

BOOK 1

Place holder

FRONT COVER

BOM DIA

A warm welcome to Nando's and congratulations on your new role! We're delighted to welcome you to our growing Family and trust you'll have a PERiffic time working here. We bet you're raring to go, but before we fire things up, there are a few things we would like you to know about to ensure things run smoothly during your training and you are set up for success!

We know the logistics might seem a whole lot drier than our legendary PERi-PERi chicken, but please do take the time to follow along and pay close attention so we're all on the same page from the get-go. Not only will this Training Book give you the road map for your training program, but it will also give you some insights into our journey so far and help you 'get' the way we do things at Nando's, which will in turn help you live our Values and our Vision. To our Guests, you ARE Nando's from this day forward, so it's important you understand who we are and what we stand for.

This Training Book has been carefully crafted from the hearts of the training experts and will be your best buddy over the coming weeks. You will find Daily Planners to keep you on track, content to spice up your knowledge, and Patrão feedback to let you know how you are doing week to week. Alongside your Training Book, you will also have online learning to complete in The Hot Spot and even some knowledge checks too! There will be webinars for you to learn from and check in with Team Training – and other departments from Restaurant Support too! Lastly, your Area Director will be checking in on you and supporting your needs along the way.

WORDS FROM YOUR TRAINER:

We want you to know we understand how difficult and challenging it can be in Restaurants at times, especially when it comes to having the time to complete all that needs to be done. We have provided the tools to allow you to drive your own development and it is important you do just this! What you get out of training will reflect what you put in. But we do want you to know you are not alone on your journey! We are here to support you every step of the way and welcome any questions you have. We want you to be successful and are committed to helping you make it happen!

BEST OF LUCK,
Team Training

CONTACT DETAILS

You may not have met the entire flock yet, but it's good to know who is whom in the Family.

PATRÃO:

'Head of the family' in Portuguese. At Nando's, the general manager is the head of their Family.

My Patrão is: _____

ASSISTANT MANAGERS:

The position just below Patrão.

My AP is: _____

RESTAURANT MANAGERS:

Support the Patrão and AP in running your Restaurant every day. They will support you too!

My RM(s) are: _____

SHIFT LEADS:

Assist the management team with running day to day shifts and play a huge part in supporting the team too (they may still be a Front Grill or Host themselves!) Not every Restaurant has a Shift Lead, and some may have two.

My Shift Lead(s) are:



NANDOCA TRAINERS:

Speak fluent in PERi-PERi! They are the super experts in their role and train all new Nandocas – and you guessed it, MITs too!

My Nandoca Trainers are:

AD:

Stands for Area Director, but that’s too posh for us, so we stick to the abbreviation AD. They oversee a whole bunch of Restaurants and ensure regions are running smoothly. When they pop in, don’t be shy, say hello!

My AD is:

TRAINING RESTAURANT INFO:

Phone _____
Addresss _____
E-mail _____
Hours of Operation _____

RESTAURANT SUPPORT:

Phone _____
Addresss _____
E-mail _____
Hours of Operation _____

TEAM TRAINING:

Name _____
Phone _____
E-mail _____

Name _____
Phone _____
E-mail _____

Name _____
Phone _____
E-mail _____

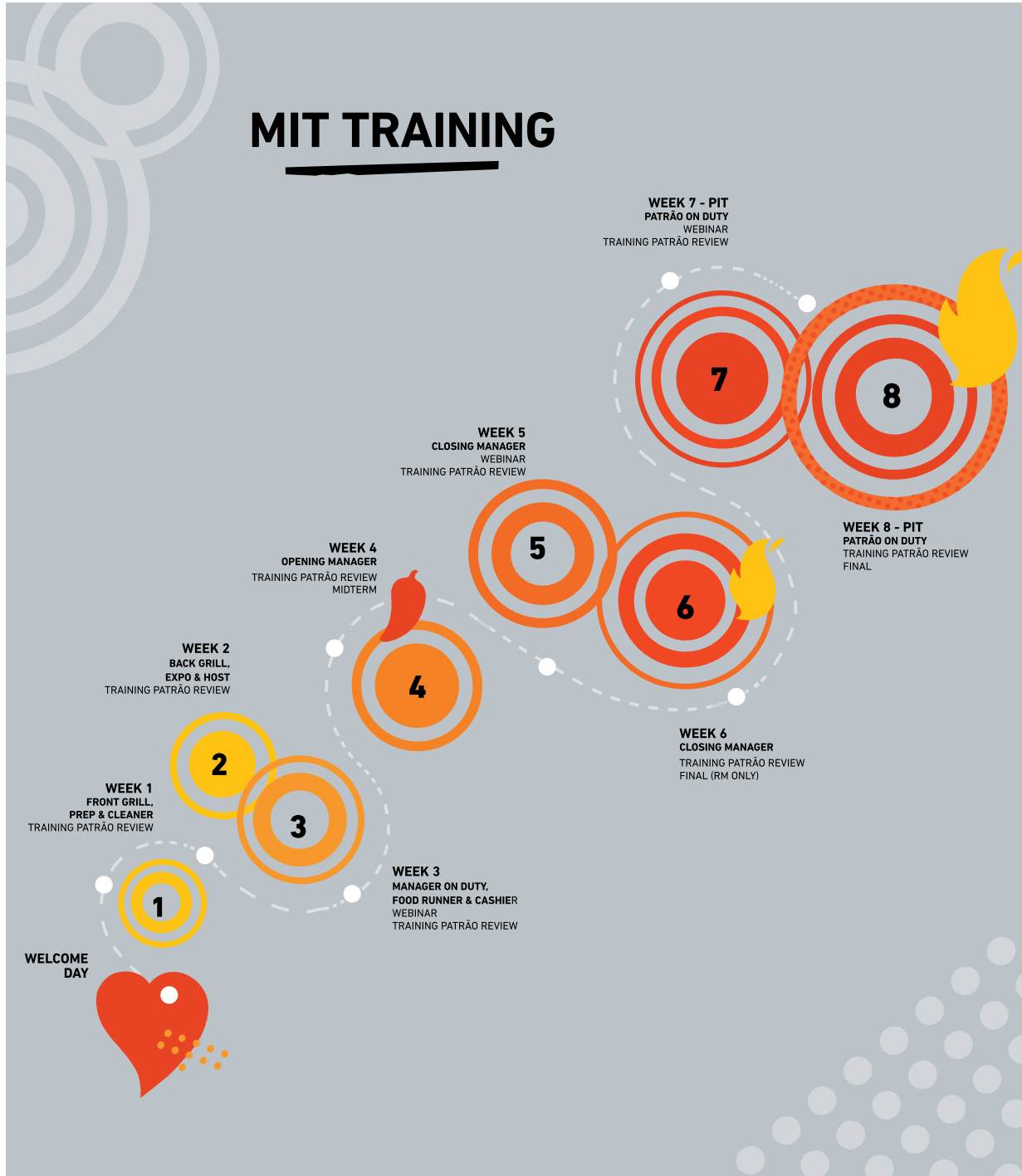
MISC:

Name _____
Phone _____
E-mail _____

Name _____
Phone _____
E-mail _____



MIT TRAINING SUMMARY



THE JOURNEY BEGINS...

We want you to be successful! You are an important part of our Family and we care about you and how you are treated. You are our future leaders and we cannot grow without more leaders! So how can we set you up for success?

WHAT DO I NEED TO DO TO GRADUATE?

This Training Book is a step-by-step guide containing all the information you need to successfully graduate and a manager/Patrão. By complete all the learning, worksheets, projects, and tasks, you will be able to graduate in six to eight weeks.

Throughout your Training Book, you will find information and useful documents for support. SOPs, guides and Cheat Sheets are also available in The Hot Spot. It is very important you are familiar with all these documents, for they contain essential information about your role and duties as a manager/Patrão, as well as standards at Nando's pertaining to Food Safety, Food Quality, Guest experience and more!

Complete your Training Book in a timely manner; this includes your online learning and weekly topics too! Although you may want to finish as soon as possible and peak into next week, it is best you follow the timeline provided and stay on track. Remember your Midterm and Final will be based on your skill – or in other words the application of your knowledge – so practice, practice and practice all your learning!

HOW WILL MY TRAINING PATRÃO HELP ME?

At the end of each week, you will find a Training Patrão Review. Your Training managers/ Patrão will be observing you throughout the week and sit down with you to provide you feedback at the end of each week. Do keep an open mind, they will give you both positive and developmental feedback – both a tool to help propel you forward and help you grow in your successes! Additionally, you will be evaluated on Nando's Values as well as Leadership Skills on a scale of Striving, Achieving and Mastering. It's okay if you are not Mastering in the beginning, as long as you are working to improve each week as you move closer to your Final.

Your Training Patrão will also help you manage your calendar during training with key dates for events such as training webinars, your Midterm and your Final. Record these dates in your calendar or Training Book to ensure you don't miss out.

If you stumble at any point – or simply have questions along the way – don't wait for your Weekly Review with your Patrão. Remember, we are all here to support you! Speak up and ask questions along the way.

WHAT SHOULD I EXPECT FROM MY FINAL?

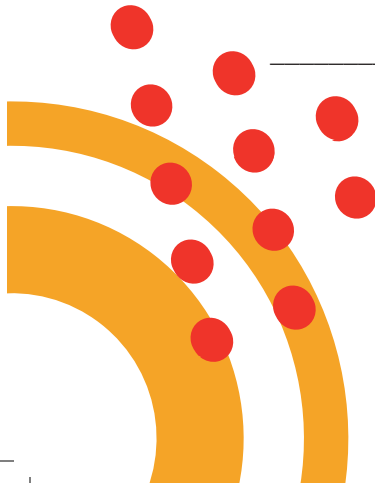
The purpose of the Final is to assess your performance of key responsibilities, identify areas you excel, as well as areas you may need additional focus or learning. Think of this as an ongoing assessment. All your Daily Planners, Knowledge Checks and Weekly Reviews lead you to the Final by practicing and implementing what you need to know in a repetitive nature. If you are following along and completing your requirements each day, and each week, you will be well on your way to passing your Final with flying colors.

The day of your Final will be a full day, in person event in which a member from Team Training comes to your Restaurant to shadow you. This will be a mixture of task execution as well as question and answer to gauge full comprehension. We hope you're not too nervous – we even put a copy of this Final in your Training Book so you can review what you will be evaluated on in advance.

By exception, it may be necessary to either extend or stop your training if things aren't working out for you. This will be discussed with you throughout your learning period if necessary, from your Training Patrão, AD and maybe the People Team too.



MAKE SURE YOU ARE AWARE OF ALL KEY DATES AND KEEP THEM IN YOUR CALENDAR.



TALK NANDO'S TO ME

Before we get started, learn to talk Nando's. It's really not tricky and we know you'll get the hang of it in no time.

87 degrees – Nando's started way back in 1987. To remind us of our humble beginnings, we tilt all our headlines to 87 degrees from North.

African Bird's Eye Chilli – That's the way to do it. Not bird's eye chilli or African Chilli or anything else We use African Bird's Eye Chillies in all our Nando's PERi-PERi products.

Afro-Portuguese – Nando's has strong African and Portuguese influences. We call it progressive Afro-Portuguese, and it's expressed in the design of our Restaurants, the Southern African art that decorates our Restaurants, and, naturally, our food.

Afro-Luso – We like to think of Afro-Luso as PERi-PERi for the ears. It's a collection of fresh and contemporary African and Lusophone (Portuguese-speaking) music from far and wide.

Ambition – Our Ambition is to create lasting happiness.

Art of the Grill – This is where things get fiery and all the grilling magic happens.

Barci – Barci is our much-loved Brand icon.

Bom dia – "Hello" in Portuguese.

Bom proveito – Portuguese for "Enjoy your meal."

Compass – together with our Values, our Compass guides us in everything we do.

Escudo – The Nando's promise of integrity and excellent food quality.

Extra Hot – Like tackling a ferociously fiery dragon.

Fernando Duarte – The co-founder of Nando's.

Fino – Fino is Portuguese for posh. While we're not at all lah-di-dah, some of our dishes are a little bit more special and different, so we call them Fino.

Fire Up! – One of our Guest feelings!

Flame-grilled – You know how good it tastes.

Grillers – the people that make the chicken.

Grillers' Challenge – Our annual competition that celebrates the heart of our business: our food and the fantastic people that make it. It's the biggest international event of the year.

Grocery – Part of our wider business. They make all our sauces, marinades and other delicious bites.

Guest – The amazing people that support our Restaurants and get addicted to our food.

Heart & Soul – The name of our engagement survey, where we find out what Nandocas are feeling.

Host – The Nandoca that welcomes our Guests.

Indaba – Meaning ‘meeting of leaders,’ this term comes for the Zulu-speaking people of South Africa.

It’s the people that make the chicken – An age-old Nando’s saying that celebrates the role of every Nandoca.

Johannesburg – Our first Restaurant was in Rosettenville in Johannesburg, South Africa. This crazy city is our spiritual home.

Joburg – If Johannesburg is a bit of a mouthful, just say Joburg.

Lasting Happiness – Our ultimate ambition.

Lemon & Herb – A mere hint of heat but a tidal wave of flavor.

Loja – Portuguese for shop. We have our very own Nando’s Loja at Central Kitchen in Joburg and at Putney in London. The Loja creates and sells amazing Nando’s-branded gifts to Nandocas.

Mango & Lime – A mere hint of heat but a tidal wave of flavor.

Minha casa e Sua Casa – Portuguese for ‘my home is your home.’”

Mozambique – The Southern African country that is home to the African Bird’s Eye Chilli.

Nandoca – What we call people who work at Nando’s, even if they have multiple personalities. We may refer to Nandocas as team members, but never as staff or employees. And whether we’re at a Restaurant or Restaurant Support, we’re all Nandocas (because we’re a Family!) One Nandoca, many Nandocas.

PERi-PERi – our legendary hot sauce.

PERi-ometer – The way we help Guests choose their heat before they eat.

PERi-Farms – Where our addictive African Bird’s Eye Chillies grow.

PERi-Red – The name of our brand color. It matches African Bird’s Eye Chillies exactly.

PERi-Thread – The name of thread infused with PERi-PERi. WE use it in our clothing and in our Compass (but never externally in marketing material), because PERi-PERi is at the heart of Nando’s, binding us together.

Plain...ish – Marinated in PERi-PERi, but grilled with no added spice.
It’s as mild as we go.





Restaurant Support – Our version of “Head Office.” We call it Central Support because supporting YOU is what we do.

Robbie Brozin – The co-founder of Nando’s.

Robby Enthoven – One of our major shareholders and the person who first brought Nando’s to the UK.

Rosettenville – A suburb in the south of Johannesburg. The very first Nando’s Restaurant opened there way back in 1987.

Values – Pride, Passion, Courage, Integrity and Family are the five Values in which we believe. When we write or speak all five, they are always in exactly this order.

THE CHARACTER OF A TRUE NANDOCA

People that work at Nando's are no ordinary people! They're so special they have their own name. Nandocas. While everyone fulfils a different role, being chosen as a Nandoca means you probably already have the qualities we look for. They include:

Generosity – a true Nandoca believes doing good for others does good for him/herself.

A thirst for greatness – Nandocas believe this can be achieved no matter how difficult things may be.

Courage – we believe if we can dream it we can do it.

Pride – we take pride in what we do and achieve and believe we can pave the way for others to do the same.

Concern for others – we take care of each other and are always respectful and considerate at all times.

Optimism – we seize opportunities with enthusiasm.

Integrity – we're true to ourselves and others – even when no-one is watching.

Passion – we're infectiously enthusiastic, and infuse all we do with eagerness and zeal.

Fun – we work hard and play even harder.

Moving and shaking – we never stand still, always aspiring to great things.



THE LIFE AND SOUL OF NANDO'S



You are a Nandoca – welcome to a proud and close working Family. At Nando's Restaurants, we surround our Guests with the traditional spirit of Portuguese warmth, hospitality, and fun! We pride ourselves on being a Family and providing a working environment which allows people to be relaxed, be themselves and above all, be authentic. We recognize if you love what you do and enjoy your work with a real passion, you will make all our Guests have an amazing experience too.

Working at Nando's isn't just a job; it's about being part of a big Family, and there is something in Nando's that unites and ignites us all. It's a combination of many things that make us unique; what you touch, feel, and experiences, as well as what you hold in your mind.

We call it our Life & Soul dans we use a Compass to guide us. The Compass isn't an actual tool – think of it more as a guiding principle. Just like an explorer's compass gives them direction and helps them stay on the intended route of their journey, so our Nando's Compass gives us direction on how to live our Brand and change lives together. It guides us to create and shape Nando's, acts as a basis of our decision making and drives our behaviors together, every day. This is not a GPS as we know them to be today. Your destination remains up to you, but the elements of the Compass will help point you in the right direction on your journey and get you where you want to be.

SO WHAT IS NANDO'S 'LIFE & SOUL'?

We put our hear and soul into Nando's and what we get in return is 'Life & Soul'! It's the intangible mixed with the physical which creates this energy center of Nando's.



It's our people joined with world famous PERi-PERi chicken.



We care about our Nandocas.



It's our unique service style found within each of our Restaurants.



We care about our Guests and vendors.



It's all these elements and others that together form a unique blend that can't be copied.

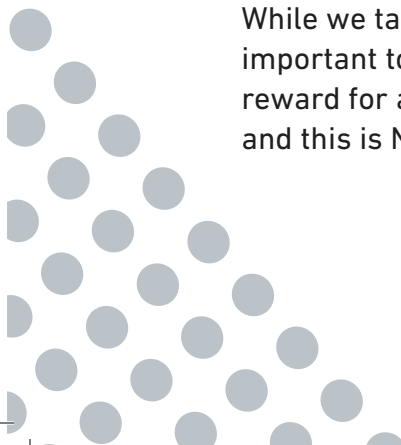


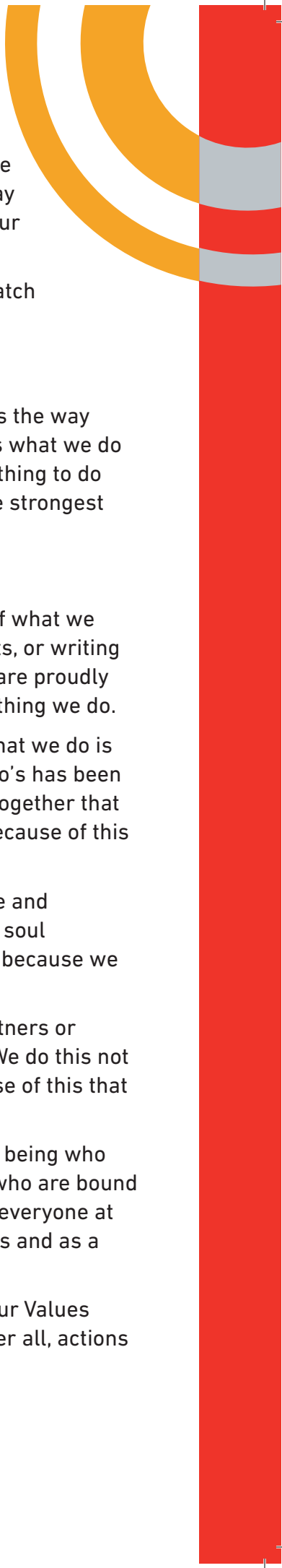
We care about the communities in which we operate.



Our values and positive attitude create this 'Life & Soul'. We're a business that genuinely cares.

While we take our business and our Brand very seriously, we believe balance is important too. We know how to live. We love to have fun while we work, and as a reward for all our hard work, we're known to have a party or two! We have an attitude, and this is Nando's 'Life & Soul'.





Whether you are a Host, Front Griller, or manager, it all starts from the same place. Every single Nandoca – regardless of how fresh or seasoned they may be – needs to live and breathe Nando's. Learning about our Brand history, our personality and our beliefs is important.

As you get to know us, we'll ignite something in you, and we can't wait to watch as you spread the fire within.

OUR PURPOSE:

Changing lives together, for Nandocas, Partners, Communities and Guests is the way we do business. It shapes the way we think and is core to Nando's. It affects what we do inside our Restaurants and out: how we engage with everyone that has anything to do with the great Nando's Family. The concept of changing lives together, is the strongest guide on our Compass; showing the right way to think and act.

OUR VALUES:

PRIDE. From our humble beginnings to where we are today, we are proud of what we have done and what is still to come. Whether grilling chicken, serving Guests, or writing up a report, Nandocas remain focused on producing only the very best. We are proudly Nando's and it is because of this that we are able to achieve greatness in everything we do.

PASSION. Nandocas are passionate people. Our enthusiasm and love for what we do is visible, and this creates an energy that can be felt in our Restaurants. Nando's has been built on 30 years worth of passion and heart and it is this energy, connected together that makes us who we are. At Nando's, we can create magic in every moment because of this fire and soul that we are born with.

COURAGE. Each and every Nandoca is brave in their own way – from Robbie and Fernando who started this business 30 years ago, to the Nandoca who is the soul breadwinner for their family and the Nandocas following their dreams. It is because we are all courageous that we can achieve extraordinary things together.

INTEGRITY. Whether we are following SOPs, dealing with suppliers and partners or honoring commitments to each other, Nandocas always do the right thing. We do this not because we must, but because for us, there is no other way, and it is because of this that our Guests get the best quality and experience, every time.

FAMILY. At Nando's it's not about me or you, but rather about me and you, being who we are, because of others. We are acknowledged as individuals, individuals who are bound together by a single thread. We make sure that there is a seat available for everyone at our family table because we know that we are only successful as individuals and as a brand, because of those around us.

In no time at all you will soon see the Nando's Values in action! As nice as our Values sound, it is when they are put into action, they show their true meaning. After all, actions always speak louder than words.

HOW CAN YOU START LIVING OUR VALUES TODAY?



NANDO'S AND ART

Born in South Africa and taken to the world, there are many rich and fascinating stories within Nando's. One such story is that of the beautiful, original art on display in our Restaurants. At its heart lies the love of a country and the passion to share its story in a way that would make a meaningful difference in people's lives. Like many stories at Nando's, it's one with humble beginnings. One that began in 2002, with a simple idea.

It would have been easy to have rolled-out mass-produced décor and created one-look-fits-all Restaurants. But that wouldn't have been true to our roots, our Values or the way we do things at Nando's.

Instead, we believed that displaying original art from Southern Africa that speaks to everyday life would remind us of our heritage. What's more, we felt that collecting high quality work from artists in the region would give us the opportunity to make a real and lasting contribution to the creative community in South Africa.

Since it started, our collection has grown in leaps and bounds and by the end of 2017 it numbered some 19,000 incredible pieces. With more Nando's Restaurants opening around the world all the time, that number is set to change.

What will never change though is our desire to tell the world the Southern African story through art; to give artists the opportunity to create work and have it displayed on a global platform and finally, to give Nandocas and the 80 million people that visit us each year, access to beautiful, quality art without setting foot in a gallery.





GOODBYE MALARIA:

At Nando's our purpose is about changing lives, which is why we have partnered with Goodbye Malaria to change lives in a country very close to our hearts – our beloved Mozambique. It's where the Portuguese explorers were first introduced to the African Bird's Eye Chilli and where to this day, these fiery little numbers are grown under the hot African sun on the PERi-Farms.

