean the grill before and after peaks.

## Product

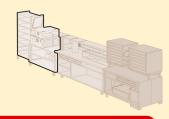
Encourage crew to do the right thing! Explain how clean grills help with food safety and quality, impact cooking time plus can eliminate torn

patties.

## Equipment

- Ensure grill tools are sharp. If not, change scraper blades. (Confirm with Shift Manager as needed.)
- Confirm release sheet is tight and using correct number of clips.
- Verify cleaning of the grill daily.
- Confirm grill recovery being performed monthly or more often if needed.

## **Initiate Area**





## 50+ 40+ or 35+ seconds\* on KVS?

#### People

- Coach to targets: communicate the target time of under 50 seconds, frequently remind crew of the target and celebrate success.
- Remind crew to react to the KVS monitor in 5 seconds or less.
- Prompt crew to assemble sandwiches in order according to the KVS monitor.
- Coach crew on two-ata-time sandwich assembly.
- Point out the times on the bottom of the KVS monitor versus the targets set (i.e., current hour and current day).

#### Product

- Confirm eProduction monitors are programmed correctly and are being used.
- Confirm UHC set up correctly and aligned with eProduction UHC monitor. If not, notify Quality (Kitchen) Manager or General Manager.
- Confirm empty UHC trays are reacted to immediately and product dropped quickly to maintain correct cabinet levels.

## Equipment

- Confirm second side of prep table open when needed, confirming with the Shift Manager.
- Remind crew to listen and react to KVS monitor beeps and the Fresh Beef cowbell.
- Notify Shift
  Manager if
  toaster/
  steamer time
  is more than
  23 seconds.



Over 50 seconds if 0-105 TCs per hour Over 40 seconds if 106-160 TCs per hour Over 35 seconds if 161+ TCs per hour



**BEST BET** Confirm correct positioning. Reposition as needed, using DSPG as your guide.





## 3 or more orders on the KVS?

#### **People**

- Remind crew to assemble sandwiches in order according to the KVS monitor.
- Observe if crew are serving orders early. Coach as needed. (Remind crew to ONLY serve off orders when they give up control of the last item.)
- Flex in temporarily to support peak hourly transaction rates.
- Coach crew on two-at-a-time sandwich assembly.
- Remind crew to pull sandwiches down the line (NOT push).

#### **Product**

- Confirm
   eProduction
   monitors are
   programmed
   correctly and are
   being used.
- Confirm empty UHC trays are reacted to immediately and product dropped quickly to maintain correct cabinet levels.
- Coach crew to toast buns for the next order on the KVS while preparing the current order.

## **Equipment**

- Have the initiator wear a headset to listen to orders and prepare the production team for incoming orders. (If possible, as a Production Leader wear
  - Production Leader wear a headset.)
- When both sides open: Confirm KVS on "standard" so orders routing to both sides of the prep table (i.e., for dynamic routing).
- Verify KVS monitor set to 4 orders.
- Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares









# Sandwich Assembly Area



Food safety, accuracy and quality are more important than speed.





## Slow sandwich assembly?

#### People

- Communicate and remind crew of target: less than 22 seconds from when the sandwich is ready to be dressed until it is placed in the HLZ.
- Ensure initiator positioned correctly, wearing a headset and focused on primary duties.
- Coach crew on new builds and two-at-a-time sandwich assembly.
- Remind crew to pull sandwiches down the line (NOT push).

#### Product

- Confirm second side set up and ready to open as needed
- Open second side of prep table as needed, confirming with the Shift Manager.

#### Equipment

- When both sides open: Confirm KVS on "standard" so orders routing to both sides of the prep table (i.e., for dynamic routing).
- Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares.



## Poor product quality?

## People

- Remind crew to follow station guides.
- Remind crew to check grill slips to ensure sandwiches built correctly.
- Coach crew as needed, especially on new builds.

#### Product

- Regularly check sandwiches to ensure sandwiches built correctly and meeting quality standards. Coach as needed.
- Ensure adherence to secondary hold times.

#### **Equipment**

 Inform the Shift Manager immediately of any issues, e.g., sauce guns not dispensing correctly or grill printers not printing clearly.