Unfortunately, it's not all sunshine in Mozambique as Malaria is a massive problem in the country. Although it's preventable, 92% of deaths still occur in Sub-Saharan Africa. Together with Goodbye Malaria, we are helping to fight this disease by helping to raise funds. The money goes towards training and employing teams to spray houses using innovative spray technology that repels mosquitoes in places where communities can be found.

Significant impacts have been made and many lives have been saved, but there's still a long way to go. The vision is to eliminate malaria in Mozambique by 2030 and hopefully, we can soon say "Goodbye Malaria" for good!

GOODBYE
MALARIA

NANDO'S NORTH AMERICA

THE FLAMES ARE SPREADING

Nando's in North America (U.S. and Canada) is based around three Core Pillars which are vital to our successes – our People, our Product, and our Place.

While we are incredibly proud of our chicken and our beautiful Restaurants, our People will always be our most important pillar. After all, it's the People who make the chicken and provide the experience!

Since opening the first Canadian Casa in Richmond, B.C. in 1994 and our first U.S. Restaurant in Washington, DC in 2008, it didn't take long for word to spread like wildfire about the legendary PERi-PERi flavors. More Casas and Restaurants are opening, and we are still growing every day.



A BIT OF NANDO'S HISTORY AND MORE...



THE LEGEND OF BARCELOS COCKEREL

For starters, Cockerel is another word for a Rooster. This tale dates back to the 15th Century and, like all legends, the details differ depending on who's doing the telling. Here's our version.

A pilgrim was passing through the village of Barcelos in Portugal when he was wrongly accused of theft. This was a serious charge for which a guilty verdict meant certain death. The pilgrim was brought before the town's judge, who was about to eat a roast Cockerel for dinner. Feeling vulnerable in a strange village and knowing what his sorry fate might be, the pilgrim pleaded: "If I am innocent, may that Cockerel get up and crow!" No sooner had he spoken, than the Cockerel got up and crowed heartily (well it is a legend). With that, the pilgrim was pardoned and allowed to go on his way.

Ever since, the Barcelos Cockerel has been a symbol of faith, justice, and good fortune – and ours has a name – we call him Barci (BAR-see). Every Restaurant in the world has this story on the wall somewhere to be found.

Locate the story in your Training Restaurant now!

NANDO'S PERI REVOLUTION

At Nando's, we sell that best tasting chicken in the world (even if we say so ourselves). How do we know? Because we're serving our chicken worldwide! PERi-PERi is across the globe!

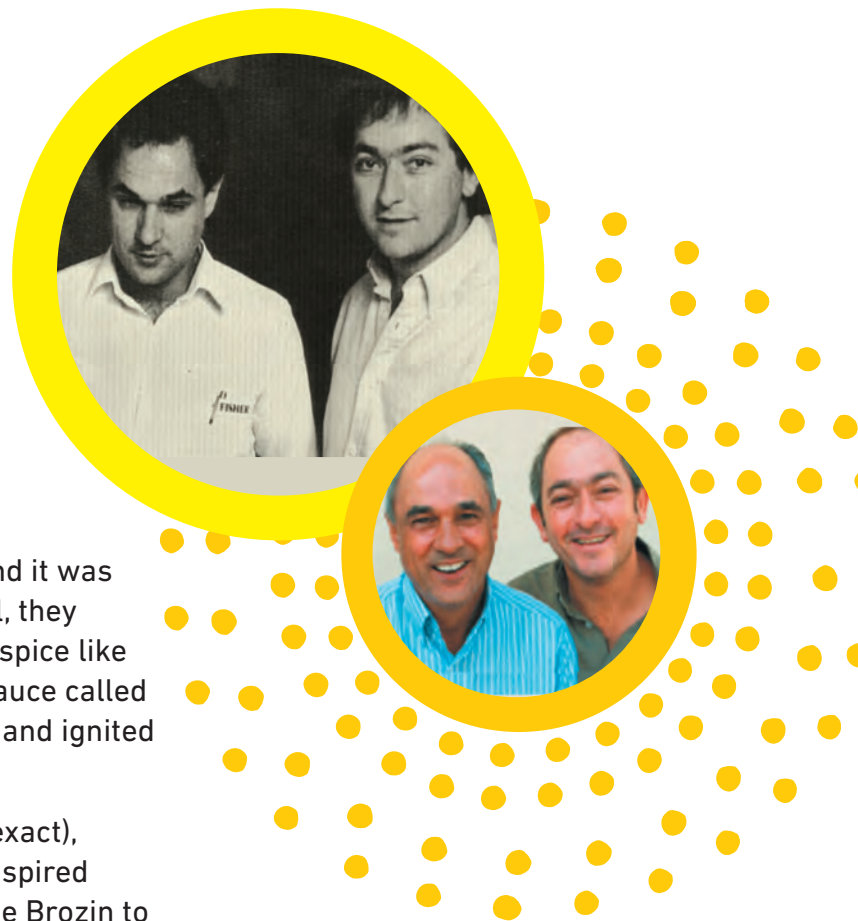
It all started more than 500 years ago when Portuguese adventurers set sail for the East in search of adventure on the legendary spice route.

The winds of Africa called them ashore and it was there, under the warm sun, in the rich soil, they discovered the African Bird's Eye Chilli. A spice like no other, they used it to create a unique sauce called PERi-PERi that put the fire in their bellies and ignited passion in their souls.

A few hundred years later (in 1987 to be exact), it was the same PERi-PERi chicken that inspired Fernando Duarte to invite his friend Robbie Brozin to a humble Portuguese eatery in the heart of Rosettenville, South Africa. The chicken had been spatchcocked, marinated and basted in PERi-PERi and then flame grilled to golden perfection. Robbie knew right away his friend had discovered something special. This flavor was love at first bite and the rest, as they say, is history.

Today, Nando's today is one of the most successful restaurant companies in the world, with over 1200 locations from Singapore to Canada, Qatar to Australia. Even though Nando's is globally recognized, our famous PERi-PERi chicken is only just beginning in the US. In 2008, we opened our first US Restaurant on 7th Street in Washington DC.

Since then, we have grown our Restaurant Family by double digits, and continue to do so with no end in sight, delivering the mouth-watering chicken Robbie first fell in love with and being a different and special place to work for all our Nandocas. Side by side our Nando's Restaurants (also called Casas – meaning 'houses') you can find international selections of our addictive sauces and tasty grocery range.



NANDO'S REVOLUTION IS TAKING THE WORLD ONE FIERY PERI-PERI CHICKEN AT A TIME.

Every day, someone somewhere is discovering PERi-PERi for the first time. Those who are already in love feel a tinge of jealousy when they reminisce on their first time! There's a rush you feel that can't be explained. It's an urge to chase the thrill you just can't ignore. It is our most devoted advocates that have discovered the rediscovery of PERi-PERi each time they come back for more. From increasing the heat, to new grocery sauce flavors and recipes at home, PERi-PERi lovers enjoy the passion and delight over and over again. Every time is like your first time! Whether you're a real first-timer, or an old friend, we can't wait to welcome you.

So how did a humble chicken restaurant take on the world you may ask? It has often been said that Nando's success is not about the chicken at all. It's really about the people who make the chicken. Our people are our strength. We believe that if we take care of one another and stay true to our Values, the sky is the limit!



THE BIG STORY OF THE TINY CHILLI

THE STORY OF PERI-PERI IS BIGGER THAN US. IT'S BIGGER THAN PORTUGAL, TOO.

This infamous chilli has been growing in Mozambique for as long as anyone can remember. The blistering African sun and nutrient rich soil provide just the right conditions for the chillis to thrive as they grow up towards the hot sun. We owe many thanks to the brave, Portuguese explorers of the 15th Century for finding a spice so nice it was named twice! The African Bird's Eye Chilli became commonly known as the PERi-PERi, and these feisty little plants began bringing heat to food and smiles to faces.

In 1975, a couple of centuries after Portuguese visitors to Mozambique had been combining PERi-PERi with their own delicacies, Mozambique found itself at the end of a brutal civil war. The incoming government gave the Portuguese communities 24 hours to leave the country. Many escaped over the border to Rosettenville, Johannesburg, where they formed their own communities, shops and of course restaurants. As you may have guessed, it was one of these Restaurants Fernando introduced Robbie to the taste of PERi-PERi chicken.

FROM PEPPER TO PERFECTION



Just how did this hot little number gain so much fame?

It was added it to a handful of herbs, spices, a squeeze of sun-ripened lemons and a dash of garlic too! Together with their love of life, friends, fun, and good food the Portuguese settlers created the first Gosto Delicioso (great taste) of PERi-PERi sauce; creating a complex flavor that lingers long after the first punch.

While many PERi-PERi sauce recipes are passed from one generation to the next, there is one thing they all have in common – they are family secrets! Today, our own recipe continues to remain closely guarded and you can only find it in our homes. What is no secret, is the love we have for sharing our forefathers' traditions of hospitality, friendship, simple family pleasures and the addictive taste of PERi-PERi. We may not be able to pinpoint exactly what makes it so addictive, but we do know it tantalizes the taste buds and adds passion to a meal! We believe (even if we don't know for sure) that PERi-PERi releases endorphins in your body which create a sense of happiness and increased energy. Some say it gives the taste buds a really great workout – we'll leave that for you to find out. Others say it makes you happy-happy! Don't take our word for it – give it a try and enjoy the discovery!



PERI-PERI



THE NANDO'S PERI-PERI CHILLI

After making it's way from Mozambique to South Africa, this African Bird's Eye chilli landed at Nando's, a place they can call home. Our tiny red PERi-PERi chillis have become unique part of who we are – our heart and our heat!



A FARMING COMMUNITY.

Nando's sells PERi-PERi seedlings to over 1,400 farmers in Southern Africa and guarantees to purchase their crop for a pre-agreed, fair price.



PERI-FARMS.

Our chillis are grown on 494 acres of PERi-Farms in Mozambique, South Africa, Zimbabwe and Malawi. It takes 42,000 chillis to fill one 14kg bag and we fill around 25,000 bags every year – that's over a billion chillis!



HAND-PICKED & SUN-DRIED.

Each chilli plant produces about 300 chillis, which are hand-picked and plucked one at a time. Then they're hand-sorted and naturally dried in the African sun.



PERI-PERI SAUCE.

We mix our fiery little guys with onion, oil, herbs, fresh lemons, and a kick of garlic to make our very own, unique PERi-PERi sauce, bastes and marinades. Only with these fresh ingredients does the powerful flavor of PERi-PERi come to life.



FLAVOR FIRST, HEAT SECOND.

Our PERi-PERi sauces, bastes and marinades deliver flavor first, heat second. They all have a citrus note, a tease of heat and a hint of earthiness. Our sauces' flavors build and subside rather than the 'all out burn' of other chili sauces. They come in a range of flavors and heat levels, which we rate on our PERi-ometer to cater for everyone's likings.



'FEEL-GOOD' FACTOR.

PERi-PERi chillis are believed to have a mood-enhancing, feel-good, stimulating effect on your body. Your pupils will dilate, and your metabolic rate will increase as you feel the rush of endorphins. Our heat gently builds on the tongue, not the lips, lingering towards the back of your throat and culminating in a full-body flavor experience.



PERI-THREAD.

In Nando's history, a lot of crazy ideas have turned out to be very powerful for the business. In 2014, Robbie Brozin set out to do what had never been done before – to make a red dye from Bird's Eye Chillies. Everybody told him it couldn't be done, but with some expert assistance, he made it happen. That red dye was then infused into cotton to create PERi-Thread. That PERi-Thread has since been used in the stitching of Nando's gifts and clothing, symbolically and authentically linking our family together.



CHILLIES ARE PERI-PERI HEALTHY

Our tiny peppers are tried and true for our immune systems. They serve as an excellent purifying agent and a tremendous source of Vitamin A – containing even more than fresh carrots! That's not all. PERi-PERi chilis also include vitamins B1, B2, B3, B12, Potassium, Iron and Calcium. Vitamin B in particular is good for metabolism and your immune system. Potassium aids in maintaining balance of electrolytes in your body.

EATING YOUR WAY TO KNOWING NANDO'S

Every Nandoca in just about every role, needs to be able to tell the story of our food. This means knowing what is in our recipes, what makes them so special, and what suitable options are available if a Guest desires or needs to make a modification. You don't have to actually eat everything on our menu (even though you'll want to), but we do need to you know enough about what we offer to answer any Guest questions. Every day through training, you will have time to sit down and order something for lunch or dinner. Though you will quickly discover favorites, we hope you will use this time to discover something new. .



NANDO'S PERI-OMETER

This is our PERi-ometer, helping our Guests choose heat for chicken! Although our chicken is marinated in PERi-PERi sauce, we don't think that's quite enough. Guests can choose their flavor option and we will slather this PERi-PERi baste on the chicken once it hits the flaming grill. We also offer Plain...ish (which actually isn't completely plain, after all, our chicken is marinated) and PERi-tamer, which is for the kids or the fain-of-heart!



BOOK 1
DIVIDER
WEEK 1

MIT WEEK 1 FRONT GRILL

Day
2

MY TRAINER: _____

**WHERE
TO LEARN
FRONT GRILL**

SHIFT FOCUS:

Today is your first day on Front Grill and it is all about learning the Art of the Grill and serving craveable chicken. By the end of the shift, you should be able to monitor holding times for all chicken (and corn too) and know when to discard and waste each item. Additionally, you should also be able to describe the PERI-ometer and identify all items that come from the Front Grill. Don't be shy - begin making as many items on your own as you can.

Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success, as well as all Food Safety and SOPs relevant to the Front Grill.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Nando's Essentials WMD Playing It Safe



9.00am - 10.00am

**INTRO TO
FRONT GRILL
AND
STATION SET UP**

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours Chicken temps recorded on warming drawers Work area kept organized, cleaned, and sanitized
 Sani towel (1) submerged in Sani bucket Bastes labeled and discarded after 4-hour hold time Proper handwashing followed

EQUIPMENT AND TOOLS:

- Chopping Block Forks, Tongs, Grill Brush Hoods
 Cleaver Charbroiler Front Grill Warming Drawers



10.00am - 3.00pm

**SIDE BY SIDE
TRAINING**

DEMO AND DO:

It's time to shadow your trainer! Ask questions and jump in to start getting hands on practice as quickly as you can making each item for both Dine In and Takeout.

Remember to use your Build Guide for additional training support.

- ½ Chicken Nandocas' Choice Wings (3, 6,12)
 ¼ Chicken Breast 3 Chicken Thighs Wing & Chip Platter
 ¼ Chicken Leg Chicken Thigh Skewers Nandino's Drumstick & Thigh
 Full Chicken Platter The Thigh & Mighty Sandwich Corn on the Cob
 Jumbo Chicken Platter The Chicken 'Burger' Naughty Natas
 Boneless Breast Chicken Breast Sandwich

SOPS TO REVIEW AND PRACTICE

- Use Front Grill Toolkit and Build Guide for accuracy Cut chicken to the Golden Standard using the Cleaver Cook all orders with accuracy, noting allergens and modifiers
 Can operate the the grill Carefully use Grill Forks and keep skin intact Follow plating and labeling standards
 Understand how to operate the hoods Follow cooking times for chicken (1.5, 1.5, 1, 1) Achieve 80% of tickets under 10 minutes
 Communicate with Expo and Back Grill Ensure skin is crispy and golden brown with proper grill marks Clean and restock station
 Understand the KDS: reading, bumping, and recalling tickets Follow basting standards for when and how much Follow Food Safety standards

DAY 2 FRONT GRILL



3.00pm - 4.00pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Front Grill section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



4.00pm - 6.00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

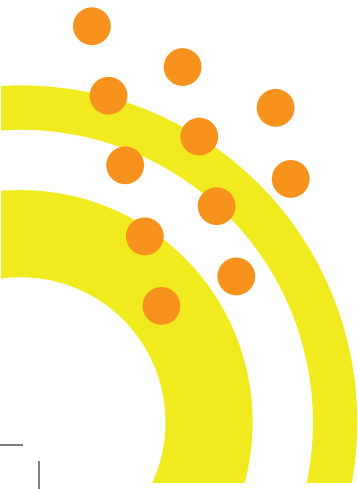
This is your time to get back on Front Grill and pick up where you left off. Continue shadowing your trainer, while beginning to make more items on your own.

- ½ Chicken
- ¼ Chicken Breast
- ¼ Chicken Leg
- Full Chicken Platter
- Jumbo Chicken Platter
- Boneless Breast
- Nandocas' Choice
- 3 Chicken Thighs
- Chicken Thigh Skewers
- The Thigh & Mighty Sandwich
- The Chicken 'Burger'
- Chicken Breast Sandwich
- Wings (3, 6,12)
- Wing & Chip Platter
- Nandino's Drumstick & Thigh
- Corn on the Cob
- Naughty Natas

SOPS TO REVIEW AND PRACTICE

- Use Front Grill Toolkit and Build Guide for accuracy
- Can operate the the grill
- Understand how to operate the hoods
- Communicate with Expo and Back Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Cut chicken to the Golden Standard using the Cleaver
- Carefully use Grill Forks and keep skin intact
- Follow cooking times for chicken (1.5, 1.5, 1, 1)
- Ensure skin is crispy and golden brown with proper grill marks
- Follow basting standards for when and how much
- Cook all orders with accuracy, noting allergens and modifiers
- Follow plating and labeling standards
- Achieve 80% of tickets under 10 minutes
- Clean and restock station
- Follow Food Safety standards

DAILY RECAP NOTES



MIT WEEK 1 FRONT GRILL

Day
3

MY TRAINER: _____

**WHERE
TO LEARN
FRONT GRILL**

SHIFT FOCUS:

Today is your second day on Front Grill and you should continue practicing the **Art of the Grill** and serving craveable chicken by maintaining our chicken hold times and knowing when to discard and waste each item. By the end of the shift, you should be confident describing the PERi-ometer in addition to making and serving all items that come from the Front Grill. Don't hold back - continue making as many items on your own as you can, letting your trainer shadow you!

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Playing It Safe



2:00pm – 3:00pm

**CHANGEOVER
AND STATION
SET UP**

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours
- Sani towel (1) submerged in Sani bucket
- Chicken temps recorded on warming drawers
- Bastes labeled and discarded after 4-hour hold time
- Work area kept organized, cleaned, and sanitized
- Proper handwashing followed

EQUIPMENT AND TOOLS:

- Chopping Block
- Cleaver
- Forks, Tongs, Grill Brush
- Charbroiler Front Grill
- Hoods
- Warming Drawers



3:00pm – 8:00pm

**SIDE BY SIDE
TRAINING**

DEMO AND DO:

It's time to work Front Grill and let your trainer shadow you as you make each item for Dine In and Takeout. **Ask questions and learn where you can find the answers too!**

- ½ Chicken
- ¼ Chicken Breast
- ¼ Chicken Leg
- Full Chicken Platter
- Jumbo Chicken Platter
- Boneless Breast
- Nandocas' Choice
- 3 Chicken Thighs
- Chicken Thigh Skewers
- The Thigh & Mighty Sandwich
- The Chicken 'Burger'
- Chicken Breast Sandwich
- Wings (3, 6, 12)
- Wing & Chip Platter
- Nandino's Drumstick & Thigh
- Corn on the Cob
- Naughty Natas

SOPS TO REVIEW AND PRACTICE

- Use Front Grill Toolkit and Build Guide for accuracy
- Can operate the the grill
- Understand how to operate the hoods
- Communicate with Expo and Back Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Cut chicken to the Golden Standard using the Cleaver
- Carefully use Grill Forks and keep skin intact
- Follow cooking times for chicken (1.5, 1.5, 1, 1)
- Ensure skin is crispy and golden brown with proper grill marks
- Follow basting standards for when and how much
- Cook all orders with accuracy, noting allergens and modifiers
- Follow plating and labeling standards
- Achieve 80% of tickets under 10 minutes
- Clean and restock station
- Follow Food Safety standards

DAY 3 FRONT GRILL



8:00pm – 9:00pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for dinner today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Front Grill section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



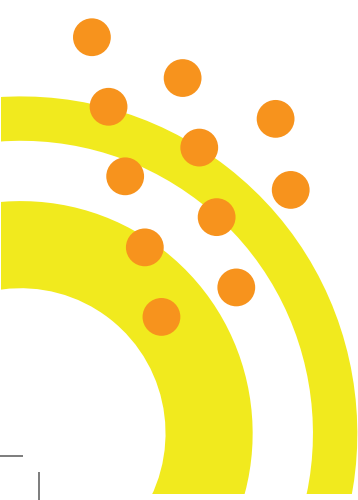
9:00pm – CL
CLOSING TIME

DEMO AND DO:

This is your chance to learn what you will be looking for when you check out your Front Grillers at the end of each shift! Shadow your trainer as they clean and breakdown the station. Loving our equipment and taking proper care of it is the first step to preventative maintenance in your Restaurant.

- Cooled Chicken:** properly store and label remaining chicken held for less than 2 hours (1 hour for Tenders and Thighs)
- Hoods:** remove vents to soak overnight and clean all inside areas
- Grill:** scrape and clean grates, deflector trays and all stainless surfaces
- Warming Drawers:** scrub the face of the drawers as well as the inside
- Scrub the back wall with hot soap and water
- Chopping Block:** remove, wipe clean and sanitize, then cover with table salt
- Waste:** discard and record on the Waste Sheet remaining chicken that may have exceeded 2 hours (1 hour for Tenders and Thighs)

DAILY RECAP NOTES



FRONT GRILL KNOWLEDGE CHECK



What temperature should chicken be held above in the warming drawers?



What is the process for grilling chicken to the Golden Standard – including times and basting?



How long should wings be grilled for?



How much Lemon and Herb Baste goes on 6 wings and when?



How much Hot Baste goes on a 1/4 piece of chicken ordered Extra Hot?

FRONT GRILL KNOWLEDGE CHECK



How long should Corn on the Cob be grilled for?



What is the process for grilling Chicken Thigh Skewers – including times and basting?



How long should Naughty Natas be grilled for and to what internal temperature before serving?



Which items do we use each of the following utensils for: metal tongs, yellow tongs, green tongs, and grill forks.



What items always get Lemon and Herb Baste at the beginning of the grilling process?



MIT WEEK 1 PREP & CLEANER

Day
4

MY TRAINER: _____

WHERE
TO LEARN

PREP &
CLEANER

SHIFT FOCUS:

Today you will be learning two stations! You will begin your day on Prep and it is all about learning our recipes and the Master Prep Sheet. After lunch, you will spend the rest of your day on Cleaner and it is all about safe chicken handling and the Cook Sheet. By the end of the shift, you should be able to complete the **Master Prep Sheet** – from retrieving Daily Suggested Prep to completing the Cooling Log – as well as understand the basics behind the **Cook Sheet** and how to fill it out. Additionally, you will be learning how to make our recipes. Don't be shy – begin making as many items on your own as you can. Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success as well as all Food Safety and SOPs relevant to the Prep and the Cleaner.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 1 Learning



8:00am – 9:00am

INTRO TO
ADMIN TASKS

Use this time to follow the opening manager and learn the tasks associated with your stations today. Do as much as you can on your own, with the manager shadowing you, and review your questions if you get stuck!

MANAGEMENT:

- Retrieve Daily Suggested Prep
- Retrieve Chicken Production
- Complete the Master Prep Sheet and Cooling Log
- Forecast and call chicken
- Complete and validate the Cook Sheet
- Enter Production



9:00am – 9:30am

INTRO TO PREP
AND CLEANER
AND STATION
SET UP

PREP STATION SET UP

FOOD SAFETY:

- Sani bucket filled, labeled, and changed every 4 hours
- Sani towel (1) submerged in Sani bucket
- The Cooling Process followed
- Cooling Log completed with all time/temps recorded
- Expired products discarded and recorded on Waste Sheet
- All products labeled and dated
- Work area kept organized,

- cleaned, and sanitized
- Proper handwashing followed
- All products rotated (FIFO)

EQUIPMENT AND TOOLS:

- Rational Ovens
- Prep n' Print Tablet/Printer
- Vegetable Wash
- Induction Cooker
- Stand Mixer
- Immersion Blender

- Can Opener
- Use First Stickers
- Thermometer
- Measuring Tools (scale, measuring cups/spoons)

CLEANER STATION SET UP

FOOD SAFETY:

- Sani bucket filled, labeled, and changed every 4 hours
- Sani towel (1) submerged in Sani bucket
- Work area kept organized, cleaned, and sanitized
- Single use plastic aprons and gloves worn when handling raw chicken

- Chicken cooked to a minimum of 165°F and temps recorded on Cook Sheet
- Chicken times and temps recorded on warming drawers
- Cross-Contamination prevented
- MSDS Binder located
- Proper handwashing followed

EQUIPMENT AND TOOLS:

- Rational Ovens
- 3-Compartment Sink
- Dishwasher / Glasswasher

DAY 4 PREP & CLEANER



9:30am – 2:00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

It's time to work Prep and Cleaner and let your trainer shadow you as you continue to practice making each recipe to Nando's spec. Remember to use you Prep and Cleaner Toolkits. **Ask questions and learn where you can find the answers too!**

- | | | |
|---|--|---|
| <input type="checkbox"/> Portuguese Rice | <input type="checkbox"/> Pita Mix | <input type="checkbox"/> Seasonal Veggies and/or any Seasonal Items |
| <input type="checkbox"/> Garlic Red Skin Mash | <input type="checkbox"/> Sliced Cucumbers and Sliced Peppers | <input type="checkbox"/> Whole Chickens |
| <input type="checkbox"/> Coleslaw | <input type="checkbox"/> Marinated Grape Tomatoes | <input type="checkbox"/> Wings |
| <input type="checkbox"/> Macho Peas | <input type="checkbox"/> PERinaise | <input type="checkbox"/> Boneless Thighs |
| <input type="checkbox"/> Thigh Skewers | <input type="checkbox"/> Prepped Lemonades | <input type="checkbox"/> Boneless Breasts |
| <input type="checkbox"/> Liver Portioning | <input type="checkbox"/> Prepped Sangrias | <input type="checkbox"/> Tenders |
| <input type="checkbox"/> Charred Sweet Potatoes | <input type="checkbox"/> Simple Syrup | <input type="checkbox"/> Corn |
| <input type="checkbox"/> Croutons | <input type="checkbox"/> Cinnamon Sugar | |
| <input type="checkbox"/> Brussels Sprouts | <input type="checkbox"/> Turmeric Roasted Cauliflower | |
| <input type="checkbox"/> Pulled Chicken | | |

PREP SOPS TO REVIEW AND PRACTICE

- | | | |
|--|---|--|
| <input type="checkbox"/> Follow Food Safety standards | <input type="checkbox"/> Understand Pull Thaw items, quantities, and labeling | <input type="checkbox"/> Properly portion all items |
| <input type="checkbox"/> Use Prep & Cleaner Toolkits and follow all recipe s to Nando's spec | <input type="checkbox"/> Follow Produce Washing instructions | <input type="checkbox"/> Properly clean and close the Prep Station |



2:00pm – 3:00pm

EAT AND REVIEW

SIT DOWN WITH MOD

- | | | |
|--|---|--|
| <input type="checkbox"/> Order and try something new for lunch today | <input type="checkbox"/> Complete your Daily Planner and note any outstanding items | <input type="checkbox"/> Review your next shift's Daily Planner and prepare for tomorrow's shift |
| <input type="checkbox"/> Review the day (wins and opportunities) | <input type="checkbox"/> Complete the Prep section of your Training Book | |



3:00pm – 5:00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

It's time to work Cleaner and let your trainer shadow you as you continue to practice racking and loading chicken as well as completing the Cook Sheet. **Ask questions and learn where you can find the answers too!**

- | | | |
|---|---|----------------------------------|
| <input type="checkbox"/> Whole Chickens | <input type="checkbox"/> Boneless Thighs | <input type="checkbox"/> Tenders |
| <input type="checkbox"/> Wings | <input type="checkbox"/> Boneless Breasts | <input type="checkbox"/> Corn |

DAILY RECAP NOTES



MIT WEEK 1 PREP & CLEANER

Day
5

MY TRAINER: _____

**WHERE
TO LEARN**
**PREP &
CLEANER**

SHIFT FOCUS:

Today is your second day on Prep and Cleaner stations and you should continue practicing our recipes as well as completing the Master Prep Sheet, **safe chicken handling** and completing the Cook Sheet. By the end of the shift, you should be confident to coach and validate both sheets. Don't hold back - continue making as many items on your own as you can, letting your trainer shadow you!

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 1 Learning Week 1 Quiz



8:00am – 9:00am

**INTRO TO
ADMIN TASKS**

Use this time to follow the opening manager and learn the tasks associated with your stations today. Do as much as you can on your own, with the manager shadowing you, and review your questions if you get stuck!

MANAGEMENT:

- | | | |
|--|---|---|
| <input type="checkbox"/> Retrieve Daily Suggested Prep | <input type="checkbox"/> Complete the Master Prep Sheet and Cooling Log | <input type="checkbox"/> Complete and validate the Cook Sheet |
| <input type="checkbox"/> Retrieve Chicken Production | <input type="checkbox"/> Forecast and call chicken | <input type="checkbox"/> Enter Production |



9:00am – 9:30am

**INTRO TO PREP
AND CLEANER
STATION
SET UP**

PREP STATION SET UP

FOOD SAFETY:

- | | |
|---|---|
| <input type="checkbox"/> Sani bucket filled, labeled, and changed every 4 hours | <input type="checkbox"/> Proper handwashing followed |
| <input type="checkbox"/> Sani towel (1) submerged in Sani bucket | <input type="checkbox"/> All products rotated (FIFO) |
| <input type="checkbox"/> The Cooling Process followed | EQUIPMENT AND TOOLS: |
| <input type="checkbox"/> Cooling Log completed with all time/temps recorded | <input type="checkbox"/> Rational Ovens |
| <input type="checkbox"/> Expired products discarded and recorded on Waste Sheet | <input type="checkbox"/> Prep n' Print Tablet/Printer |
| <input type="checkbox"/> All products labeled and dated | <input type="checkbox"/> Vegetable Wash |
| <input type="checkbox"/> Work area kept organized, | <input type="checkbox"/> Induction Cooker |
| | <input type="checkbox"/> Stand Mixer |
| | <input type="checkbox"/> Immersion Blender |

cleaned, and sanitized

- Can Opener
 Use First Stickers
 Thermometer
 Measuring Tools (scale, measuring cups/spoons)

CLEANER STATION SET UP

FOOD SAFETY:

- | | |
|--|--|
| <input type="checkbox"/> Sani bucket filled, labeled, and changed every 4 hours | <input type="checkbox"/> Chicken cooked to a minimum of 165°F and temps recorded on Cook Sheet |
| <input type="checkbox"/> Sani towel (1) submerged in Sani bucket | <input type="checkbox"/> Chicken times and temps recorded on warming drawers |
| <input type="checkbox"/> Work area kept organized, cleaned, and sanitized | <input type="checkbox"/> Cross-Contamination prevented |
| <input type="checkbox"/> Single use plastic aprons and gloves worn when handling raw chicken | <input type="checkbox"/> MSDS Binder located |
| | <input type="checkbox"/> Proper handwashing followed |

EQUIPMENT AND TOOLS:

- Rational Ovens
 3-Compartment Sink
 Dishwasher / Glasswasher

DAY 5 PREP & CLEANER



9:30am – 2:00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

It's time to work Prep and Cleaner and let your trainer shadow you as you continue to practice making each recipe to Nando's spec. Remember to use you Prep and Cleaner Toolkits. **Ask questions and learn where you can find the answers too!**

- | | | |
|---|--|---|
| <input type="checkbox"/> Portuguese Rice | <input type="checkbox"/> Pita Mix | <input type="checkbox"/> Seasonal Veggies and/or any Seasonal Items |
| <input type="checkbox"/> Garlic Red Skin Mash | <input type="checkbox"/> Sliced Cucumbers and Sliced Peppers | <input type="checkbox"/> Whole Chickens |
| <input type="checkbox"/> Coleslaw | <input type="checkbox"/> Marinated Grape Tomatoes | <input type="checkbox"/> Wings |
| <input type="checkbox"/> Macho Peas | <input type="checkbox"/> PERinaise | <input type="checkbox"/> Boneless Thighs |
| <input type="checkbox"/> Thigh Skewers | <input type="checkbox"/> Prepped Lemonades | <input type="checkbox"/> Boneless Breasts |
| <input type="checkbox"/> Liver Portioning | <input type="checkbox"/> Prepped Sangrias | <input type="checkbox"/> Tenders |
| <input type="checkbox"/> Charred Sweet Potatoes | <input type="checkbox"/> Simple Syrup | <input type="checkbox"/> Corn |
| <input type="checkbox"/> Croutons | <input type="checkbox"/> Cinnamon Sugar | |
| <input type="checkbox"/> Brussels Sprouts | <input type="checkbox"/> Turmeric Roasted Cauliflower | |
| <input type="checkbox"/> Pulled Chicken | | |

PREP SOPS TO REVIEW AND PRACTICE

- | | | |
|--|---|--|
| <input type="checkbox"/> Follow Food Safety standards | <input type="checkbox"/> Understand Pull Thaw items, quantities, and labeling | <input type="checkbox"/> Properly portion all items |
| <input type="checkbox"/> Use Prep & Cleaner Toolkits and follow all recipe s to Nando's spec | <input type="checkbox"/> Follow Produce Washing instructions | <input type="checkbox"/> Properly clean and close the Prep Station |



2:00pm – 3:00pm

EAT AND REVIEW

SIT DOWN WITH MOD

- | | | |
|--|---|--|
| <input type="checkbox"/> Order and try something new for lunch today | <input type="checkbox"/> Complete your Daily Planner and note any outstanding items | <input type="checkbox"/> Review your next shift's Daily Planner and prepare for tomorrow's shift |
| <input type="checkbox"/> Review the day (wins and opportunities) | <input type="checkbox"/> Complete the Prep section of your Training Book | |



3:00pm – 5:00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

It's time to work Cleaner and let your trainer shadow you as you continue to practice racking and loading chicken as well as completing the Cook Sheet. **Ask questions and learn where you can find the answers too!**

- | | | |
|---|---|----------------------------------|
| <input type="checkbox"/> Whole Chickens | <input type="checkbox"/> Boneless Thighs | <input type="checkbox"/> Tenders |
| <input type="checkbox"/> Wings | <input type="checkbox"/> Boneless Breasts | <input type="checkbox"/> Corn |

DAILY RECAP NOTES



PREP & CLEANER KNOWLEDGE CHECK



What is the recipe for Macho Peas?



What is the recipe for Portuguese Rice?



What is the Cooling Procedure for Portuguese Rice?



What are all the times and temperatures that must be met during the Cooling Process for any hot food item?



What is the recipe for Coleslaw?

PREP & CLEANER KNOWLEDGE CHECK



How do you properly rack the following items: Whole Chicken, Butterfly Breast, Thighs, Wings, Corn?



To what minimum temperature does all chicken need to be cooked to and how do you check?



Who is responsible for updating the times and temperatures on the warming drawers?



What part of the Cleaner uniform must be worn when handling raw chicken to help prevent Cross-Contamination?



Where do you go to find your Daily Suggested Prep in Micros?



MIT WEEK 1



TRAINING PATRÃO REVIEW

Your Patrão (or RM) has been observing you throughout the week and will validate your ability to perform each task and follow all SOPs. You should pass each section with 90%. If not, your Patrão will organize another session with you. Be sure to sit down and review your performance with your Patrão. Feedback is part of your journey to success. This feedback will also be uploaded and shared with your AD, Training Team and People Team too. Good Luck!

TRAINING WEEKLY REVIEW

- All Daily Planners, Knowledge Check and exercises in Training Book completed
- WMD completed in THS
- Nando's Essentials completed in THS
- Week 1 Learning completed in THS
- Week 1 Quiz completed in THS
- Playing It Safe completed in THS
- Next week set up for success
- Has no outstanding training
- Week 1 reviewed (wins and opportunities) with Patrão/Manager
- Has logged into Micros Portal and set up username and password

FRONT GRILL STATION

- Demonstrates confidence on the Front Grill
- Can open and close the Front Grill
- Follows all SOPs as well as Health and Food Safety procedures
- Can grill chicken to the Golden Standard
- Follows all plating/labeling for Dine In and Takeout
- ½ Chicken Hot Dine In
- ¼ Chicken Breast Medium Takeout
- 12 Wings Extra Hot Dine In
- Two ¼ Legs Lemon and Herb Takeout
- 1 Corn on the Cob Takeout

PREP STATION

- Demonstrates confidence in the Prep Area
- Follows all SOPs as well as Health and Food Safety procedures
- Follows all recipes and Prep Toolkit in use
- Labels and properly rotates (FIFO) all items
- Has no expired products in the walk-in
- Can retrieve Daily Suggested Prep from Micros
- Can explain and complete The Master Prep Sheet
- Can explain Cooling Procedures and completes the Cooling Log
- Can enter Production in Micros
- Knows recipe for Portuguese Rice, Macho Peas and Coleslaw

CLEANER STATION

- Demonstrates confidence in the Cleaner Station
- Follows all SOPs as well as Health and Food Safety procedures
- Follows all chicken handling and chicken racking procedures
- Can operate and clean the ovens
- Can operate the 3-Compartment Sink and the dishwasher
- Can retrieve Chicken Production numbers from Micros
- Can explain and complete the Cook Sheet
- Follows chicken cook temperature and chicken hold times and records on warming drawers
- Cooks: WOGs, Tenders, Wings, Thighs and Corn
- Properly handles all chemicals, can MSDS Binder located, and replaces chemicals when empty

TRAINING SCORE: **90% PASS RATE**

- YES NO

TRAINING SCORE: **90% PASS RATE**

- YES NO

TRAINING SCORE: **90% PASS RATE**

- YES NO

TRAINING NOTES: _____

NANDO'S VALUES

S= STRIVING: Does not consistently demonstrate this behavior **A= ACHIEVING:** Consistently demonstrates this behavior
M= MASTERED: Can coach and teach this behavior

PRIDE

- Gets to know the team
- Can talk about the Brand
- Can explain the Nando's Values
- Wears the correct and clean uniform at all time

SCORE: S A M

FEEDBACK: _____

PASSION

- Displays interest and wants to know more
- Drives and takes ownership of their training
- Goes the extra mile
- Displays excellence in everything they do
- Shows enthusiasm and positive attitude

SCORE: S A M

FEEDBACK: _____

COURAGE

- Challenges themselves
- Asks questions and seeks feedback
- Speaks out when needed
- Communicates clearly to all in the Restaurant

SCORE: S A M

FEEDBACK: _____

INTEGRITY

- Does the right thing at all times
- Is reliable and on time
- Follows up on feedback without having to be reminded

SCORE: S A M

FEEDBACK: _____

FAMILY

- Shows real interest in the team and their restaurant
- Works well with everyone in the team
- Displays great teamwork at all times

SCORE: S A M

FEEDBACK: _____

MIT SIGN OFF: _____ PATRÃO SIGN OFF: _____ DATE: _____

ALLOW US TO INTRODUCE YOU TO THE FRONT GRILL



CHICKEN & CHIPS

Nando's offerings are plentiful - ranging from salads, bowls, sandwiches, wraps and more – to ensure we can delight the taste buds of our many different Guests. If we were to take you back to our **humble beginnings**, however, you would see it all started with our chicken and chips. Nando's chicken quickly became world-famous, spreading from the south to the north across more than 20 different countries and 5 different continents. Of the many things at Nando's we have Pride in, sharing our chicken and chips with you and our Guests comes in at number ONE!

OUR CHICKEN

Anybody can serve chicken, and many restaurants do. Legend says some have even tried to copy our style and serve Peri Peri Chicken too! Nando's remains unique, however, and Guests across the globe have fallen in love with the flavor of our flame-grilled PERi-PERi Chicken. While our Guests keep coming back for more, many have tried to pinpoint exactly what makes our chicken so craveable. This is no easy task, and all depends on whom you ask.

Some say, it's because we marinate our chicken in our signature PERi-PERi for a minimum of 24-hours, letting the flavor seep all the way to the bones. In addition to adding flavor, this marinade also helps the meat to retain its moisture through the cooking process.

Some say it is the mouth-watering flavor of our signature PERi-PERi sauce. This flavor is added while the chicken is grilling so that it has time to cook into the chicken! As the flame kisses the chicken, it adds an unmistakably smoky flavor, crisps the skin, allows excess fat to cook off making our birds even healthier and further enhances the bastes' flavor.

Others believes it's our method of **steam cooked** to keep our chicken juicy, or perhaps our philosophy of **little & often** too keep our chicken fresh all day long.

We reckon it's all this and more!! Our chicken reflects our Pride at Nando's and there's more to it, starting at the farms. We source local, **all natural, no-hormone** chicken. This means our chicken might not be organic nor have the biggest breasts, but it's better for you! Additionally, we source our chickens per order, **taking fresh, never frozen** to a whole new level. From the farm to our Restaurant's walk-in takes less than 2 days. Have you even noticed our whole chickens look a little different? That's because of their cut. They are **spatchcocked**, or butterflied cut, down the back and laid flat. We do this to allow the chicken to remain juicier and grill faster. Extra fat is also removed in this process, which makes for a healthier meal. After spatchcocking each bird, our chickens then spend at least 24 hours in Nando's PERi-PERi marinade with no preservatives, colorants, or artificial flavors. Not even one drop! We believe the smallest touches can make the biggest difference!



DID YOU KNOW?

Our natural birds weigh about 3 pounds!



THE ROLE OF A FRONT GRILLER

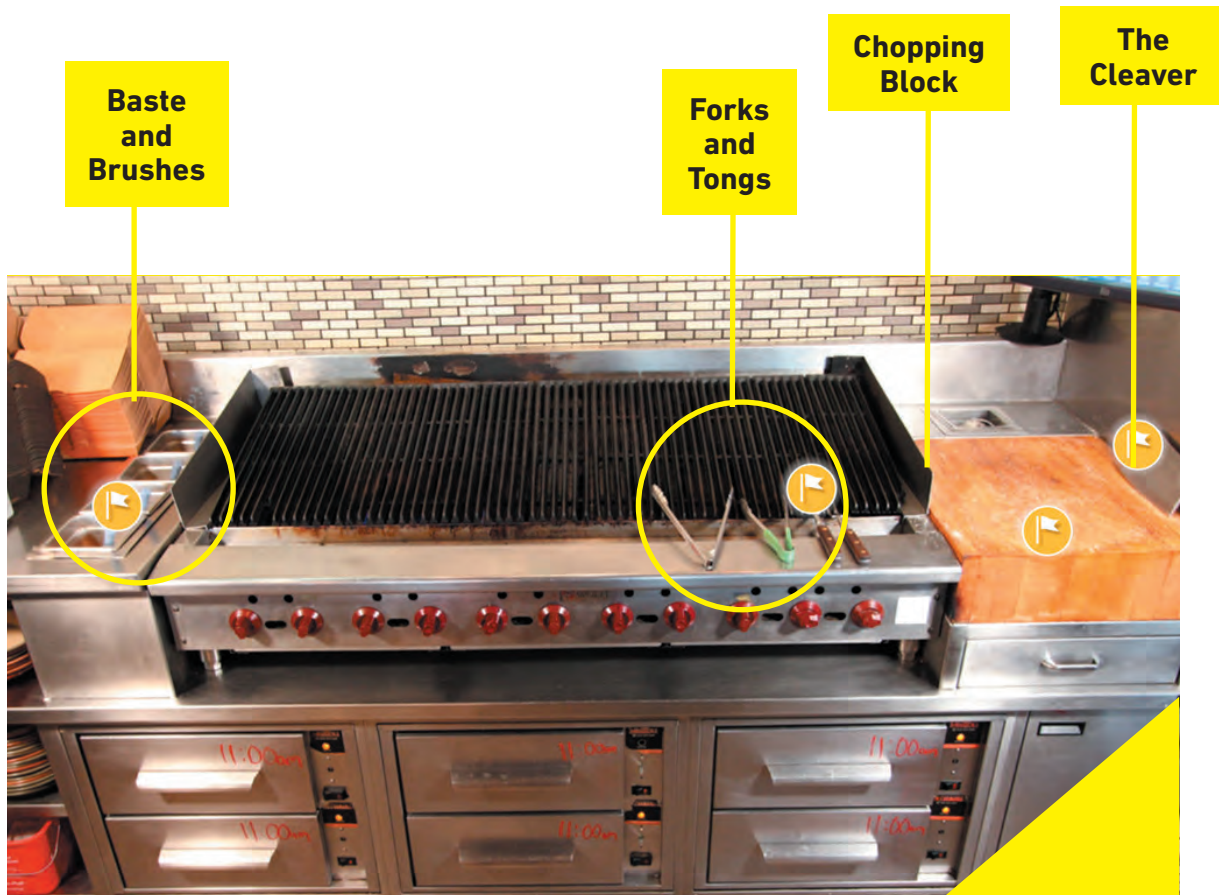


**This is where
the magic
happens!**

Our Restaurants are designed with an open kitchen to show off our Front Grillers hard at work! Front Grillers play a crucial role at Nando's and bring the heat as they execute the final part our chicken's journey before it reaches our Guests. Cooking our birds to the **Golden Standard** each and every time is a must. We will teach you the **Art of the Grill** to ensure you can do just this. Such techniques will include chopping, rotating, charring, flipping, basting and more. Always remember, timing is everything! Working with the most important piece of equipment also requires knowledge and practices to ensure you can safely handle the heat. Don't sweat, we will teach you these too. Your next couple of days should revolve around our PERi-PERi Chicken - see it, learn it, practice it, talk about it, taste it and master it!

SETTING UP YOUR STATION FOR SUCCESS

It all starts with having the right equipment, clean and well maintained. When you begin your shift, look around. Has the station been set up for success? Both the opener and the closer from the night prior share responsibility for setting the station. We will begin by focusing on the opener.



YOUR UTENSILS

Ensure your station is stocked with a Cleaver, metal tongs, green tongs, and Grill Forks. All should be clean and in good condition to get the job done. If any need replacement, you should communicate to your manager right away. You will need to get comfortable using each different utensil properly when the time is right. Complete the chart below to learn when to use each item.