## Too many sandwiches on prep table?

#### People

- Ensure initiator focused on primary responsibilities and NOT engaged in secondary or other duties.
- Coach crew on two-at-atime sandwich assembly.
- Remind crew to pull sandwiches down the line (NOT push).
- Observe if crew are serving orders early. Coach as needed. (Remind crew to ONLY serve off orders when they give up control of the last item.)
- Reposition crew to respond to restaurant conditions. Have aces in their places. (Coordinate with the Shift Manager as needed.)

#### **Product**

- Confirm prep table ingredients continue to be in correct locations.
- \* Confirm empty UHC trays are reacted to immediately and product dropped quickly to maintain correct cabinet levels.
- Remind cooks to refer to eProduction monitors.
- Ask if assembly crew are waiting on grill or fryer products.

#### Equipment

 Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares

# (O)

## Second side not open when needed?

## People

Coordinate with the Shift Manager to respond to restaurant conditions, for example:

- Reposition crew.
- Flex in & out when and where needed.

#### Product

- Confirm second side set up and ready to open as needed.
- Open second side of prep table as needed, confirming with the Shift Manager.

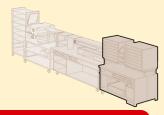
#### Equipment

 Inform the Shift Manager immediately of any issues, e.g., monitor not working or insufficient smallwares.



Open side 2 when staffed with 4 people or more at breakfast or 5 people or more during regular menu.

## **UHC Area**





## **UHC monitor not being followed?**

#### People

 Coach crew on how to read and use eProduction monitors to manage product levels.

 Communicate with

Communicate with cooks and make adjustments as needed.

#### **Product**

- Compare eProduction UHC monitor to product amounts in UHC. Address discrepancies.
- If over- or underproducing on particular products, react quickly to adjust eProduction monitors as needed.

#### **Equipment**

 Inform the Shift Manager immediately of any issues, e.g., equipment not working or insufficient smallwares





BEST BET

Coach and recognize crew for following correct procedures.



## Timers reset and/or product overheld?

#### People

- Ensure crew understand their assigned primary and secondary responsibilities.
- Encourage communication between assemblers and cooks.
- Reinforce proper UHC procedures and holding times.
- Look to see if cooks are consistently cooking. This may indicate that food has expired or they are overproducing.
- Remind crew to take product from the UHC tray that has the least time remaining.
- Empower crew to manage product levels and discard products when needed.

#### **Product**

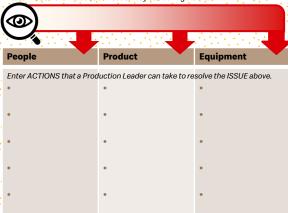
- Check timers. If not set, discard the food.
- Compare eProduction monitors to product amounts in UHC. Address discrepancies in production or on the charts.
- Communicate with your cooks if overproducing products and need to lower levels based on actual volume.
- As soon as a UHC tray is emptied, prompt crew to cook product and ensure empty tray is removed.
- Regularly check product in the UHC to ensure quality standards are met.
- Encourage crew to do the right thing!
   Explain how product quality declines and guest complaints increase when timers are rehit and food is overheld.
- Consider having crew taste overheld food from the UHC to understand the impact on product quality.

#### **Equipment**

- Inform the Shift Manager immediately of any issues with the UHC equipment or smallwares.
- Inform Shift Manager or General Manager if more or less slots are needed.

## **WRITE YOUR OWN**

Enter an ISSUE the Production Leader may see during a shift.

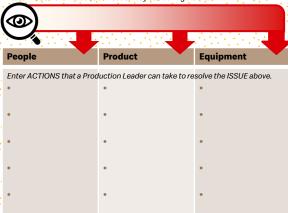


Enter an ISSUE the Production Leader may see during a shift.

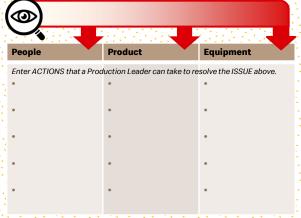


## **WRITE YOUR OWN**

Enter an ISSUE the Production Leader may see during a shift.



Enter an ISSUE the Production Leader may see during a shift.



## **Ketchup Cup Quick Diagnosis**

A simple, yet effective way to diagnose production issues is the Ketchup Cup Quick Diagnosis.