Cleaver



Grill Fork



Yellow Metal Tong



Green Metal Tong



Basting Brush

WARMING DRAWERS

The warming drawers are used to hold hot food at proper temp. These are not capable of cooking or reheating any food item. Such tasks should ONLY be done in the oven or microwave. Once items have been cooked or reheated to their proper temps, they should be placed in the warming drawers to be held above 140°F. This will keep them out of the Temperature Danger Zone and ensure food safety practices are in place at the Front Grill.



To protect the integrity of our chicken, we have a maximum holding time of 2 hours. Yes that's right, only 2 hours!

This is where we draw the line and after this time expires, the chicken should be discarded and recorded on the Waste Sheet. There are exceptions to this rule. Thighs and tenders can only be held for 1-hour, and corn can be held up to 4-hours.

The time should be written on the drawer with a marker.

These times are required for each different type of chicken and should be updated each time fresh chicken is loaded into the drawers.

Chicken, or any other food item, falling below 140°F should be used immediately or discarded and recorded on the Waste Sheet. Equipment settings should be adjusted (or repaired if necessary) for any food items being held below 140°F to prevent food safety risks.



WHEN OPENING THE STATION

1. Open the drawer - is it clean and spotless? This is the standard the closer should uphold at the end of every shift.
2. Turn them on. Warming drawers need to be turned on at least 20 minutes before the first load of chicken ever gets loaded.
3. Keep them closed. Ensure the drawers are always closed completely to keep the heat in.



CUZ WER'E ALL ABOUT THE BASTE

On your station you will have 4 – 1/6 pans to hold our addicting flavor bastes:



**LEMON
& HERB**



**MANGO
AND LIME**



MEDIUM



HOT

Bastes are held at ambient temperature and are only good for 4-hours or less. Each pan should be properly labeled. When time is up, or your baste runs out, always replace bastes in a new pan with a new, accurate label too.

You should never refill an old pan.

Such leads to bad habits and potential food safety risks in your Restaurant.

When it comes to basting the birds, the purpose is to deliver upon the Guest's desired flavor choice. Properly basted chicken will evoke a savory experience allowing the flavor first and heat second. To accomplish this, remember to use 1-brush of baste for every ¼ piece of chicken. Refer to your Front Grill Toolkit as well for all other Front Grill items.

The baste should cover the entire piece of chicken, all around the edges, leaving no spot dry. As you guessed, there are a couple of exceptions to be made.



- **Plain...ish** - gets no baste at all, it is perfect just the way it is only with the marinade.

- **Extra Hot** - on the other hand, gets 2-brushes of baste – 1-brush of Hot baste on each side.

EVERY ARTIST NEEDS CLEAN BRUSHES

It is our responsibility to ensure the brushes we use to baste our chickens and clean our grills are clean and free of germs and bacteria. You'll see two types of brushes used in your Restaurant.

The Prince Char brush is used to clean the grates of your grill. This brush can easily accumulate build up or particles and debris between the bristles. Depending on how busy your Restaurant is, you may need to spray it clean in the dish area daily. Restaurants doing less volume should spray it clean weekly or as often as need be.

Baste brushes are what we use to show our Guests how much we PERi-love them. We do this by saucing their chicken in the final moments on the grill with their favorite flavor of choice. Do clean the brushes in the dishwasher daily and ensure each brush, as well as their pans, are completely dry before adding baste.



Basting Brush



Prince Char Brush



SANITIZER BUCKETS

Keeping our food free of germs and bacteria requires as much Passion as grilling our chicken. A Guest won't remember how good our chicken tasted if they get sick from eating at our Restaurant. We can do our due diligence by keeping our equipment and food prep surfaces clean at all times. A clean, red Sani bucket should be kept next to, or in proximity of the Front Grill station. There are many rules to abide by to keep the sanitizer in the bucket effective at killing germs and bacteria:

- One Sani bucket per station.
- Sani bucket stored a minimum of 6-inches off the floor, away from food storage and preparation.
- Proper sanitation levels in accordance with food safety standards. Sanitizer strips should be used to test the concentration levels each time a new bucket is filled. If the ratio of sanitizer to water is too high or too little, the sanitizer will not be effective, and the Sani bucket should be dumped and refilled. If your new Sani bucket tests too high or too low as well, you may need to have your equipment examined and serviced. (Just make you sure you check the chemical bottle isn't empty first!)
- One Sani towel, fully submerged, in each bucket. Any additional Sani towel will dilute the concentration levels and the sanitizer will no longer be effective.
- Sani bucket labeled with a 4-hour shelf life.
- Sani bucket changed every 4-hours or as needed. Sanitizer can become ineffective throughout the shift when too many food particles or debris accumulate in the Sani bucket. Regardless of the time if your bucket is dirty it needs to be changed.



REMINDER:

The sanitizer buckets need to be changed every 4 hours (as per shelf life on label) or as needed.

***PLEASE NOTE** – used Sani towels should never be kept anywhere other than the designated Sani bucket.

ART OF THE GRILL

Here we go! Now that your station is all set up, it's time to learn your grill skills.




GRILL SKILLS

Here we go! Choose your chicken from the warming drawer...

1. Take whole, half, or quarter chicken from the warming drawer using Grill Forks
2. Place skin side down and grill for 1.5 minutes

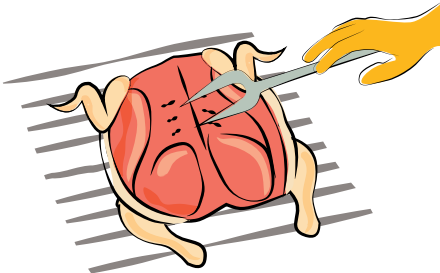
IMPORTANT! Wing tips need to stay off the grill or they will burn. Best practice is to rest them atop a leg or another breast. It is also important to note, once your chicken has been placed on the grill, do not move it. Moving the chicken prematurely can cause the skin to tear. If you need to move the chicken to a hotter spot on the grill, do so at the next step. Lastly, never press down on the chicken to achieve grill marks quicker for this will cause grill marks too deep and the baste will pool inside them. Grill marks will be achieved naturally when you follow the steps correctly.

3. Quarter turn chicken 90 degrees and grill for 1.5 minutes
4. Turn the chicken over and grill for 1 minute
5. Baste the chicken with Guest's choice and grill for 1 minute
6. Cut the chicken into quarters (you can also cut into quarters before the grilling process starts)
7. Plate with legs and thighs skin side up, then the breasts on top skin side up, wing tips facing outward



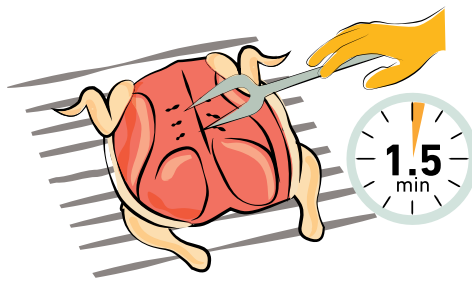
***NOTE:** Butterfly breasts and thighs have different cooking times. Wings and skewers require different tools and cooking procedures. Please refer to the Front Grill Toolkit for more details.

PLACE



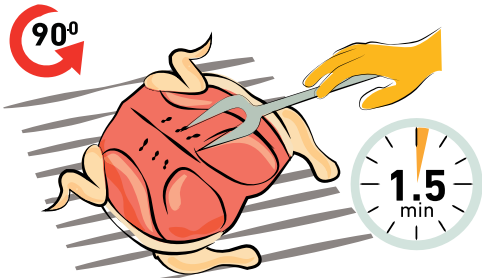
Place the full chicken on the grill skin down

GRILL



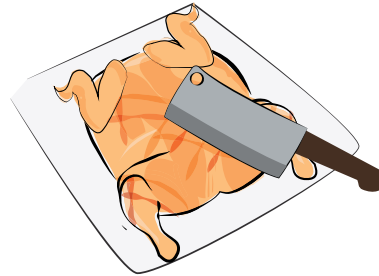
Grill skin down for 1.5 minutes

TURN /GRILL



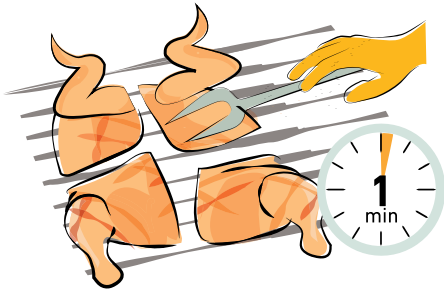
Give quarter turn and grill 1.5 minutes

CUT



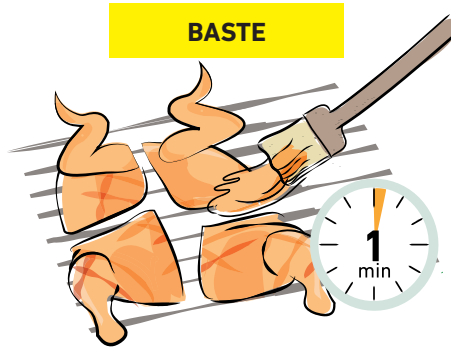
Cut chicken

FLIP /GRILL



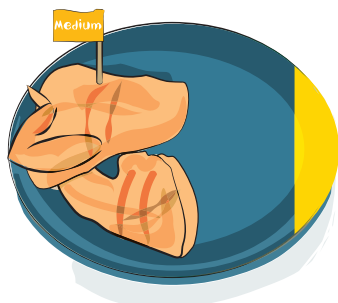
Turn chicken over and grill for 1 minute

BASTE



Baste and grill for 1 minute

PLATE



FLAGGING YOUR BIRDS

When plating our chicken, we use flags to identify which flavor is on each. This ensures we deliver the right food the right Guest 100% of the time. The stickers are color coded and named, from PERi-tamer to Extra Hot – there is even one for Plain-ish too! Additionally, we use the “Special” sticker to identify any modifications or special requests made by the Guest. If you are packing up food for Takeout, we have stickers instead of flags. These stickers are placed on the top of the outside of the box.



WHITE HOT, XX HOT

Before beginning your shift, always verify the grill is set to the right temperature – between 525°F and 550°F. Throughout your shift, it will be up to you to determine where to place your chicken on the grill. If you place your chicken on a spot too hot, you risk burning the skin to heat the chicken through to the bone. If you place your chicken on a spot not hot enough, you may not achieve perfect grill marks. This may sound easy, but to do so with a full screen of orders requires the Front Griller to have intimate knowledge of their grill.

Here is a friendly tip to help you get started.

The hottest part of the grill will be white hot! These hot spots will help you when you need to cook chicken faster or if you need to sear something. It will make perfect black grill marks – but beware, it cooks the outside faster than the inside. Always pay attention to the result you achieve with each piece of chicken and adjust throughout your shift if needed to achieve the Golden Standard. Practice will make you a pro!

THE GRILL SHOULD BE 525° F - 550° F TO BE READY FOR CHICKEN!



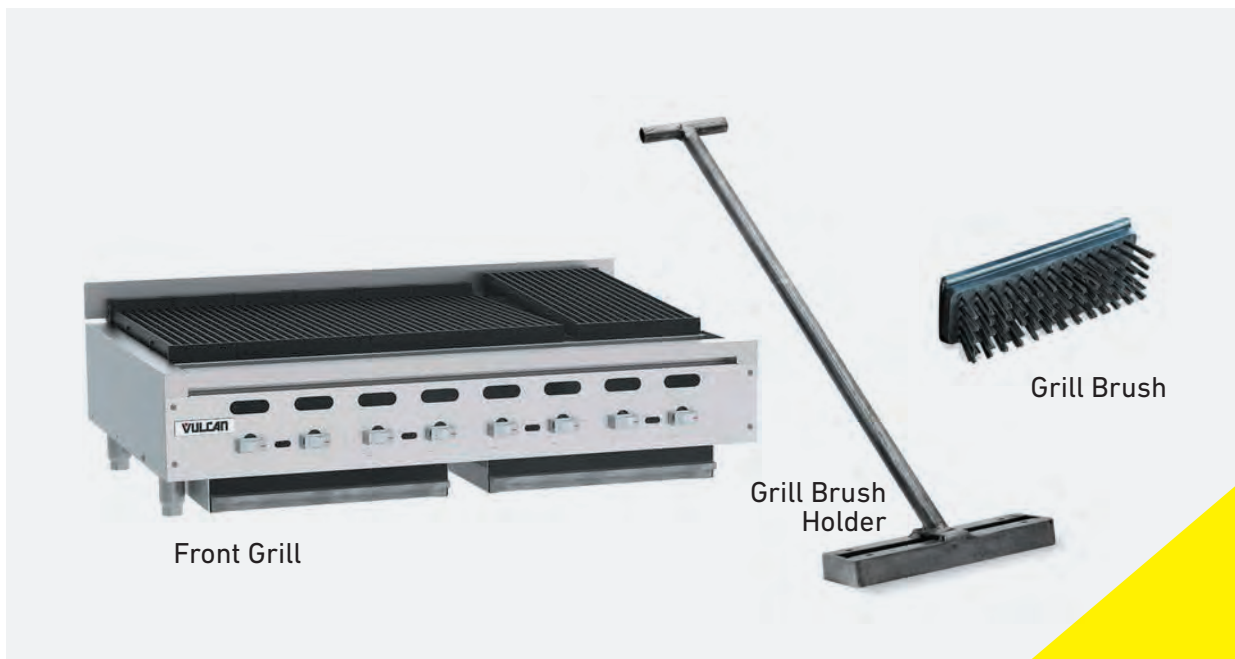
LOVING YOUR GRILL DURING SHIFT

Showing your grill tender love and care throughout the day will ensure it is oiled up, operating as it should, and cooks our chicken to the Golden Standard every time. Make friends with your Prince Char brush! You will be using it to clean and scrub the face of the grill plates before and after any food hits the heat!



TASK TIME: 3 minutes

1. Placing one hand at the top of the handle and one close to the brush, push down holding the char brush firmly.
2. Start closet to your body and push forward, up the grill plates and towards the back of the grill.
3. Use good old elbow grease to apply enough pressure behind your push to ensure the bristles on the brush get in between the slots of the grill plates.
4. Repeat until all the carbon and scrap is removed.
5. Repeat on each plate until you have cleaned them all!



LONG LIVE THE CHOPPING BLOCK

For Front Grill, the Chopping Block is a bit of a celebrity - a showpiece really. Partnered with the mighty Cleaver used to chop our chicken, it makes for quite the statement. We use a wooden Chopping Block because not only is it traditional and beautiful, wood also resists bacterial growth better than a plastic cutting board would. And at the end of the day, how cool is it to use a Cleaver on a thick wooden block? The “thunk” adds to the theater of the open kitchen. Where else but Nando’s? You should care for your Chopping Block from the moment it arrives and every day thereafter. It’s important every Nandoca working Front Grill shows Pride in your Chopping Block!



LET'S START WITH A FEW NAN-DONT'S:

- ✘ Don't soak the Chopping Block
- ✘ Don't clean or scrape your Chopping Block with a steel or wire brush
- ✘ Don't ever miss an evening cleaning or sanitation
- ✘ Don't clean in the dishwasher
- ✘ Don't forget to clean your Chopping Block during shift too
- ✘ Don't apply a mountain of salt to your Chopping Block – a thin layer is all it needs

MAINTENANCE

Follow these procedure to love your chopping block and ensure it has a long and food safe life.

Morning cleaning procedure:

Using the Cleaver or scraper, gently remove all visible debris/salt from the Chopping Block.

During shift:

Using a good steel scraper or your Cleaver, several times a day, gently remove all visible debris from the Chopping Block to maintain a clean and sanitized surface. Scraping the surface will remove 75% of the liquids. It is important to note, a steel brush should NEVER touch, or even come close to your Chopping Block.



DO NOT use a steel brush on the cutting surface of your Chopping Block.

Monthly maintenance:

A minimum of once a month (depending on the use and household conditions), use a cloth or disposable towel to apply an even coat of Food Grade Mineral Oil to all surfaces of your Chopping Block.

Allow the oil to fully penetrate through the wood fibers overnight, then wipe of any excess oil.

Apply additional oil to any visible dry spots or for any other necessary reasons.

Regularly turning the Chopping Block (monthly) will allow an adequate recovery period and even wear that will prolong its life!

WASTE NOT, WANT NOT

Any food that does not get used, or becomes expired, needs to be thrown out.

This food must always be tracked, allowing your managers and Patrão to balance the books on inventory day. This also applies to any food made wrong (sometimes you will use the incorrect baste), burnt, dropped, made twice (and can't be re-sold), or even discarded for poor quality such as torn skin. Additionally, we may end up with product that is past the shelf life from time to time. Always remember we only use the freshest ingredients to keep our Guests coming back for more!

There are steps to follow any time you need to track your waste:



1. Record the item and quantity on the Waste Sheet



3. Throw it out – take no chances in our Restaurants on this item getting served to a Guest



2. Have your manager sign off the item on the Waste Sheet



4. Wash your hands and get back to grilling!

STOCKING YOUR STATION

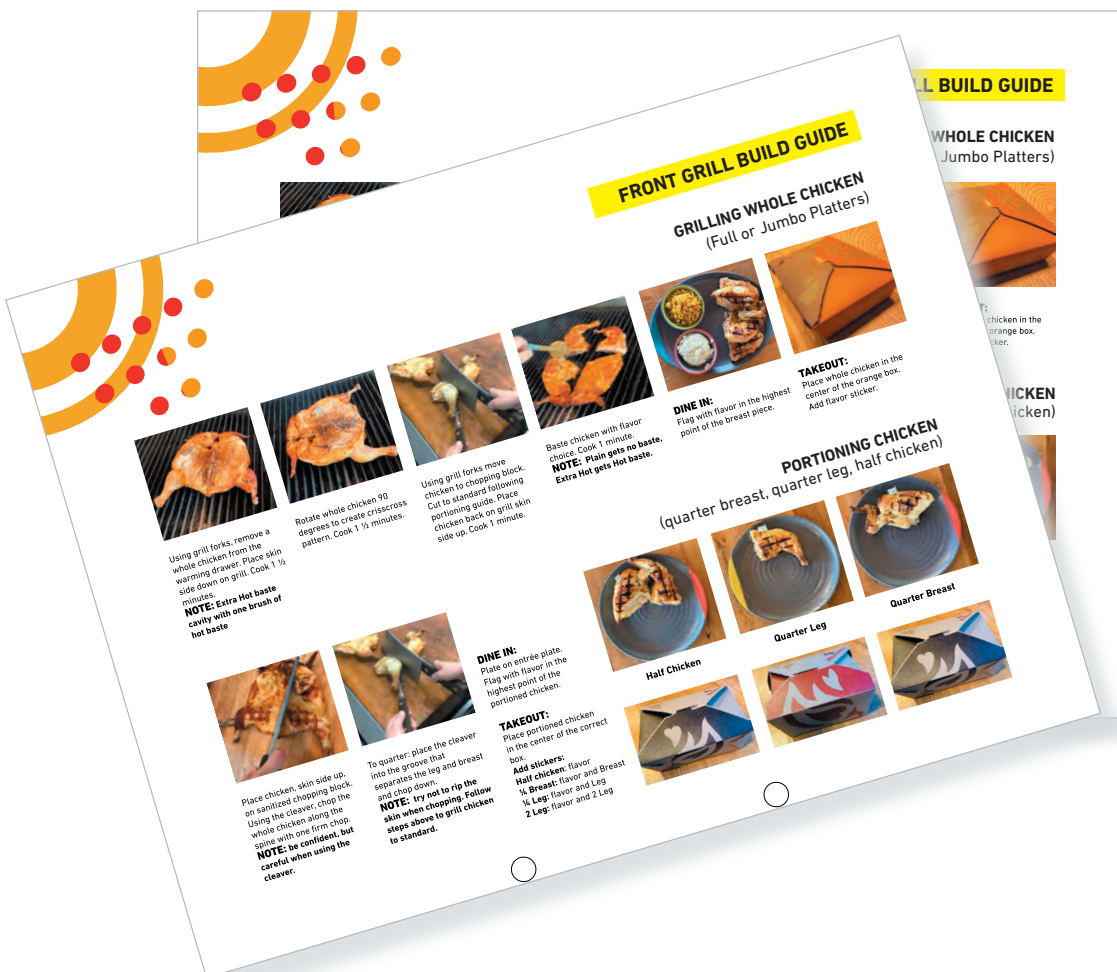
Having all the food, utensils, and tools you need at any given time is the easiest way to increase your efficiency and speed during your shift. Just as you set yourself up for success, you will play by the Golden Rule and set your fellow Nandocas up for success as well. The station should be stocked three times a day: opening, changeover, and closing. Well I guess there would be a fourth if you count anytime you run out of something during your shift.



For each Nandoca, this means you are stocking your station at both the beginning and end of your shift. Don't take shortcuts and don't run out the door when your tickets have cleared. Remember, we are a Family at Nando's, and family takes care of one another.

OUR PRODUCTS

To help you make the perfect chicken on a plate or in a Takeout box, you will find the following tool in your Restaurant - the Front Grill Build Guide (our step by step recipes and plating to PERi-fecttion). This is a quick at-a-glance visual aid. If you need additional details, you can log in to The Hot Spot and view the Front Grill Toolkit.



CLEANING AND CLOSING THE FRONT GRILL STATION

THE CLOSER

Each new morning, the Nandoca working Front Grill should walk into a station that is spotless. Every new day, the station should look like it did the very first day your Restaurant opened. Sure, there will be some regular wear and tear, but you should always remember cleanliness is the first step in preventative maintenance. It is up to you to do your part in keeping your station sparkling and in the best condition it can be.



The night griller should:

1. Disassemble, clean, and reassemble the grill
2. Empty and clean the warming drawers
3. Clean and sanitize the Chopping Block and coat with a thin layer of salt
4. Clean the hood vents
5. Ensure the Sani bucket is emptied and cleaned
6. Stock all Crockery and Takeout boxes
7. Complete all required side duties for the station



CLOSING TIME FOR FRONT GRILL



TASK TIME:
30 minutes



**Prince Char
Brush**



**PPE for
Cleaning**



Degreaser

1. Collect the PPE you need to clean this station.
2. Turn OFF the grill.
3. Using a Prince Char brush, clean the grill plates while they are hot (be sure to wear the proper PPE).
4. Once you have completed cleaning the upward facing grill plates, flip the plates and clean the opposite side.
5. Beginning on the plate furthest from the cutting board, lift the first grill plate from the front and turn it over.
6. When you flip the plate, ensure the notches at the back of the plate rest securely on the back of the grill.
7. The grill will rest flat when flipped one way, and on an angle when flipped the other way.
8. Make sure all plates are flat at closing. They will be flipped to the angels position by the opener.
9. Remove the clean grill plates to allow you to clean your gutters.
10. At the front - sweep all waste into the hole that falls into the crumb tray.
11. At the back - there is no hole to push the crumbs into, so push any crumbs out the side into a paper towel and dispose of them.
12. Empty the crumb tray.
13. Take a look underneath the grill while the crumb tray is out - is it clean and free of food and debris? If not, clean it out.
14. Using degreaser and the proper PPE, spray the sides of the crumb tray.
15. Using a green scouring pad, scrub the crumb tray to ensure all of the black carbon or grease have been removed. The tray should be 100% gleaming.
16. Check the back, face and sides of the equipment.
17. Using the degreaser, spray the back edge and sides then scrub with a green scouring pad. Ensure all of the black carbon or grease has been removed. The back and sides of the equipment should be 100% gleaming.
18. Return the clean grill plates to the equipment in the flat position.

SHUTTING DOWN THE WARMING DRAWERS



TASK TIME:
10 minutes



Water



Soap



Sanitiser

1. Remove the products from the warming drawer.
2. Turn the warming drawers OFF.
3. Allow the unit to cool with the drawers open (15-20 minutes).
4. Gently remove the drawers.
5. Using soap, water, and sanitizer - with a clean cloth - wipe the unit down including the sliders, handles and the drawers.
6. With a dry cloth, dry the unit and all clean parts.
7. Is it gleaming? Put the drawers back in and plug the unit back in.





CLEANING THE HOODS



TASK TIME: 15 minutes
PPE: Gloves, apron, goggles



**Euro
Safety Specs**



**PVC Heavy
DutyGreen Apron**



**Silicone
Gloves**

The hoods are the most important player when it comes to keeping our Front Grill fired-up! Their purpose is to remove smoke, grease, char, and strong aromas that come up from the grill. Think of them like a giant vacuum. Keeping our hoods clean is key to keeping them working properly. Never skip a night cleaning this important piece of equipment. Additionally, always wait until ALL Guests have left your building before beginning to clean the hoods, and NEVER, under any circumstance, stand on your grill to reach the hoods.

This is unsafe to you and to your grill. We care about you both and want to keep you safe and in tip top shape!

Once you have flipped your grill:

1. Put on your safety gear.
2. Have a Nandoca hold the step ladder while you get up nice and close to the hoods.
3. Carefully remove the hood vents and take them to the 3-compartment sinks to soak overnight (in the morning the opener will run them through the dishwasher and put them back up).
4. Carefully remove each of the back panels - they have handles, so you can't miss them.
5. Hold the handles and push upwards - then lean it towards you and slide it out.
6. Pass each panel to the Nandoca on the ground.
7. Run the panels through the dishwasher.
8. On the inside - start by carefully removing the drip pans, and pour the oil into the proper oil disposal container
9. On the outside - using degreaser, spray the stainless steel and polish until gleaming.

NANDO'S INTERNATIONAL GRILLERS' CHALLENGE

Here at Nando's, we believe in providing **Fired-Up** Work Experiences as often as we can. The International Grillers' Challenge is one of the best showcases of such engaging internal events. It's an opportunity that not only educates and motivates our Nandocas, but it also allows Nando's to show appreciation for our Front Grillers that are pouring Pride and Passion into the grills each shift.

This challenge begins with top Grillers from Restaurants across the world first participating in a regional challenge. They compete in heats with Nandocas from other Restaurants in their regions as they try to grill their way to the top. Regional winners go on to a national challenge where they grill-off with other regional winners for the chance to represent their country in the final, International Grillers' Challenge. Competitors from around the world come together to showcase their grill skills and take home the grand prize. Each Grillers' Challenge requires the Master Griller to cook a whole, fresh chicken to the Golden Standard before serving it to a panel of carefully selected judges. The judges are asked to rate the chicken on the basis of cutting of the chicken, browning of the skin, grill marks, basting, tenderness, juiciness, plating and overall brand standard adherence.

The day of the main event is a red carpet exPERi-ence for the finalists! Competitors are treated to a fantastic array of events ranging from a special gala dinner to a fun-filled tour of the city or region hosting the event. While the host country changes each year, what remains the same are the Family bonds created. Strangers meeting for the first time feel like they already know each other, because they have one thing in common – they are a Nandoca! Many Nandocas keep in touch long after Grillers' Challenge. Memories are cherished for a lifetime and the experience Changes Lives. The International Grillers' Challenge is the type of event that showcases all of Nando's 5 Core Values: Pride, Passion, Courage, Integrity and Family. Finalists all come together from across the globe to celebrate – for many, this is a dream come true! It's Nando's goal to make each International Grillers' Challenge the most unforgettable moment for our Grillers both at Nando's, and in their lifetime too!





In 2019, one of our very own Nandocas brought home a win from Ireland. This was a moment in Nando's history as it was the first time the U.S. took first place! We love to watch our Nandocas practicing and perfecting their grill skills in the field each day and can't wait to bring home another win!

NOTES



IT ALL BEGINS WITH PREP



**Great Pride
goes into the
preparation
of our food
at Nando's.**

It is in this station, food transforms from ingredients on the shelf to the carefully crafted menu items we delight our Guests with each day. Like a match made in heaven, Nando's Guests fall in love at first bite! Whether they frequent their neighborhood Nando's, or bounce around to differing locations, we are proud to guarantee they can always count on the flavors they crave and more!

THE ROLE OF A PREP COOK

Just because they are behind the scenes, doesn't mean the pressure in this role isn't red hot! The Prep Cooks are responsible for handling our recipes with precision and care, ensuring recipe adherence, brand consistency, and food safety are met every day. Additionally, these Nandocas have a great responsibility to the Guest experience by serving only the freshest ingredients.

GETTING PREPPED TO PREP



1. Wash your hands and put on your gloves



2. Stock your station with a Sani bucket, applying the protocols you learned from Front Grill



3. Ensure your station is clean and sanitized



4. Check the Master Prep Sheet and familiarize yourself with the par levels for the day



5. Collect any tools and/or equipment you may need for the day



6. Collect your ingredients (one recipe at a time)



7. Get to prepping and cooking!



PLAYING IT SAFE

There are many tools and different pieces of equipment utilized in the Prep station. Please review the list of items most used below. Do note, some of the tools/supplies might not be available or needed in your Restaurant. Use the space provided to add additional items used in your Restaurant we may have missed!

SMALLWARE		KITCHEN EQUIPMENT		DISPOSABLES			
	Chef Knives		4 quart container		Scale		Gloves
	Green, yellow and white cutting board		4 oz. scoop		Date Label gun		Parchment paper
	Clear pans: 1/3, 1/6, 1/9, Shallow and deep with lids		Fork & Spoon		Stand mixer		Paper towel
	Oven Pan		Vegetable peeler		Can opener		Sandwich bags
	Metal pans: 1/3, 1/6, 1/9, Shallow and deep with lids		10 oz. stainless steel dredger		Stick blender		Soda cups and lids
	Amber 1/3 pans with lids		Clean sanitizer bucket and towel		Induction cooker		Liver tub with lid
	Lexan container		Pot		Knife sharpener		Date Labels
	Bulk container and lid		Slotted full pan (colander)		Thermometer		
	Measuring cups						
	Measuring spoons						
	500 ml and 1 gallon Measuring cup						

The prep area should always be clean and ready to go for your shift. Think of it like this; you walk into a clean workspace and you leave you workspace clean.

PICTURE PERFECT PREP

SOP is short for standard operating procedure – a formal way of saying, 'This is how we do it at Nando's.'

This is THE most important tool you will use in prep.

What SOPs can you think of that belong to Prep? You guessed it! Our recipes! These are the upmost important tools you will utilize in this station. Regardless of the family secrets you use in cooking at home, or personal preferences your taste buds desire, when making Nando's recipes they should only be done the Nando's way.

Why is this so important you ask? Think about your favorite restaurant. Why do you like this restaurant? Do you order the same thing each time you go or something different? What keeps you coming back?

Brand consistency is one of the primary ways to create regular Guests. Regular Guests increase sales and allow our brand to grow! Sticking to the recipe is the Prep's way of playing their role at Nando's. It is what makes our food taste the same every day, city to city and coast to coast. They help to make sure the food is always the food our Guests have come to love and expect.

If a recipe is made wrong, a product's quality is poor, or ingredients are expired, discard immediately and remember to record on your Waste Sheet.

PREP N' PRINT

You may know by now you can find your Training Toolkits for each station on The Hot Spot. Phones contain germs, however, and we'd rather you not touch them while you're working with our food. Instead, we have a tablet in the BOH just for you!

This is where you will be able to access the Prep Toolkit and reference all Prep recipes throughout your day. Even our most seasoned Nandocas should always have recipes available when making each item. Whether it is your first time or one hundredth time, you should never guess or wing it when it comes to our recipes. When in doubt, look it up!






**The Training Toolkit
(Available in your store
and on The Hot Spot):**



DATE LABELING

These tablets are also where you will print your date labels from! Every single prepped item (as well as open products and pull thaw too) need to have date labels on them. Date labels state the name of the item as well as the 'Use By Date' based on Nando's assigned shelf life. Use by dates are different than expiration dates. While a product's expiration date may fall after the use by date, the quality will significantly diminish. If food is not used by the end of the shift on its use by date, it should be discarded and recorded on the Waste Sheet. It is important to note, if a manufacturer's expiration date precedes the use by date, this date takes precedence, and the food must be discarded and recorded on the Waste Sheet. Labeling our prepped, opened, and thawed food helps us to serve only the highest quality items at Nando's. Oh, and it's required by the Health Inspector too!

Review the three primary labels you will use at Nando's below. These are all custom labels with the shelf life determined by our food experts and should never be altered or changed. If you ever need to create a custom label, ensure you include all regulated information – and remember, the Food Team is here to help if you have questions. Lastly, there may be some items that require you to document the date they were received. Review with your management team which items these are.

OPENED DATE W/ MFG EXPIRATION	OPENED DATE W/SHELF LIFE	PREPARED DATE W/SHELF LIFE
<p>Opened Sauce, Bulk</p> <p>Opened 4/22 [ShelfLifeMessage]</p> <p>MFG EXPIRATION DATE</p> 	<p>Arugula, Opened</p> <p>Opened 4/22 Shelf Life p+ 1</p> <p>Use By Sat 4/23</p> 	<p>Spicy Rice</p> <p>Prepped 4/22 Shelf Life p+ 2</p> <p>Use By Sun 4/24</p> 
<ul style="list-style-type: none"> Label original container when opened Use for sauces and dressings Follow expiration date on the original container 	<ul style="list-style-type: none"> Label original packaging when opened Use for fresh produce such as arugula and romaine Follow Use By Date on date label *NOTE – if the expiration date on the original package is BEFORE the Use By Date on the date label follow the expiration date 	<ul style="list-style-type: none"> Label each pan upon completion of Prep Use for all Prep recipes such as Portuguese Rice and Macho Peas Follow Use By Date on the date label

YOUR STOMPING GROUNDS

There are multiple areas of the Restaurant you will take ownership of as the Prep, maintaining cleanliness and organization each shift. Additionally, you will play a role in helping to decide what is fresh and what is not. You may even lend a hand in receiving food/supply orders. It will also be up to you to keep these areas stocked so you can work with speed and efficiency.



DRY STORAGE

Here, it's just as it sounds. This is where we keep all dry goods, canned ingredients or bottled sauces that don't need to be refrigerated.

WALK-IN FRIDGE

This is where we keep fresh ingredients like our vegetables and our delicious chicken, as well as all prepped food items. Food safety in your walk-in is just as important as on the line. Storing your items properly will help you achieve this. You will learn more in your Training Restaurant but here are a few tips before you get started:



- All items should be stored a minimum of 6 inches off the ground. Never leave food – even in a box – on the floor.
- Chicken will have its own, designated location in your walk in with nothing stored below or directly on top of the boxes.
- Ready to eat food should always be stored on top shelves, above any meat or raw product. To be more specific, portioned Livers will be at the bottom of your speed racks only.
- All prepped and opened items should be dated and properly rotated (FIFO).
- Floor, shelves, and walls kept clean and sanitized at all times.

FREEZER STORAGE

While most of our products at Nando's are fresh – there are a few things we do keep frozen. Items such as natas, peas, and mashed potatoes are stored in the freezer upon delivery to our Restaurants. Each day, you will Pull Thaw what you will need for the following shift by designated par levels you set based upon your p-mix and sales projections.

When it is time to thaw and of these items from the freezer, it is imperative you do so safely, following thawing procedures in the walk-in and ensuring each item is properly labeled with its use by date. On demand thawing (if you run out a product in the middle of your shift) has a proper way of thawing too. Be sure to review what these are so you are prepared if this happens to you!



THE MASTER PREP SHEET

Every food item does not need to be prepped every day. There are many factors that determine what does need to be made ranging from usage and shelf life of each item to sales forecasts and special events in the community. The Master Prep Sheet is the tool used to determine precisely what needs to be made each day and how much of it.

You will print the Master Prep Sheet each day as part of your Daily Print File. It should be filled out each morning and reviewed with the Prep Cook as they begin their shift. As you do your Figure 8's, continue to check on the progress of the Master Prep Sheet. Your prep can make or break the entire shift, and it also plays a vital role in our food safety. Understanding how to properly read and complete the Master Prep Sheet is where you should begin.

DATE/MANAGER ON DUTY/PREP ON DUTY

These cells populate automatically when you fill out the cover page on the Daily Print File.

ON HAND

Count and record the amount of product you have in your Restaurant at the beginning of the day.

SUGGESTED PREP

This number is generated from Micros and is the recommended amount you should prep for the day. Remember it takes no consideration of the weather, catering orders, or special events happening for the day – so you will still need to use your manager logic!

Task	Task Type	Cost Center	Due By	Note	Cancel Task
Daily Suggested Prep Waugh Chapel	Prep & Thaw Pull	Waugh Chapel CC	9:00 AM	Printed by 9:30AM	
AM Production Waugh Chapel	Production	Waugh Chapel CC	5:30 PM	Done by 5:30PM	
Daily Count Waugh Chapel	Inventory	Waugh Chapel CC		Done at EOD	
AM Waste Waugh Chapel	Waste	Waugh Chapel CC		Done by 5:00PM	
PM Waste Waugh Chapel	Waste	Waugh Chapel CC		Done by EOD	
PM Production Waugh Chapel	Production	Waugh Chapel CC		Done at EOD	

1. Log in to Micros
2. Select "Product"
3. Select "Symphony Inventory!"
4. Select "Daily Suggested Prep"

Daily Master Prep Sheet

DATE:	#REF!		MANAGER ON DUTY:		#REF!		PREP ON DUTY:	#REF!		
PRODUCTS	Shelf Life	Batch Size Yield	On hand	Suggested Prep	Actual Prep	Time out of Oven (hr.Min)	90 minute time/ temp	"2 hour time/ temp (°F) 70°F or lower"	"6 hour time/ temp (°F) 40°F or lower"	Prep Initial
Charred Sweet Potatoes	Prod + 2	16 portions								
Rice	Prod + 2	2 1/3 Pans								
Brussel Sprouts	Prod + 2	10 portions								
Turmeric Roasted Cauliflower	Prod + 2	12 portions								
Croutons Batch	Prod + 3	Half 1/3 Pan				DAILY PREP NOTES				
Coleslaw	Prod + 1	2 1/3 Pans								
Simple Syrup	Prod + 6	3 Cups								
Macho Peas	Prod + 2	1 1/3 Pan								
Mashed Potatoes	Prod + 2	1 1/3 Pan								
Pulled Chicken	Prod + 1	Each								
Prep Perinaise	Prod+ 6	1 gallon								
Livers Portioning	Pull + 2	Each								
Skewers	Prod + 1	Each								
Lemonade Blood Orange	Prod + 3	17 Portions								
Lemonade Pineapple	Prod + 3	17 Portions								
Lemonade Strawberry	Prod + 3	17 Portions								
Sangria Peach and Mango	Prod + 3	Each								
Sangria Original Red Wine	Prod + 3	Each								
Marinated Grape Tomatoes	Prod + 1	7 Portions								
Pita Mix	Prod + 1	1 1/3 Pan								
Romaine	Prod + 1	1 1/3 Pan								
Arugula	Prod + 1	1 1/6 Pan								
ITEMS WASTED								AMOUNT	INITIALS	
Cooling Log Instructions										

1. Fill in the time the product came out of the oven under "time out of oven" column - Enter the time the temperature should be checked at 90 mins, 2 and 6 hours.
2. 90 minutes from time out of oven, stir and temp refrigerated product. Record temperature under "90 minute" column. If product is 90°F or higher, see Manager for direction or put product into freezer to accelerate cooling.
3. 2 hours from time out of oven, stir and temp refrigerated product, record temperature under "2 hour temp" column (MUST BE 70 degrees or less); if rice is above 70 degrees the rice must be wasted (trash).
4. 6 hours after time out of oven, stir and temp refrigerated product, record temperature under "6 hour temp" column (MUST BE 40 degrees or less); if rice is above 40 degrees the rice must be wasted (trash)

Record Time/Temp Corrective Action(s)

Any out of temp should be circled and an action should be written below. i.e.:
 Rice at 90 minutes above 90 degrees circled - action example: rice put in the freezer

90 Minute Check	2 Hour Check	6 Hour Check
Below 90°F On Track	Below 70°F On Track (If product has been placed in the freezer, remove it at this time.)	Below 40°F Completed
Above 90°F Take Corrective Action	Above 70°F discard all product and record on Waste Sheet.	Above 40°F discard all product and record on Waste Sheet

THE COOLING PROCESS

Cooling food safely requires just as much care and caution as cooking food. The FDA requires food to be cooled to below 40°F in 6 hours or less. This time requirement helps prevent dangerous bacteria growth from occurring. Did you know, bacteria growth can double in as little as 20 minutes within the temperature range of 135°F to 70°F? The faster food moves through these temperatures the better. When cooling food, it must reach a temperature of 70°F or below in the first 2 hours.

At Nando's, you will find the Cooling Log for all cooked, prep items on the Master Prep Sheet. It is your due diligence to complete the Cooling Log accurately and completely every shift. If the Prep Cook goes home for the day before the 6-hour check or the desired temperature has been reached, the MOD or another Nandoca is responsible for completing the process.

In addition to the 2-hour and 6-hour checks required by the FDA, Nando's has implemented a 90-minute check to ensure food is cooling quickly enough and will reach below 70°F by 2 hours. This proactive measure allows us ample time to take a Corrective Action if rapid cooling is not occurring. If food does not reach a temperature below 70°F by 2 hours, or 40°F by 6 hours it is no longer safe to serve and must be discarded in the trash immediately and wasted.

90-MINUTE CHECK	2-HOUR CHECK	6-HOUR CHECK
Below 90°F On Track	Below 70°F On Track (If product has been placed in the freezer, remove it at this time.)	Below 40°F Completed
Above 90°F Take Corrective Action	Above 70°F Discard all product and record on Waste Sheet.	Above 40°F Discard all product and record on Waste Sheet.





CORRECTIVE ACTIONS:

If your temperature records above 90°F at the 90-minute check, there are some primary Corrective Actions we use at Nando's to accelerate the Cooling Process. Discuss with your managers which option will be best for your Restaurant. Most importantly, always remember to record your Corrective Action – as well as the result – on the Master Prep Sheet.

- Stir the rice allowing the trapped hot air to escape
- Move the cooling rack into the freezer
- Separate the batch into smaller portions

STEP BY STEP FOR PORTUGUESE RICE

Like Salmonella on chicken, Bacillus Cereus causes additional risk to rice. This is a toxin that lives on rice and is one of the most common causes of food poisoning. You may have heard this toxin referred to as “Fried Rice Syndrome” taking its name from the common practice of reheating fried rice. Unlike common bacteria, this toxin can survive normal cooking temperatures and processes, which makes it exceptionally dangerous. Some of the best ways to manage B. Cereus is to serve cooked foods hot and cool hot foods rapidly. While we take Pride in food safety for all items at Nando's, we pay extra special attention to how we cool down our rice.

Once the oven timer goes off and rice is fully cooked, it is time to carefully remove it from the oven and begin the cooling process.

- 1) Spread the batch in an even, thin layer over a sheet tray(s)
- 2) Place evenly on rack with space between each tray to allow for air flow all around
- 3) Take and record the temperature of the rice at the 90-minute, 2-hour, and 6-hour checks, taking any necessary Corrective Actions if required

INTRO TO THE CLEANER



At Nando's, the Cleaner stays busy and plays double duty!

While working Prep, you may have gotten a sneak peak at the role of the Cleaner.

As you may have guessed by the name, they are the Nandoca responsible for the dish area. This dish area is one of many important functions of the Restaurant and not to be overlooked. It is critical to our business that clean, food safe crockery, glassware, smallwares, and equipment are available during the preparation and service of food. The Cleaner additionally is the Nandoca responsible for cooking our chicken 'little & often.' As one of the most important positions in our Restaurants, they are the experts at cracking and racking the birds, steam cooking to perfection, and preventing Cross-Contamination to keep all Guests and Nandocas alike safe.

HOW DO YOU STACK UP?

Most shifts will have a Cleaner scheduled during busy hours, but during off-peak hours, there may be just a few Nandocas clocked in. If a Cleaner isn't on shift, Nandocas should be all hands on deck – running loads through the dish machine and maintaining organization to set the next Cleaner up for success.

Working as a team makes everyone's jobs easier. Hosts will need clean tables to seat Guests when they arrive to Nando's. Runners will need ample room to stack dishes – without them falling over and breaking – after they bus each table. Nandocas on the line will need clean workstations and tools – such as salad bowls – and plates to serve food in under 10 minutes to achieve average table turn times. Do you see where we are going with this? The dish area is where everyone can chip in, regardless of which station they are trained or certified on.

When bringing dishes to the back, always remember dump, scrape, stack and wash your hands!



DUMP: Dump all the leftover food on plates into the garbage can. If the garbage can is full, it's time to empty it. Never allow food, debris, or other garbage to overflow. This will create an extra step by requiring contaminated surfaces to be cleaned and sanitized. **STOP!** Be careful of the silver and never let it fall into the trash.



SCRAPE: For plates to stack sturdy, they should be scraped clean. Even one small chicken bone can cause quite a ruckus in the dish area.



STACK: Place shapes with shapes and make no exceptions. This will increase speed of loading the dishwasher as well as ensure no plates or pans come crashing down – breaking or even worse, causing injury.



WASH YOUR HANDS: Dirty plates make dirty hands. Even if you are wearing gloves – or just washed your hands, it is a must to wash your hands before leaving the dish area and heading back to the kitchen or dining room.

Finally, always practice full hands in, full hands out. This is a way we can act as a Family and pay it forward to one another by keeping all stations stocked and preventing another Nandoca from having to run back and forth if they are busy.

RACKING AND ROLLING

There are 3 different dish racks you will see used at Nando's.



GLASS RACKS:

These are used for water glasses and water bottles



PLATE RACKS:

These are used for crockery, pans, inserts, cutting boards or any glasses too large for the glass rack



CUTLERY RACKS:

These are used for silver and other food prep utensils

When you are loading racks, organize your plates using the same plate mapping concept as we do when stacking – keep same shapes and sizes together. Doing this will make it faster and easier to unload and stack the clean dishes when they come out of the machine. Dishes should also be stacked properly on the racks, not poking out the sides or falling through the bottom, to avoid interrupting the spray arms from spinning.

Before sending the rack through its cycle, spray the front and back of your dishes with the faucet hose. The cleaner they go in, the cleaner they come out. You also want to maintain cleanliness of the water in your dish machine. This means no large particles of food or chicken bones allowed! Not only will such scraps contaminate your clean water but can also lead to breakage and maintenance needs of your dish machine – and no one wants to wash dishes by hand!

Once you close the dish machine door, the cycle will automatically start. If your clean dishes don't look quite so clean, check the soap levels and the water temperature before running them through again. Practice caution and remember clean dishes are super-hot dishes. Handle with care and stack carefully.