- Place 4 cups and 2 handfuls of ketchup packets somewhere out of the way, e.g., on the toast/bake table.
- Label each cup with a possible reason, which could include one of the most common production issues:
  - NOT Reacting to Fresh Beef Cowbell
  - Crew Out of Position or Left Position
  - KVS Danger Zone/ Reaction Time
  - eProduction Not Being Followed





If these 4 issues do not apply to your restaurant, write your restaurant's issue(s) on the cup(s).

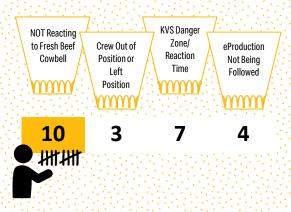
Each time you observe one of the above reasons for a production issue, drop a ketchup packet into the appropriate cup.

Observing for 30-60 minutes is optimal.

4

At the end of the observation time:

 Tally the number of ketchup packets in each cup.



- Prioritize the cup with the **most** ketchup packets.
  - Complete further diagnosis using the *Production Diagnostic Tool* starting on page 36.

## **Freshness Counts**

 A sandwich is the sum of its parts. Every ingredient contributes to the total experience.
 No matter how good the sandwich's beef, fish or chicken is, it can't make up for a bad bun or condiments.

### ☐ Avoid:

- Improper seasoning
- Overcooking, overproducing and/or overholding of product (buns, meat, condiments)
  - Not following procedures
- Every ingredient needs to be at optimal freshness to make a great-tasting sandwich.

Is the restaurant:

- Prepping only the amount of toppings needed?
- Adhering to hold times (e.g., desired turnover time of 30 minutes or less)?
- Thawing and rotating buns correctly?
- McDonald's has standards for maximum holding time and secondary shelf life. For the greatest impact on quality, always adhere to these times.



## BEST BET

Immediately let your Shift Manager know of any equipment issues that are affecting quality.



#### BEST BET

Also think about accuracy!

Coach your team to:

- Use grill slips
- Refer to station guides

## **Taste of Quality**



As a Production Leader, your role is to help ensure that every sandwich meets or exceeds guest expectations.



Does your restaurant and/or organization have a process to check food quality to make sure it meets McDonald's standard? For example:

- Regularly taste product, e.g., beginning of shift and before peak.
- Taste a sandwich plus French Fries or hash browns.
- Act NOW to correct any issues.
- Thank the grill team who made a quality product.





Use the Gold Standard Quality product descriptions in the *Quality Reference Guide (QRG)* as your reference when evaluating products. Compare the product you are evaluating against the Gold Standard Quality attributes to determine if the product meets McDonald's standard.

Your guests will notice the difference. And your restaurants could notice an increase in positive comments on VOICE... and in sales, too.

## Coaching

Coaching is providing feedback throughout your shift. And effective coaching of your team means today's opportunity becomes tomorrow's strength.





## Appreciative Feedback

Recognizing a job well done.

## Constructive Feedback

Helping someone to correct and improve a behavior.

#### **NOT THIS**

Coaching is **not** a reprimand.

Coaching is **not** telling someone what to do.

## DO THIS

- Coaching is about guiding the crew person back to doing the job the right way.
- Coaching is a process to help change behavior for a better guest experience.

Coaching can result in the person becoming an expert in the job or task.





## Did you know?

Recognizing positive behavior motivates your staff.



## **Post-Shift Analysis**

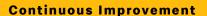
At the end of every shift, answer the following questions with your General Manager and/or the Shift Manager and the incoming Production Leader.



Then after your discussion, use the **Production Diagnostic Tool** starting on page 36 to:

Select potential solutions.

 Identify what you will change for the next shift.



## **NOTES**

Everyone can be a hero.

Who was today's Kitchen Hero?

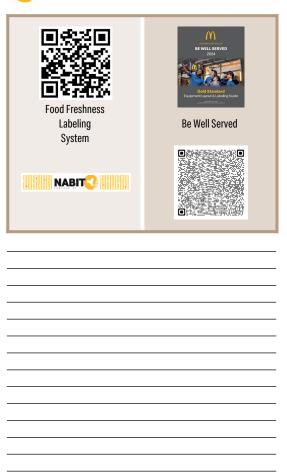
Recognize someone special today.

## **APPENDIX & NOTES**





Refer to these resources on @mcd for additional information.



## **APPENDIX & NOTES**

Refer to these resources on FRED for additional information.





## Developed in conjunction with the NFLA, SRC Owner/Operator teams and US Operations.

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