MAINTENANCE

There is a little more TLC needed in the dish area than other areas of the Restaurant throughout the shift. We have multiple different chemicals in this area and they can only do their job if they are full and working properly. Always remember to look up and look down – some chemicals may be stored below the dish machine or 3-compartment sinks.

Particularly for your dish machine, if the detergent, sanitizer, or rinse is not dripping into the basin, and you have already checked to see they are full, it may be time to prime the machine. Have your trainer show you how to check chemical levels using the test trips and how to prime the machine should you run into this issue.

Cold water doesn't clean dishes. Your rinse cycle should be 180°F (for high temp machines) or 140°F (for low temp machines).

You may need to run the cycle a time or two when you first turn the machine on before reaching this temperature. If you have ran the machine multiple times and the temperature is still too low, it may be time to place a service call and Ecotrak it!

Between the rushes throughout the day, there are a few cleaning tasks to perform to stay set up for success:



Change the water. This will help keep the dishes coming out sparkling clean. While most Cleaners change the water between shifts, you can do this as often as you need throughout the day.



Rinse the food out of the rinse basin.



Spray all surfaces with sanitizer and wipe with a clean rag.

DIRTY SILVER NEED TIME TO SHINE

Dirty silver requires special attention in the dish area and should never be left high and dry.



Silver needs to soak. Your dish area should be set up with a designated pan filled with pre-soak to do just this. Pre-soak is a special cleaning agent that helps dissolve food and chemicals before items reach the dish machine.

FARM TO FORK

Our PERi-PERi Chicken takes quite a journey before it is served to the Guest. There are many points along this journey that could lead to Cross-Contamination or other severe health risks. To ensure we are always serving safe – and delicious – chicken, we all need to know and follow our chicken handling standards from the moment the chicken arrives to the Restaurant to when it’s served to a Guest.

STORING

- Raw chicken is stored on Dunnage Racks with no ready to eat product next to or below it. Cooled chicken must always be stored above raw chicken.
- Like types (wings, WOGs, etc.) should be stored together.
- Check the expiration dates on existing products. Remember to record on your Waste Sheet anything you may have to discard.
- Practice FIFO with older products on the bottom and newer products on the top – and place “Use First” stickers on items expiring the soonest.
- Keep the floors clean, mopped, and free of chicken juice.

NOTE:

Always wash your hands after putting away raw chicken, do not handle any other delivery items while FIFOing chicken

ALWAYS USE FIRST STICKER ON A CASE OF CHICKEN



RACKING

- Put on your gloves and plastic aprons!
- Only place raw chicken in the chicken sink.
- Only pull out the box of chicken you are currently racking one at a time.
Once you are done racking, remove your gloves (this will prevent raw chicken juice from getting on the door handles), return the raw chicken to the cooler, wash your hands and put on new gloves, and repeat this step for the next item you need to rack.
- When you are fully finished racking, remove your apron and gloves, wash your hands, and sanitize all surfaces.



Once racking finished, remove your gloves



Wash your hands



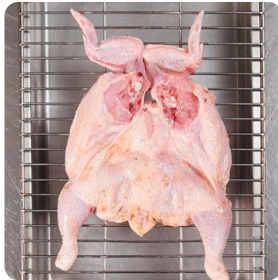
Sanitize all surfaces



DO NOT Do not leave raw chicken out of the walk-in once you have completed racking.



RACKING CHICKEN



1. Dislocate the wings and stretch the legs.



2. Racking 2 chickens.



4. Pre-heat the oven by choosing the correct program.



5. Pour a cup of clean water into the tray.



6. Load the oven when it buzzes.



7. Insert the probe into the breast.



Take the cassette out of the oven as soon as the buzzer goes off.



When the chicken's cooked, remove it using tongs and a silicon glove.



Load the cooked chickens into a sanitised bin. Don't load more than 6 chickens into a Bain-Marie.



SANITIZING

- Ensure your Sani bucket has the correct PPM, is not dirty or filled, with debris and has one towel fully submerged.
- First rinse, then sanitize the chicken sink.
- Sanitize the oven handles.
- Sanitize the walk-in fridge handle.
- Sanitize all surfaces.

HOT HOLDING

When the oven buzzer goes off, take the temperature of the chicken to ensure it is above 165°F and record on the Cook Sheet. Chicken not reaching 165°F should be circled with a Corrective Action written on the Cook Sheet back page showing 165°F was achieved.

- Safety first! Always use rubber gloves when removing chicken from the oven.
- Use tongs to transfer chicken to new hotel pans.
- Take new hotel pans to the line and replace in the warming drawers.
- Write the time out the oven on the warming drawers.
- Clean chicken racks between each use.



NOTE: never place hotel pans in chicken sink.

As you see, the Cleaner is responsible for many steps along this journey from storing, to racking, to stocking the warming drawers. You will learn more about the SOPs we have in place, why they are important, and details of what to do in your role in The Hot Spot. Pay close attention. Chicken is one of the most important things we do at Nando's!

THE COOK SHEET

The Cook Sheet is an integral tool to use when calling chicken throughout a shift. It can assist you and your Cleaner to ensure you always have fresh chicken, avoid waste, and serve safe food. As you do your Figure 8, always check the Cook Sheet to guarantee it is filled in properly. Consistently monitoring the Cook Sheet will also assist you in calling chicken. As you call chicken during your shift, you will want to call by the each, not by the bag as several of our chicken product counts may vary by the bag. One of the key elements to using the Cook Sheet is to make sure it is filled out each and every shift.

ON THE COOK SHEET YOU WILL RECORD:

- Forecasted amount of chicken for each hour
- Who called the chicken
- How much chicken was cooked
- The time the chicken came out of the oven
- The temperature of the chicken when it came out of the oven
- Who cooked the chicken



Daily Cook Sheet

Date:

Forecast \$:

WHOLE CHICKEN							
Ordered by	Time	Forecasted	Ordered	Cooked	Time Taken Out	Temp	Cooked by
	11am						
	12pm						
	1pm						
	2pm						
	3pm						
	4pm						
	5pm						
	6pm						
	7pm						
	8pm						
	9pm						
	10pm						
CASE TOTAL:		0,00					
TENDERS							
Ordered by	Time	Forecasted	Ordered	Cooked	Time Taken Out	Temp	Cooked by
	11am						
	12pm						
	1pm						
	2pm						
	3pm						
	4pm						
	5pm						
	6pm						
	7pm						
	8pm						
	9pm						
	10pm						
CASE TOTAL:		0,00					
THIGHS							
Ordered by	Time	Forecasted	Ordered	Cooked	Time Taken Out	Temp	Cooked by
	11am						
	12pm						
	1pm						
	2pm						
	3pm						
	4pm						
	5pm						
	6pm						
	7pm						
	8pm						
	9pm						
	10pm						
CASE TOTAL:		0,00					

Daily Cook Sheet

AM Mgr:

PM Mgr:

1	Always cook chicken to buzzer; insert probe in the largest breast of the biggest chicken; Temperature must be at least 165°F degrees						
3	Record "cooked, time out, temp, and cooked by" on this sheet						
2	Chicken not reaching 165°F should be circled with a corrective action written on the Cook Sheet back page showing 165°F was achieved						
4	Bring chicken to the line (in pans, not on the rack) rotate (FIFO) and write time on drawer						
CORN							
Ordered by	Time	Forecasted	Ordered	Cooked	Time Taken Out	Temp	Cooked by
	11am						
	1pm						
	3pm						
	5pm						
	7pm						
	9pm						
CASE TOTAL:		0,00					
BUTTERFLIES							
Ordered by	Time	Forecasted	Ordered	Cooked	Time Taken Out	Temp	Cooked by
	11am						
	12pm						
	1pm						
	2pm						
	3pm						
	4pm						
	5pm						
	6pm						
	7pm						
	8pm						
	9pm						
	10pm						
CASE TOTAL:		0,00					
WINGS							
Ordered by	Time	Forecasted	Ordered	Cooked	Time Taken Out	Temp	Cooked by
	11am						
	12pm						
	1pm						
	2pm						
	3pm						
	4pm						
	5pm						
	6pm						
	7pm						
	8pm						
	9pm						
	10pm						
CASE TOTAL:		0,00					



LITTLE & OFTEN

Remember we only hold our chicken for 2-hours max! (And 1-hour for thighs and tenders!!) To ensure we maintain these standards your ovens should be full almost all day long and the Cook Sheet should be nice and full. What do we mean when we say Little & Often? It means we only cook what we need for when we need it. Or in other words, we cook smaller portions of chicken at higher frequencies.

Your forecasted amount of chicken will help you know what to cook and when. Don't wait until you are out of chicken to make your calls! This could leave you empty handed or with chicken longer than it's allowed hold time. You should follow these forecasted numbers and call your chicken every 2 hours (or 1 hour for thighs and tenders). Exceptions may include a special event happening in the day or catering orders.

LITTLE & OFTEN

We cook smaller portions of chicken at higher frequencies

REMEMBER!

We only hold our chicken for 2-hours max!



HANDLE WITH CARE... CHEMICALS!



Chemicals...they are not only pricey, but they can cause great harm to Nandocas, Guests, and our facilities if not used correctly. Using chemicals safely and having a spotless Restaurant are the main goals, but by being efficient and smart about our chemical usage we can save money and spend it on things that are far more fun.

Everyone in the Restaurant needs to be shown the proper way to use each of the chemicals in the Restaurant. In each Restaurant there is a SDS (MSDS) book that contains a Data Sheet about each of our chemicals. The sheet includes information on the potential hazards of the chemical and how to work safely with it. In addition, we have a one-page chemical cheat sheet that contains the "basics" on each chemical.

All spray bottles must be labeled with the chemical name and the hazards of the chemical. This prevents improper mixing and handling. Labeling also avoids chemical waste because Nandocas do not have to empty containers that are not labeled. We also date chemicals when they are received and when they are opened. This allows us to track usage and helps set ordering pars.

Where is our chemical guide located? Find the document and note where you found it so you can reference it in the future.

Where do we get chemical labels? What would you do if you saw a Nandoca using a spray bottle with no label?

Storing chemicals properly is one way to track and have some control over your chemical expenditures. Why?

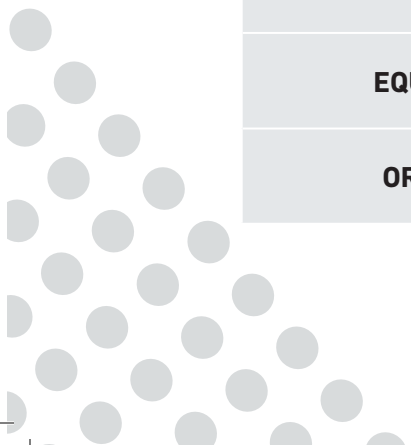
Find the SDS sheet for Lift All Heavy Degreaser. What PPE needs to be worn when using this product?

What do you do if you cannot locate an SDS sheet for a chemical?

When a new Nandoca starts, how do you train them on proper chemical usage and its importance?

How can each of the following impact chemical usage and how can you solve the problem?

WHO OR WHAT?	HOW CAN IT IMPACT?	HOW CAN YOU SOLVE?
NANDOCA		
EQUIPMENT		
ORDERING		





ALL TEMP. GLASS MACHINE DETERGENT

- Liquid all temperature dish machine detergent
- Red liquid matches up to red tubes on machine
- Designed to wash, destain and bleach tableware in mechanical dishwashers



DELIMER & DESCALER

- Used to delime foodservice equipment, coffee urns, and steam tables
- Use gloves and avoid prolonged contact with metals
- To delime dish machine:
 - Add 32 oz. to wash tank, clean water
 - Run for 15 minutes
 - Drain tank and add fresh water



FOH FLOOR CLEANER

Emerald Neutral Floor Cleaner

- A synthetic floor cleaner for daily use in any floor maintenance program
- Use 2 oz. per Gallon for general floor cleaning
- Use 4 oz. per Gallon for heavy duty
- Dip mop into solution and rinse out thoroughly
- Use a damp mop on 80 -100 feet at a time and allow to air dry



PD#8 PROTEUS CITRUS KITCHEN CLEANER #8

- One-step multi-purpose cleaner
- degreaser formulated to remove a wide range of soils and grease
- Spray onto micro fiber cloth and wipe wooden table tops and surfaces



PD#G PROTEUS HEAVY-DUTY DEGREASER

- Heavy duty cleaner degreaser
- It will remove grease, oil, carbon, food etc. from floors, walls, concrete, machinery and more
- Fill 32 oz. spray bottles and use micro fiber cloth





FRESH BREEZE DETERGENT & DISINFECTANT

Only use to disinfect bodily fluids

- Effective against MRSA, CA-MRSA, Tuberculosis, and HCV
- Non-Acid cleaner and disinfectant
- Ready to use
- Rinse food contact surfaces with potable water after use.



LIFT ALL HEAVY DEGREASER

- Use on cleaning of hoods only
- Eliminates scraping and scrubbing
- Dilute 50/50 with water in a spray bottle
- Spray on to surface
- Allow to work for 30 seconds
- Rinse with clean water



PD#L PROTEUS GLASS CLEANER

- Fill 32 oz. spray bottle and use micro fiber cloth



PEARL DROP HAND SOAP

- Hygienically sound for cleaning hands

QUICK RINSE HIGH TEMP. DRYING AGENT

- Drying agent used in hot water dish machines, dries immediately, eliminating spots
- Dispensed by electronic rinse injector
- Temperature of machine should be
- 180 degrees





SANI 512 QUAT SANITIZER

- Sanitizer, disinfectant and deodorizer
- For 3 compartment sink:
- Place glass, plates, and cooking utensils in 3rd sink for one minute
- Remove and let air dry
- Only to be used for 3 compartment sink
- and sani buckets. DO NOT use on wooden tables



ENRICHED SOAP

- Enriched foam soap, dense lather, fast drying
- Green sealed certified



SOLID SOAK FLATWARE PRE-SOAK

- Alkaline detergents penetrate hardened food soils for single pass dish washing
- Solid product dissolves easily to remove discoloring film on silver and
- stainless steel



TRIUMPH INSTANT LOAD DETERGENT

- Heavy duty non-phosphate chemical for dish machine operation
- High pH, works well in all temperature s, hot water and low temp. machines



BOH FLOOR CLEANER

- SureGrip Daily Cleaner-Degreaser
- Alkaline free; no Slippery Residue
- Emulsifies grease
- Use 2 oz./1Gallon for daily maintenance
- Use 4 oz./1Gallon for heavy soil
- Mop on solution
- Use a hard bristle scrubbing brush to apply 80-100 feet at a time
- Use a damp mop to dry the floor





BLACK MANUAL DISPENSER

- Dispenses enriched foam soap
- Leaves no residue
- Provides 2,750 hand washes per refill



CONCENTRATED POT & PAN DETERGENT (Solid Suds)

- Pot and pan detergent
- Concentrated, a little goes a long way



32 OZ. SPRAY BOTTLES

- Leak-proof design
- Fully adjustable nozzle sprays a fine mist to a jetstream
- Bottle **MUST** be labelled with current product in use.



QUATERNARY TEST PAPER

- To test put test strips in 3rd sink sanitizer or sani bucket for 10 seconds
- Compare test strip to color chart
- Strip should read 200 - 400 ppm



FIT FRUIT & VEGETABLE WASH CONCENTRATE

- Antibacterial produce cleaner
- Kills 99.9% of harmful food-borne illness causing bacteria (like e.coli, salmonella, etc.) on cut, chopped, peeled, and other processed produce.
- 100% Natural
- Rinses away clean leaving no aftertaste or smell
- Certified Kosher
- 100-gram pack makes 5 gallons fruit and vegetable wash

Follow Prep Toolkit for proper use of Veg Wash



BOOK 1
DIVIDER
WEEK 2

MIT WEEK 2 BACK GRILL

Day
1

MY TRAINER: _____

**WHERE
TO LEARN
BACK GRILL**

SHIFT FOCUS:

Today is your first day on Back Grill and it is all about learning sandwiches, wraps and more! By the end of the shift, you should be able to identify all items that come from the Back Grill as well as steps we take to prevent Cross-Contamination and Cross-Contact. Give it a try – begin making as many items on your own as you can. Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success as well as all **Food Safety and SOPs** relevant to the Back Grill. Remember to continue monitoring holding times for chicken too.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- WMD Week 2 Learning



9.00am - 10.00am

**INTRO TO
BACK GRILL
AND STATION
SET UP**

FOOD SAFETY

- | | | |
|--|---|---|
| <input type="checkbox"/> Sani bucket filled, labeled, and changed every 4 hours | <input type="checkbox"/> Ambient items labeled and discarded after 4-hours | <input type="checkbox"/> All products rotated (FIFO) |
| <input type="checkbox"/> Sani towel (1) submerged in Sani bucket | <input type="checkbox"/> Utilize 4 quadrants to prevent Cross-Contamination and Cross-Contact | <input type="checkbox"/> Expired products discarded and recorded on Waste Sheet |
| <input type="checkbox"/> Chicken temps recorded (and updated) on warming drawers | <input type="checkbox"/> All products labeled and dated | <input type="checkbox"/> Work area kept organized, cleaned, and sanitized |
| | | <input type="checkbox"/> Proper handwashing followed |

EQUIPMENT AND TOOLS:

- | | | |
|--|---|-----------------------------------|
| <input type="checkbox"/> Back Grill | <input type="checkbox"/> Vertical Toaster | <input type="checkbox"/> Cold Top |
| <input type="checkbox"/> Warming Drawers | <input type="checkbox"/> Panini Press | |



10.00am - 3.00pm

**SIDE BY SIDE
TRAINING**

DEMO AND DO:

It's time to shadow your trainer! Ask questions and jump in to start getting hands on practice as quickly as you can making each item for both Dine In and Takeout. **Remember to use your Build Guide for additional training support.**

- | | | |
|--|---|--|
| <input type="checkbox"/> The Thigh & Mighty Sandwich | <input type="checkbox"/> Sweet Potato Halloumi Sandwich | <input type="checkbox"/> Nandino's Chicken Breast Strips |
| <input type="checkbox"/> Nandocas' Choice | <input type="checkbox"/> Sweet Potato Halloumi Wrap | <input type="checkbox"/> Nandino's Chicken Sandwich |
| <input type="checkbox"/> The Chicken 'Burger' | <input type="checkbox"/> Sweet Potato Halloumi Pita | <input type="checkbox"/> Nandino's Grilled Cheese |
| <input type="checkbox"/> Chicken Breast Sandwich | <input type="checkbox"/> Veggie Burger | <input type="checkbox"/> Garlic Bread |
| <input type="checkbox"/> Chicken Breast Wrap | <input type="checkbox"/> Veggie Burger Wrap | <input type="checkbox"/> Garlic Sticks |
| <input type="checkbox"/> Chicken Breast Pita | <input type="checkbox"/> Veggie Burger Pita | <input type="checkbox"/> Hummus with Pita |
| <input type="checkbox"/> Chicken Caesar Wrap | <input type="checkbox"/> Livers | <input type="checkbox"/> Hummus with Veggies |
| <input type="checkbox"/> Chicken Caesar Pita | | |

SOPS TO REVIEW AND PRACTICE

- | | | |
|--|--|--|
| <input type="checkbox"/> Follow Food Safety standards | <input type="checkbox"/> Follow cooking times for chicken and livers | <input type="checkbox"/> Use correct scoops, spatulas, and ladles |
| <input type="checkbox"/> Use Back Grill Toolkit and Build Guide for accuracy | <input type="checkbox"/> Follow basting standards for when and how much | <input type="checkbox"/> Avoid Cross-Contact between products and surfaces |
| <input type="checkbox"/> Can operate the grill | <input type="checkbox"/> Follow cooking times for Halloumi Cheese, Garlic Bread, and pineapple | <input type="checkbox"/> Follow plating and labeling standards |
| <input type="checkbox"/> Communicate with Expo and Front Grill | <input type="checkbox"/> Cook all orders with accuracy, noting allergens and modifiers | <input type="checkbox"/> Achieve 80% of tickets under 10 minutes |
| <input type="checkbox"/> Understand the KDS: reading, bumping, and recalling tickets | | <input type="checkbox"/> Clean and restock station at Changeover |

DAY 1 BACK GRILL



3.00pm - 4.00pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Back Grill section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



4.00pm - 6.00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

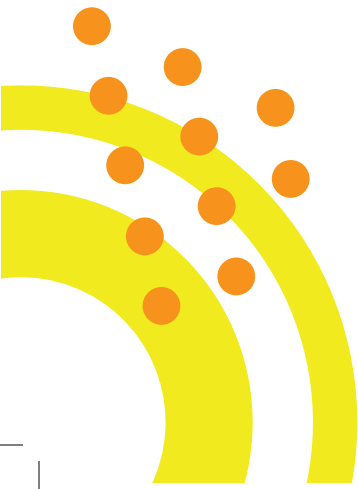
This is your time to get back on Back Grill and pick up where you left off. Continue shadowing your trainer, while beginning to make more items on your own.

- The Thigh & Mighty Sandwich
- Nandocas' Choice
- The Chicken 'Burger'
- Chicken Breast Sandwich
- Chicken Breast Wrap
- Chicken Breast Pita
- Chicken Caesar Wrap
- Chicken Caesar Pita
- Sweet Potato Halloumi Sandwich
- Sweet Potato Halloumi Wrap
- Sweet Potato Halloumi Pita
- Veggie Burger
- Veggie Burger Wrap
- Veggie Burger Pita
- Livers
- Nandino's Chicken Breast Strips
- Nandino's Chicken Sandwich
- Nandino's Grilled Cheese
- Garlic Bread
- Garlic Sticks
- Hummus with Pita
- Hummus with Veggies

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Use Back Grill Toolkit and Build Guide for accuracy
- Can operate the grill
- Communicate with Expo and Front Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Follow cooking times for chicken and livers
- Follow basting standards for when and how much
- Follow cooking times for Halloumi Cheese, Garlic Bread, and pineapple
- Cook all orders with accuracy, noting allergens and modifiers
- Use correct scoops, spatulas, and ladles
- Avoid Cross-Contact between products and surfaces
- Follow plating and labeling standards
- Achieve 80% of tickets under 10 minutes
- Clean and restock station at Changeover

DAILY RECAP NOTES



MIT WEEK 2 BACK GRILL

Day
2

MY TRAINER: _____

**WHERE
TO LEARN
BACK GRILL**

SHIFT FOCUS:

Today is your second day on Back Grill and you should continue practicing sandwiches, wraps and all things Back Grill. By the end of the shift, you should be confident describing the steps we take to prevent **Cross-Contamination and Cross-Contact** in addition to making and serving all items that come from the Back Grill. Jump right in and continue making as many items on your own as you can, letting your trainer shadow you!

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 2 Learning



2:00pm – 3:00pm

**CHANGEOVER
AND STATION
SET UP**

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours
- Sani towel (1) submerged in Sani bucket
- Chicken temps recorded (and updated) on warming drawers
- Ambient items labeled and discarded after 4-hours
- Utilize 4 quadrants to prevent Cross-Contamination and Cross-Contact
- All products labeled and dated
- All products rotated (FIFO)
- Expired products discarded and recorded on Waste Sheet
- Work area kept organized, cleaned, and sanitized
- Proper handwashing followed

EQUIPMENT AND TOOLS:

- Back Grill
- Warming Drawers
- Vertical Toaster
- Panini Press
- Cold Top



3:00pm – 8:00pm

**SIDE BY SIDE
TRAINING**

DEMO AND DO:

It's time to work Back Grill and let your trainer shadow you as you make each item for Dine In and Takeout. **Ask questions and learn where you can find the answers too!**

- The Thigh & Mighty Sandwich
- Nandocas' Choice
- The Chicken 'Burger'
- Chicken Breast Sandwich
- Chicken Breast Wrap
- Chicken Breast Pita
- Chicken Caesar Wrap
- Chicken Caesar Pita
- Sweet Potato Halloumi Sandwich
- Sweet Potato Halloumi Wrap
- Sweet Potato Halloumi Pita
- Veggie Burger
- Veggie Burger Wrap
- Veggie Burger Pita
- Livers
- Nandino's Chicken Breast Strips
- Nandino's Chicken Sandwich
- Nandino's Grilled Cheese
- Garlic Bread
- Garlic Sticks
- Hummus with Pita
- Hummus with Veggies

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Use Back Grill Toolkit and Build Guide for accuracy
- Can operate the grill
- Communicate with Expo and Front Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Follow cooking times for chicken and livers
- Follow basting standards for when and how much
- Follow cooking times for Halloumi Cheese, Garlic Bread, and pineapple
- Cook all orders with accuracy, noting allergens and modifiers
- Use correct scoops, spatulas, and ladles
- Avoid Cross-Contact between products and surfaces
- Follow plating and labeling standards
- Achieve 80% of tickets under 10 minutes
- Clean and restock station

BACK GRILL KNOWLEDGE CHECK



What quadrant of the Back Grill do you cook Livers in and why?



What quadrant of the Back Grill do you cook Garlic Bread in and why?



What is the process – including the total time – for cooking Livers?



What is the process – including the total time – for cooking Tenders?



What is the difference between the Chicken Breast Sandwich and The Chicken 'Burger'?

BACK GRILL KNOWLEDGE CHECK



How much Coleslaw goes on the Nandocas' Choice?



How much Garlic & Chilli Spread goes on each half of the Portuguese Roll?



How long do you grill Halloumi Cheese for and in what quadrant?



What are the recipes for the Chicken Caesar Wrap, Sweet Potato Halloumi Wrap, Veggie Burger and The Thigh & Mighty Sandwich?



**How do you prepare wraps and sandwiches for Dine In?
And what about for Takeout?**



MIT WEEK 2 EXPO

Day
3

MY TRAINER: _____

WHERE
TO LEARN
EXPO

SHIFT FOCUS:

Today is your first day on Expo and it is all about learning our salads, bowls, sides and more! By the end of the shift, you should be able to identify all items the Expo is responsible for as well as both our **Dine In and Takeout SOPs for plating, boxing, labeling, and validating orders.** You will also be learning to monitor hold times for rice and mash and when to discard and waste expired product. Give it a try – begin making as many items on your own as you can. Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success as well as all Food Safety and SOPs relevant to the Expo.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 2 Learning



9.00am - 10.00am
INTRO TO EXPO
AND STATION
SET UP

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours
- Sani towel (1) submerged in Sani bucket
- Rice and mash reheated above 165°F
- Rice and mash reheating times and temps recorded on expo rail
- All products labeled and dated
- All products rotated (FIFO)
- Expired products discarded and recorded on Waste Sheet
- Work area kept organized, cleaned, and sanitized
- Proper handwashing followed

EQUIPMENT AND TOOLS:

- Dry Erase Marker, Sharpie and Stapler
- Thermometer
- Microwaves
- Fryers
- Hot Holding Well



10:00am – 3:00pm
SIDE BY SIDE
TRAINING

DEMO AND DO:

It's time to shadow your trainer! Ask questions and jump in to start getting hands on practice as quickly as you can making each item for both Dine In and Takeout. **Remember to use your Build Guide for additional training support.**

- PERi-PERi Chicken Tender Bowl
- Avocado & Roasted Pepper Bowl
- Pulled Chicken, Feta and Avo Bowl
- Chicken Caesar Salad
- Marinated Tomato, Halloumi & Chicken Salad
- Mixed Leaf Side Salad
- Caesar Side Salad
- PERi Chips
- Portuguese Rice
- Red Skin Mashed Potatoes
- Coleslaw
- Macho Peas
- Braised Brussels Sprouts
- Turmeric Cauliflower
- Charred Sweet Potato
- Seasonal Veggies/Sides

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Use Expo Toolkit and Build Guide for accuracy
- Can operate the fryers
- Communicate with Front Grill and Back Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Follow rice and mash hold times (140°F-165°F for 2 hrs.)
- Cook all orders with accuracy, noting allergens and modifiers
- Use correct scoops, spatulas, and ladles
- Avoid Cross-Contact between products and surfaces
- Rotate salad bowls and keep clean throughout the shift
- Follow plating and labeling standards
- Assemble all Takeout orders correctly with no missing items
- Correctly pack and prepare Takeout bags (sticker, receipt, initials)
- Achieve 80% of tickets under 10 minutes
- Clean and restock station

DAY 3 EXPO



3:00pm – 4:00pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Expo section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



4:00pm – 6:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

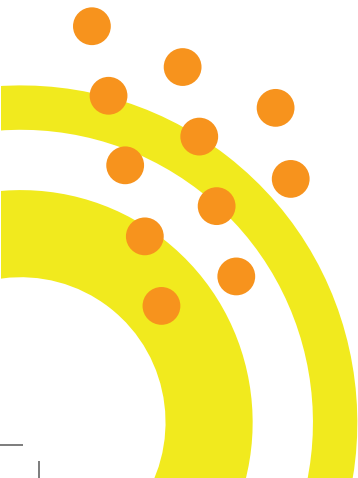
This is your time to get back on Expo and pick up where you left off. Continue shadowing your trainer while beginning to make more items on your own.

- PERi-PERi Chicken Tender Bowl
- Avocado & Roasted Pepper Bowl
- Pulled Chicken, Feta and Avo Bowl
- Chicken Caesar Salad
- Marinated Tomato, Halloumi & Chicken Salad
- Mixed Leaf Side Salad
- Caesar Side Salad
- PERi Chips
- Portuguese Rice
- Red Skin Mashed Potatoes
- Coleslaw
- Macho Peas
- Braised Brussels Sprouts
- Turmeric Cauliflower
- Charred Sweet Potato
- Seasonal Veggies/Sides

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Use Expo Toolkit and Build Guide for accuracy
- Can operate the fryers
- Communicate with Front Grill and Back Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Follow rice and mash hold times (140°F-165°F for 2 hrs.)
- Cook all orders with accuracy, noting allergens and modifiers
- Use correct scoops, spatulas, and ladles
- Avoid Cross-Contact between products and surfaces
- Rotate salad bowls and keep clean throughout the shift
- Follow plating and labeling standards
- Assemble all Takeout orders correctly with no missing items
- Correctly pack and prepare Takeout bags (sticker, receipt, initials)
- Achieve 80% of tickets under 10 minutes
- Clean and restock station

DAILY RECAP NOTES



MIT WEEK 2 EXPO

Day
4

MY TRAINER: _____

WHERE
TO LEARN
EXPO

SHIFT FOCUS:

Today is your second day on Expo and you should continue practicing salads, bowls, sides, and all things Expo! By the end of the shift, you should be confident describing plating, boxing, labeling, and validating orders for both Dine In and Takeout in addition to making and serving all items that come from Expo. Jump right in and continue making as many items on your own as you can, letting your trainer shadow you!

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 2 Learning



2:00pm – 3:00pm

CHANGEOVER
AND STATION
SET UP

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours
- Sani towel (1) submerged in Sani bucket
- Rice and mash reheated above 165°F
- Rice and mash reheating times and temps recorded on expo rail
- All products labeled and dated
- All products rotated (FIFO)
- Expired products discarded and recorded on Waste Sheet
- Work area kept organized, cleaned, and sanitized
- Proper handwashing followed

EQUIPMENT AND TOOLS:

- Dry Erase Marker, Sharpie and Stapler
- Thermometer
- Microwaves
- Fryers
- Hot Holding Well



3:00pm – 8:00pm

SIDE BY SIDE
TRAINING

DEMO AND DO:

It's time to work Expo and let your trainer shadow you as you make each item for Dine In and Takeout. **Ask questions and learn where you can find the answers too!**

- PERi-PERi Chicken Tender Bowl
- Avocado & Roasted Pepper Bowl
- Pulled Chicken, Feta and Avo Bowl
- Chicken Caesar Salad
- Marinated Tomato, Halloumi & Chicken Salad
- Mixed Leaf Side Salad
- Caesar Side Salad
- PERi Chips
- Portuguese Rice
- Red Skin Mashed Potatoes
- Coleslaw
- Macho Peas
- Braised Brussels Sprouts
- Turmeric Cauliflower
- Charred Sweet Potato
- Seasonal Veggies/Sides

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Use Expo Toolkit and Build Guide for accuracy
- Can operate the fryers
- Communicate with Front Grill and Back Grill
- Understand the KDS: reading, bumping, and recalling tickets
- Follow rice and mash hold times (140-165 for 2 hrs.)
- Cook all orders with accuracy, noting allergens and modifiers
- Use correct scoops, spatulas, and ladles
- Avoid Cross-Contact between products and surfaces
- Rotate salad bowls and keep clean throughout the shift
- Follow plating and labeling standards
- Assemble all Takeout orders correctly with no missing items
- Correctly pack and prepare Takeout bags (sticker, receipt, initials)
- Achieve 80% of tickets under 10 minutes
- Clean and restock station

DAY 4 EXPO



8:00pm-9:00pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for dinner today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Expo section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



9:00pm -CL
CLOSING TIME

DEMO AND DO:

This is your chance to learn what you will be looking for when you check out your Expos at the end of each shift! Shadow your trainer as they clean and breakdown the station. Loving our equipment and taking proper care of it is the first step to preventative maintenance in your Restaurant.

- Change out all pans, date/label, and wrap
- Discard all items with P+0 shelf life and record on Waste Sheet
- Cold Top and freezer: wipe all gaskets, shelving, and stainless surfaces
- Microwaves:** clean inside and outside; remove and clean air filter
- Fryers:** filter oil, clean fryer bay, and boil out every 10-14 days
- Hot Wells:** drain or remove water, wipe inside and all stainless surfaces

DAILY RECAP NOTES



EXPO KNOWLEDGE CHECK



How do you keep your oil clean throughout the shift?



How do you know if your oil needs to be changed?



What temperature do you reheat rice and mash above?



What temperature do you hold rice and mash between and for how long?



What is the Takeout SOP for packing bags and validating orders?

EXPO KNOWLEDGE CHECK



What color scoop (and how many ounces) do we use for rice and mash?



How long do you microwave a regular side of Turmeric Roasted Cauliflower for?



What is the recipe for Mixed Leaf Side Salad?



What are the recipes for: Pulled Chicken, Feta and Avo Bowl; Marinated Tomato, Halloumi & Chicken Salad; Chicken Caesar Salad; Avocado & Roasted Pepper Bowl?



How do you prepare: Macho Peas for Takeout; large Coleslaw for Dine In; Caesar Side Salad for Takeout; Charred Sweet Potato of Dine In; large Portuguese Rice for Takeout; extra-large Red Skin Mashed Potatoes for Dine In and Takeout?



MIT WEEK 2 **HOST**

Day
5

MY TRAINER: _____

**WHERE
TO LEARN**
**FRONT OF
HOUSE**

SHIFT FOCUS:

Minha Casa E Sua Casa! Today is your first day in the FOH and it is all about learning how to represent Nando's as the brand ambassador through the role of the Host. You will begin learning the Guest Journey by focusing on the Warm Welcome and Gracious Farewell. Additionally, you will be guiding our Guests on how to best enjoy their Nando's experience whether dining in, picking up or taking out by using **OAT and the Nando's App**. Jump right in and – begin making a first and lasting impression for all our Guests. Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success as well as all Food Safety and SOPs relevant to the Host

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 2 Learning Week 2 Quiz



11:00pm – 12:00pm

**INTRO TO HOST
AND STATION
SET UP**

FOOD SAFETY

- Chicopee Wipes stocked and HiCon Spray Bottle labeled and filled Proper handwashing followed Work area kept organized, cleaned, and sanitized
 Sani towel (1) submerged in Sani bucket

EQUIPMENT AND TOOLS:

- Cockerel Sticks Menus Kid Menus and Crayons



12:00pm – 3:00pm

**SIDE BY SIDE
TRAINING**

DEMO AND DO:

It's time to shadow your trainer! **Ask questions and jump in to start getting hands on practice as quickly as you can.**

MINHA CASA E SUA CASA:

- Greet Guests with a smile and welcome to Nando's within 1 minute Ask Guests if they have been to Nando's before or are first time Guests Offer a warm and sincere goodbye and thank you to every Guest
 Ask Guests if they are dining in, picking up or taking out

DINING IN:

- Ask how many Guests and select a table Provide a brief menu overview of our PERi-PERi Chicken and PERi-ometer to first time Guests Introduce the QR Code for OAT and the Nando's App for placing orders
 Take Cockerel stick, and walk Guests to the table Direct Guests to condiment station for silver and sauces

PICKING UP:

- Guide Guests to Pick Up area and ensure everything they ordered will be in their bag

TAKING OUT:

- Provide a brief menu overview of our PERi-PERi Chicken and PERi-ometer to first time Guests Introduce the QR Code and the Nando's App for placing orders

SOPS TO REVIEW AND PRACTICE

- Remain visible, smiling, and ready to assist each Guest; always facing front and aware of new Guests Communicate with Cashier and Runner Clean and restock station
 Follow Food Safety standards

DAY 5 HOST



3:00pm-4:00pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Host section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



4:00pm – 8:00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

This is your time to pick up where you left off! Take on the role of the Host and let your trainer shadow you as you continue to execute the Guest Journey. Ask questions and learn where you can find the answers too.

MINHA CASA E SUA CASA:

- Greet Guests with a smile and welcome to Nando's within 1 minute
- Ask Guests if they have been to Nando's before or are first time Guests
- Offer a warm and sincere goodbye and thank you to every Guest
- Ask Guests if they are dining in, picking up or taking out

DINING IN:

- Ask how many Guests and select a table
- Take cockerel stick, and walk Guests to the table
- Provide a brief menu overview of our PERi-PERi Chicken and PERi-ometer to first time Guests
- Introduce the QR Code for OAT and the Nando's App for placing orders
- Direct Guests to condiment station for silver and sauces

PICKING UP:

- Guide Guests to Pick Up area and ensure everything they ordered will be in their bag

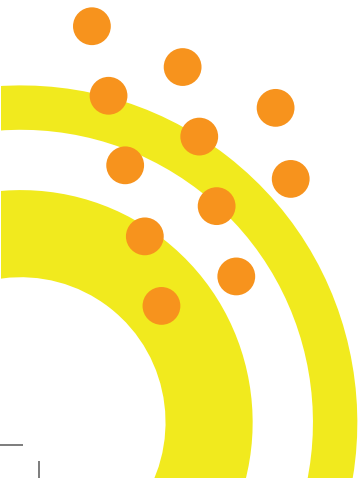
TAKING OUT:

- Provide a brief menu overview of our PERi-PERi Chicken and PERi-ometer to first time Guests
- Introduce the QR Code and the Nando's App for placing orders

SOPS TO REVIEW AND PRACTICE

- Remain visible, smiling, and ready to assist each Guest; always facing front and aware of new Guests
- Communicate with Cashier and Runner
- Clean and restock station
- Follow Food Safety standards

DAILY RECAP NOTES



MIT WEEK 2



TRAINING PATRÃO REVIEW

Your Patrão (or RM) has been observing you throughout the week and will validate your ability to perform each task and follow all SOPs. You should pass each section with 90%. If not, your Patrão will organize another session with you. Be sure to sit down and review your performance with your Patrão. Feedback is part of your journey to success. This feedback will also be uploaded and shared with your AD, Training Team and People Team too. Good Luck!

TRAINING WEEKLY REVIEW

- All Daily Planners, Knowledge Check and exercises in Training Book completed
- WMD completed in THS
- Week 2 Learning completed in THS
- Week 2 Quiz completed in THS
- Week 2 reviewed (wins and opportunities) with Patrão/Manager
- Next week set up for success
- Has no outstanding training
- Has downloaded the Nando's App and set up account
- Can describe our PERi-PERi Chicken
- Can describe the PERi-ometer

BACK GRILL STATION

- Demonstrates confidence on the Back Grill
- Can open and close the Back Grill
- Follows all SOPs as well as Health and Food Safety procedures
- Follows all recipes and Back Grill Toolkit in use
- Utilizes 4 quadrants on Back Grill to prevent Cross-Contamination and Cross-Contact
- Follows cooking procedures for Livers
- Follows all plating/labeling for Dine In and Takeout
- The Chicken 'Burger' Medium for Dine In
- Sweet Potato Halloumi Wrap for Takeout
- Chicken Breast Sandwich for Takeout

TRAINING SCORE: 90% PASS RATE

- YES NO

EXPO STATION

- Demonstrates confidence in the Expo Station
- Can open and close the Expo
- Follows all SOPs as well as Health and Food Safety procedures
- Follows all recipes and Expo Toolkit in use
- Follows rice and mash reheating temps and hold times
- Follows Takeout procedures and SOPs
- PERi-PERi Chicken Tender Bowl Medium for Dine In
- Pulled Chicken, Feta and Avo Bowl Hot for Takeout
- Marinated Tomato, Halloumi & Chicken Salad Plainish for Takeout
- PERi Chips with PERinaise for Dine In

TRAINING SCORE: 90% PASS RATE

- YES NO

HOST STATION

- Demonstrates confidence in the Host Station
- Follows all SOPs as well as Health and Food Safety procedures
- Greets all Guests with a Warm Welcome
- Explains OAT to all Guests
- Explains the Nando's App to all Guests
- Walks Guests to their table
- Provides brief menu overview of PERi-PERi Chicken and PERi-ometer to first time Guests
- Directs Guests to condiment station for silver and sauces
- Uses individual personality to be a brand ambassador for Nando's
- Wishes all Guests a Gracious Farewell

TRAINING SCORE: 90% PASS RATE

- YES NO

TRAINING NOTES: _____

NANDO'S VALUES

S= STRIVING: Does not consistently demonstrate this behavior **A= ACHIEVING:** Consistently demonstrates this behavior
M= MASTERED: Can coach and teach this behavior

PRIDE

- Gets to know the team
- Can talk about the Brand
- Can explain the Nando's Values
- Wears the correct and clean uniform at all time

SCORE: S A M

FEEDBACK: _____

PASSION

- Displays interest and wants to know more
- Drives and takes ownership of their training
- Goes the extra mile
- Displays excellence in everything they do
- Shows enthusiasm and positive attitude

SCORE: S A M

FEEDBACK: _____

COURAGE

- Challenges themselves
- Asks questions and seeks feedback
- Speaks out when needed
- Communicates clearly to all in the Restaurant

SCORE: S A M

FEEDBACK: _____

INTEGRITY

- Does the right thing at all times
- Is reliable and on time
- Follows up on feedback without having to be reminded

SCORE: S A M

FEEDBACK: _____

FAMILY

- Shows real interest in the team and their restaurant
- Works well with everyone in the team
- Displays great teamwork at all times

SCORE: S A M

FEEDBACK: _____

MIT SIGN OFF: _____ PATRÃO SIGN OFF: _____ DATE: _____

FOOD SAFETY....ALL DAY EVERY DAY!



Food safety and sanitation are non-negotiables.

They must happen every day all day without fail. While this may seem elementary and restaurant 101, it is vitally important and the foundational knowledge we must all have!

Hopefully you are well versed in food safety, but if not, have no fear...you will be!!

We often act as though food safety and sanitation is a given. Once we, and our Nandocas too have been trained on the proper standards that does not mean our responsibility is over. While it would be wonderful if this was the case, it is not the reality. Food safety needs to always be top of mind and a topic of continued education. This is easy to say, but often harder to put into practice. There are challenges we can be faced with when it comes to food safety and sanitation:

1. TIME AND MONEY

The constant pressure to work quickly can make it hard to take the time to follow food safety practices. Often, there are things we meant to tell a Nandoca that we forget, something we wanted to write in the Logbook but didn't take the time, or a staff meeting to focus on safety and sanitation standards that we wanted to have but never planned.

2. LANGUAGE AND CULTURE

Your Nandocas may speak a different language than you do, which can make it difficult to communicate the specifics of safety and sanitation as well as the finer details we need to make sure are understood. Cultural differences can also influence how Nandocas' viewpoints of food safety.

3. EVER CHANGING LAWS

If you are not up to date on all the new food safety information in your jurisdiction, you may be cited during an inspection and you could cause someone harm due to lack of knowledge.

4. NANDOCA TURNOVER

Training new Nandocas leaves less time for food safety training. In Restaurants where the turnover is high, there is a chance our Nandoca Trainers may not be spending as much time training food safety and sanitation standards as we would like.

What is one thing you can do to overcome each of the challenges above?

Can you think of any other challenges you face at your Restaurant regarding food safety and sanitation?

Name three consequences a food borne illness could have on your Restaurant:

1. _____

2. _____

3. _____



Name the main sources of food contamination:

1. _____
2. _____
3. _____

How can you avoid chemical contaminants from reaching food?

What training do you provide your Nandocas to ensure this won't happen in your Restaurant?

THE "BIG 6" PATHOGENS

The CDC has designated these six organisms as having high infectivity by contamination of food by infected food employees. (These organisms are also able to produce severe diseases.)

Fill in the chart below regarding the "Big 6."

Pathogen	How is it transmitted?	If a Nandoca has this pathogen, what do you do?
Shigella spp		
Salmonella Typhi		
Nontyphoidal Salmonella (NTS)		
E. Coli (Shiga Toxin-Producing Escherichia Coli 'STEC')		
Hepatitis A		
Norovirus		

Which pathogen is most associated with poultry? What steps do we take to ensure we safely handle our chicken? What other high-risk products do we have in our Restaurants?

What type of an interactive (fun/engaging) exercise could you do to teach your team about the “Big 6” and methods of prevention?

What are the food certification requirements for the Restaurant you are training in?

Name the things we do to ensure safe temperature practices?

Where are the cleaning checklists for each position located? How do you follow up to ensure they are getting used?

The Health Department has just walked in and begun to conduct an inspection in the middle of lunch. What should you do?



What is the Health Inspector looking at in the following locations?

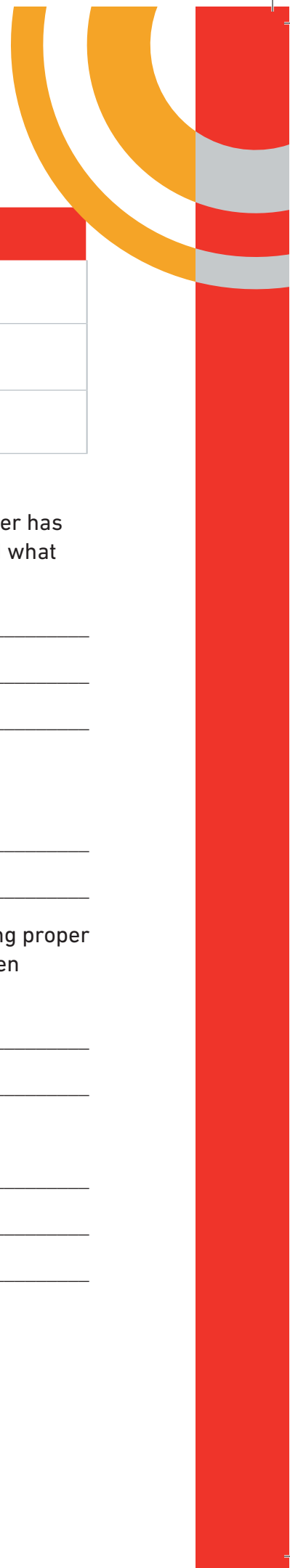
Walk-in Cooler:		Back Grill:	
Chemical Storage:		Prep:	
Expo:		Dish Area:	

The Front Griller has just informed you the chicken in the hot holding drawer has dropped below 140°F. What may have caused this drop in temperature and what action should you take?

What does FIFO mean? How can you explain it to a Nandoca in a way that relates to their role?

Just because a Nandoca is wearing gloves does not mean they are following proper standards for glove use. What are some of the dangers of using gloves when handling product?

What is the best way to prevent food borne illness?



What temperature should the following locations or products be when temped?

Walk-in Cooler:		Dry Storage:	
Freezer:		Chicken in the drawer:	
Rice on Expo:		Chicken delivery:	

If you were organizing the items below on shelves in the walk-in, number them in the order you would organize them. The item on the top shelf should be #1.

Raw chicken:		Prepped sangria:	
Bottled beverages:		Lettuce:	
Prepped rice:		Portioned livers:	

Imagine you have a new Prep Cook; how would you explain FIFO and proper food storage to them?

A Guest is allergic to garlic and has ordered a chicken sandwich. What precautions should be taken?



What should you do if a Guest has an allergic reaction to something they ate while dining with us?

DELEGATING FOOD SAFETY MONITORING

In many of our Restaurants, we empower our Nandocas to assist us with overseeing food safety and sanitation. We have Cleaners who fill out the Cook Sheet, Prep Cooks who put away food deliveries, and so on. If something is not done by a manager, it does not make it less important. It takes the entire team to ensure we serve safe food. That said, the manager is ultimately responsible for making sure all the standards are followed. This is not an easy task. What ways do you follow up on your shift to ensure standards are followed?

ALLEGED FOOD POISONING

Despite our best efforts, there may come a time a Guest feels as though they have gotten sick from eating at Nando's. If this happens, follow the steps outlined below. Review the escalation process below.

ILLNESS & UNDERCOOKED CHICKEN COMPLAINT ESCALATION

PROCESS IF THE COMPLAINT COMES FROM:

E-MAILS OR NANDO'S WEBSITE FORM

AD follows up directly with Guest, ideally over the phone or email if phone is not provided.



AD ensures Guest is satisfied and works on internal reporting with Restaurant.
Customer service available to help with resolution/compensation.

GUEST SURVEYS

AD follows up directly with Guest, ideally over the phone or email if phone is not provided.



AD ensures Guest is satisfied and works on internal reporting with Restaurant.
Customer service available to help with resolution/compensation.

GOOGLE, YELP OR SOCIAL MEDIA

Customer Service responds to review, OM or post ASAP ensuring we take this seriously and asking Guest to follow up via the webform.



Once Guest reaches out (will come through Zendesk), Customer Service will follow up with AD to contact Guest.



AD ensures Guest is satisfied and works on internal reporting with Restaurant.
Customer service available to help with resolution/compensation.

FAQ's









Q: What happens if the complaint comes through a survey but there is no contact information?

A: Unfortunately, we don't have a way to reach out to Guests that don't provide contact information but customer service will keep an eye on other platforms for similar comments.

Please do note, if a Guest files a complaint in person or via the phone, you will need to complete an Incident Report, which includes details such as Restaurant, manager preparing report, date of incident, Nando's witnesses, Guest contact information, incident type, and incident details. This Incident Report can be found in The Hot Spot and should be sent to your AD as well as Director of FSQA.

Any time there is a Guest complaint of illness, the most important thing for you to do is check that all food safety standards have been followed in your Restaurant when handling and preparing the food served. Whether we were responsible for the illness or not, food safety standards should be a priority every day. Such practices are important to ensure we not only serve safe food, but that we have the supporting documentation in the event if a claim occurs.





SNACKS & SHAREABLES

PACKAGING	ITEM	STICKER
 Green Pail	Spicy Mixed Olives Hummus with PERi-PERi Drizzle	
 Red Box	Veggies for Hummus	 
 Grease Bag	Garlic Sticks Pita for Hummus	  2x Garlic Bread


SHARING PLATTERS

 Orange Box	Whole Chicken PERi-PERi Wing Platter (24)	   No Cucumber
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PERI-PERI-CHICKEN


PACKAGING	ITEM	STICKER	
 Red Pail	Chicken Livers	Hot	Livers
 Orange Box	Chicken Thigh Skewers	Mango & Lime	Skewer
 Red Box	PERi-PERi Wings (6)	Lemon & Herb	Wings
	3 Chicken Thighs	Extra Hot	Thighs
	1/4 Chicken Leg	Medium	Leg
	Boneless Chicken Breast	Plain	Boneless
 Black Box	1/4 Chicken Breast	Lemon & Herb	Breast
	Two 1/4 Legs	Medium	Leg Leg
	1/2 Chicken	Extra Hot	Extra Hot 2x Flavor
	PERi-PERi Wings (12)	Mango & Lime	Wings No Cucumber


BOWLS & SALADS

 Bowl	Avo & Roasted Pepper Bowl	Avocado	Spicy Rice
	Chicken Caesar Salad	Nando's Peri-Peri	Dressing on side
	PERi-PERi Chicken Bowl	Medium	Spicy Rice
	Tomato, Halloumi, Chicken Salad	Lemon & Herb	Dressing on side
	Pulled Chicken, Feta & Avo Bowl	Mango & Lime	Avocado
	Make any bowl a salad	Salad	Dressing on side Original stickers + salad;


SANDWICHES, WRAPS AND PITAS

PACKAGING	ITEM	STICKER
 PERi Paper All sandwiches/burgers DO NOT CUT All wraps CUT IN HALF	The Chicken "Burger"	Lemon & Herb, Cheese, Pineapple
	Chicken Breast Sandwich	Extra Hot
	Veggie Burger	Plain, Veggie
	Thigh and Mighty Sandwich	Mango & Lime, Thighs
	Chicken Caesar Wrap	Nando's Peri-Peri
	Nandocas' Choice	Hot, Garlic Bread
Chicken Breast Wrap	Medium	
Sweet Potato & Halloumi Wrap	Extra Hot, Sweet Potato, Halloumi Cheese	

 Green Pail	Nandocas' Choice Coleslaw	Coleslaw
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 Pita Box	Chicken Breast Pita	Lemon & Herb
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ESSENTIAL SIDES

 Grease Bag	Flame-Grilled Corn on the Cob	Corn
	Garlic Bread	Garlic Bread

 Red Box	Caesar Side Salad	Nando's Peri-Peri Dressing on side
	Mixed Leaf Salad	Write "SL"; Dressing on side

ESSENTIAL SIDES

PACKAGING	ITEM	STICKER
 Red Pail	Large Macho Peas	
	Large Mashed Potatoes	
	Large Coleslaw	
	Large Turmeric Cauliflower	
	Large Cauliflower Rice & Lentils	
	Large Charred Sweet Potatoes	
	Large Portuguese Rice	
 Green Pail	Regular Macho Peas	
	Regular Mashed Potatoes	
	Regular Coleslaw	
	Regular Turmeric Cauliflower	
	Regular Cauliflower Rice & Lentils	
	Regular Charred Sweet Potatoes	
	Regular Portuguese Rice	
	Brussels Sprouts	
	Cucumber & Poppyseed Salad	
 Green Pail	Regular Chips	
 Orange Pail	Large Chips	

SEASONAL SIDES

PACKAGING



Red Pail

ITEM

Seasonal Roasted Veggies
Butternut Squash & Grilled Corn

STICKER

Veggie

Corn

WHAT ABOUT DESSERT?



Green Pail

Barely Baked Brownie
Naughty Natas

Write "BR"

Write "Nata"



Black Box

Carrot Cake
Raspberry Cheesecake

Write "CC"

Write "RC"

NANDINO'S



Green Pail

All Nandino's Side Items
Nandino's Chicken Breast Strips
Nandino's Veggies

Lemon & Herb

Veggie



Green Pail

Nandino's Chips



Red Pail

Nandino's Chicken Wings (3)

Plain



Red Box

Nandino's Drumstick and Thigh

Mango & Lime



PERi Paper

Nandino's Grilled Cheese

Cheese

CASH HANDLING

Cash management is a daily, shift-by-shift responsibility. All Restaurant Managers must be aware of, adhere to, and ensure all cash handling policies and procedures are followed at all times. It is a big responsibility and needs to be taken seriously. Making money is one of the big reasons we are all here. If we follow our cash handling SOPs the Restaurant's money can be protected and put in the bank.

NOTE: Have you read and signed our Cash Handling Policy?

If you have not, please let your Training Restaurant Patrão know so they can provide it to you.

Where can you find our Cash Handling SOPs?

How many Cashiers should work out of a drawer?

What needs to be written on a comp (discount) slip that prints from the register?

A friend comes in and asks you if they can leave a tip on their credit card slip and have you give them that money in cash. Can you do this favor for your friend?

Why or why not?

It's the end of the night and your closing Cashier is ready to go home. Cash tips haven't been counted yet. What do you do?

It's the middle of a busy lunch and a Cashier needs 100 ones and a roll of quarters. What do you do?

Your Cashier is in the restroom and you need to send another Nandoca to the store for arugula. Do you go into the Cashier's drawer for the money?

What security measure so you take when counting the safe?

What do you do with the deposit money after you have counted it at the end of your shift? What are the other steps to completing your deposit?



BELOW IS WHAT IS CURRENTLY IN YOUR SAFE:

3 drawers that are properly stocked:



\$800 in 20 dollar bills



\$50 in 1 dollar bills



\$200 in 10 dollar bills



\$150 in quarters



\$150 in 5 dollar bills



\$50 in dimes



Based on what is currently in your safe, what would your change order be?

What is the process for placing a change order? When does the money leave your restaurant?

How do you “declare” the cash tips at the end of the night?

You’ve counted your deposit and it is off by \$50. What are your steps to troubleshoot?

In the above example, you can’t find the missing \$50. What do you do?

You are the opening MOD and when you count the drawers in the safe, one is short \$10. What do you do?

When you do a Cashier’s cash up, their drawer is over by \$18. What do you do?

When do you document a Nandoca for cash handling issues?

Do you need to communicate cash shortages to anyone outside your Restaurant?

You have a habit of putting cash up money in your pocket. During a busy shift, you don’t always have the time to go into the office to put the money in the safe. What possible problems could arise from this habit?

Should you ever give out your mag card or your manager number? Why or why not?

When is it ok to do a “paid out”? What are the steps that must be followed?

You have all the tills out on the desk and a Nandoca asks you to come clock them in. What do you do?



BOOK 1
DIVIDER
WEEK 3

MIT WEEK 3 FOOD RUNNER

Day
1

MY TRAINER: _____

WHERE TO LEARN
FRONT OF HOUSE

SHIFT FOCUS:

Today is the first day you will begin learning some opening MOD tasks to get your day started and set your shift up for success. Additionally, this will be your second day in the FOH. Working the role of the Runner, it is all about creating an authentic vibe in the dining room, leaving every Nando's Guest with lasting happiness.

You will continue learning the Guest Journey by focusing on **Delivering the Flavor**, the **Chicken Check In**, and **Continuous Service**. Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success as well as all Food Safety and SOPs relevant to the Runner. Have fun and do little things to surprise and delight!

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- WMD Week 3 Learning



8:00am – 10:00am
INTRO TO ADMIN TASKS

Use this time to follow the MOD and learn the tasks associated with opening your Restaurant. **Shadow the opening MOD closely, taking notes and asking questions as you go!**

MANAGEMENT:

- Read the Logbook in Hot Schedules Print and complete the Daily Print File: Opening Checklist, Master Prep Sheet, Cook Sheet, Waste Sheet, Daily Plan Open FOH registers and assign till(s)
- Conduct an AM Safe Count



10:00am – 11:00am
INTRO TO RUNNER AND STATION SET UP

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours Sani towel (1) submerged in Sani bucket Work area kept organized, cleaned, and sanitized
- Proper handwashing followed

EQUIPMENT AND TOOLS:

- Coke Machine



11:00am – 2:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

It's time to shadow your trainer! Ask questions and jump right in to ensure Guests enjoy their Nando's experience. And just in case they don't, learn our 4 A's to put a smile on their face. Every Guest should leave wanting to come back for more.

DELIVERING THE FLAVOR

- Make eye contact, smile, and say hello as you approach each table
- Announce all food and flavors while placing each item in front of the Guest who ordered
- Look to see if anything is missing and assist with any additional needs

CHICKEN CHECK IN

- Touch each table after 2 minutes or 2 bites
- Remove Cockerel Stick and return it to the Host

CONTINUOUS SERVICE

- Suggestively sell drinks and desserts and inform Guests to place 2nd orders via OAT or the App
- Pre-Bus
- Plates cleared within 5 minutes of Guests finishing their meal

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards Execute the 4 A's (Aware, Acknowledge, Apologize, Act) for Guest recovery Clean and restock condiment station
- Understand the KDS: reading, bumping, and recalling tickets Restock ice and soda cartridges when empty Complete restroom checks every 30 minutes
- Maintain organization of Pick Up station Clean and restock station

DAY 1 FOOD RUNNER



2:00pm – 3:00pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Runner section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:00pm – 5:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

This is your time to hit the dining room again. Continue shadowing your trainer, while beginning to interact with more and more Guests on your own.

DELIVERING THE FLAVOR

- Make eye contact, smile, and say hello as you approach each table
- Announce all food and flavors while placing each item in front of the Guest who ordered
- Look to see if anything is missing and assist with any additional needs

CHICKEN CHECK IN

- Touch each table after 2 minutes or 2 bites
- Remove Cockerel Stick and return it to the Host

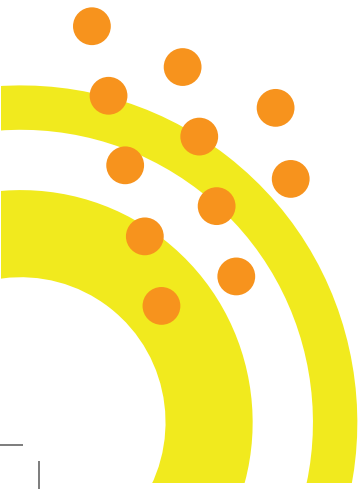
CONTINUOUS SERVICE

- Suggestively sell drinks and desserts and inform Guests to place 2nd orders via OAT or the App
- Pre-Bus
- Plates cleared within 5 minutes of Guests finishing their meal

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Understand the KDS: reading, bumping, and recalling tickets
- Maintain organization of Pick Up station
- Execute the 4 A's (Aware, Acknowledge, Apologize, Act) for Guest recovery
- Restock ice and soda cartridges when empty
- Clean and restock condiment station
- Complete restroom checks every 30 minutes
- Clean and restock station to set the next shift up for success

DAILY RECAP NOTES



MIT WEEK 3 CASHIER

Day
2

MY TRAINER: _____

**WHERE
TO LEARN**
FRONT OF HOUSE

SHIFT FOCUS:

Today you will continue learning some opening MOD tasks to get your day started and set your shift up for success. Additionally, this will be your last day in the FOH and it is all about **Selling from the Heart** as a Cashier! You will wrap up learning the Guest Journey by learning how to execute interactions at the register as well as all things alcohol at Nando's. Bring your energy and begin taking orders right away. Ensure you work with your trainer and MOD to gain a full understanding of how to set the station up for success as well as all Food Safety and SOPs relevant to the Cashier.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 3 Learning



8:00am – 10:00am

**INTRO TO
ADMIN TASKS**

Use this time to follow the MOD and learn the tasks associated with opening your Restaurant as well as tasks associated with your station today. Shadow the opening MOD closely, taking notes and asking questions as you go!

MANAGEMENT:

- Read the Logbook in Hot Schedules
- Daily Print File: Opening Checklist, Master Prep Sheet, Cook Sheet, Waste Sheet, and Daily Plan
- Conduct an AM Safe Count and mid-day Safe Count
- Open FOH registers and assign till(s)
- Enter any Paid Outs/Paid Ins
- 86 an item on OLO/POS
- Complete Cash Up and solve for any discrepancies
- Issue a refund for an online order and a Dine In Guest
- Understand the process for turning on/off online ordering
- Complete an AM Deposit



10:00am – 11:00am

**INTRO TO
CASHIER AND
STATION SET UP**

FOOD SAFETY

- Sani bucket filled, labeled, and changed every 4 hours
- Proper handwashing followed
- Sani towel (1) submerged in Sani bucket
- All products labeled and dated
- All products rotated (FIFO)
- Work area kept organized, cleaned, and sanitized

EQUIPMENT AND TOOLS:

- POS
- The Inside Scoop
- Draft Beer system and taps



11:00am – 2:00pm

**SIDE BY SIDE
TRAINING**

DEMO AND DO:

It's time to shadow your trainer! Ask questions and jump in too. Learn to navigate the POS as well as **Nando's Beverage Service**. Remember to use the Cashier Toolkit for additional training support.

SELL FROM THE HEART

- Suggestively sell specific beverages and items to complement their meal and upsell add-ons
- Repeat the order back to the Guest
- Direct Guests to condiment station for silver and sauces
- Guide Takeout Guests to best place to wait for their meals
- Recommend the App for their next visit

- Deliver water to OAT Guests
- Make beverages according to recipe and deliver to table in 5 minutes or less

POS

- Enter a Dine In and Takeout order
- Modify an order: remove ingredients, add ingredients, and "type it" when applicable
- Split a check

BEVERAGE SERVICE

- ID a Guest ordering alcohol following BEPSI
- Pour and serve a glass of wine
- Open and serve a bottle of wine
- Pour and serve a glass of beer
- Make and serve a glass and a pitcher of Sangria
- Make and serve a glass and a pitcher of Caipirinha
- Make and serve a glass and a pitcher of Spiked Lemonade

DAY 2 CASHIER

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Cashier Toolkit available and in use
- Remain visible, smiling, and ready to assist each Guest; always facing front and aware of new Guests
- Maintain continuous eye contact with each Guest throughout the entire interaction
- Place all orders with detail and accuracy, noting allergens and modifiers
- Answer the phone within 2 rings and with the proper greeting
- Review cash handling procedures
- Clean and restock station to set the next shift up for success



2:00pm – 3:00pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Complete the Cashier section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:00pm – 5:00pm

SIDE BY SIDE TRAINING

DEMO AND DO:

This is your time to show off your skills and practice using BEPSI. Continue shadowing your trainer, while beginning to ring in more orders and serve more alcoholic beverages on your own.

SELL FROM THE HEART

- Suggestively sell specific beverages and items to complement their meal and upsell add-ons
- Repeat the order back to the Guest
- Direct Guests to condiment station for silver and sauces
- Guide Takeout Guests to best place to wait for their meals
- Recommend the App for their next visit

- Deliver water to OAT Guests
- Make beverages according to recipe and deliver to table in 5 minutes or less

POS

- Enter a Dine In and Takeout order
- Modify an order: remove ingredients, add ingredients, and "type it" when applicable
- Split a check

BEVERAGE SERVICE

- ID a Guest ordering alcohol following BEPSI
- Pour and serve a glass of wine
- Open and serve a bottle of wine
- Pour and serve a glass of beer
- Make and serve a glass and a pitcher of Sangria
- Make and serve a glass and a pitcher of Caipirinha
- Make and serve a glass and a pitcher of Spiked Lemonade

SOPS TO REVIEW AND PRACTICE

- Follow Food Safety standards
- Cashier Toolkit available and in use
- Remain visible, smiling, and ready to assist each Guest; always facing front and aware of new Guests
- Maintain continuous eye contact with each Guest throughout the entire interaction
- Place all orders with detail and accuracy, noting allergens and modifiers
- Answer the phone within 2 rings and with the proper greeting
- Review cash handling procedures
- Clean and restock station to set the next shift up for success

DAILY RECAP NOTES



FOH KNOWLEDGE CHECK:



When do you do the Chicken Check In?



What are the 4 A's?



How often should you clean the bathrooms?



What are the ingredients in our Spicy Mixed Olives?



What does BEPSI stand for?

FOH KNOWLEDGE CHECK:



What wines do we carry and where are they from?



What beer is from Portugal and how would you describe it to a Guest?



How do you make and serve a glass of Sangria?



When do we answer the phones and what do we say?



What are the steps of the Guest Journey?



MIT WEEK 3 **OPENING MANAGER**

Day
3

MY TRAINER: _____

**WHERE
TO LEARN**
MOD

SHIFT FOCUS:

Today you will continue learning opening MOD tasks to get your day started and set your shift up for success. You will continue running your shift as the MOD throughout the duration of the day focusing on the **Line Check, Figure 8's and calling chicken**. Show initiative - lead your team beginning with the Pre-Shift and provide real time coaching as often as you can! Continue gaining comfort and repetition with the manager communication tools we have in place to ensure opening and closing managers are on the same page day to day and driving success for your Restaurant and teams.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 3 Learning



8:00am – 10:00am

**INTRO TO
ADMIN TASKS**

Use this time to follow the MOD and learn the tasks associated with opening your Restaurant, taking notes, and asking questions as you go. Pay close attention and don't skip a beat – next week it will be your turn to lead the way!

MANAGEMENT:

- Read the Logbook in Hot Schedules
- Retrieve Chicken Production and enter forecast on the Cook Sheet
- Complete any orders needing to be submitted for the day
- Conduct an AM Safe Count
- Retrieve Suggested Prep from Micros and complete the Master Prep Sheet
- Complete Wellness Checks for all Nandocas
- Open FOH registers and assign till(s)
- Follow Opening Checklist from Daily Print File



10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

- Take and record temperatures
- Perform oil test and complete Oil Change Log
- Complete Grab Test and validate portion control
- Complete any necessary Corrective Actions and record results
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Discard any expired products and record on Waste Sheet
- Complete taste check



11:00am – 2:30pm

**SIDE BY SIDE
TRAINING**

RUNNING MY SHIFT:

Shadow your MOD as you continue learning what it takes to run the shift and **ensure every Guest has a great Nando's experience**. Ask as many questions as you can and jump in to start getting hands on practice as quickly as you can.

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching
- Attend to any Guest complaints by following the 4 A's
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Provide developmental feedback to Nandocas to help them improve on their performance
- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure Aces in Places; all tasks are assigned to the right people
- MANAGING BRAND AND GUESTS**
- Manage employee attendance and make contingency plans as required
- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Ensure all steps of the Guest Journey are being followed
- Provide Nandocas with support and resources needed to do their job well
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- MANAGING FINANCE**

- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching
- Attend to any Guest complaints by following the 4 A's

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly

- Attend to any Guest complaints by following the 4 A's
- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 3 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



2:30pm – 3:30pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the MOD section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm

SIDE BY SIDE TRAINING

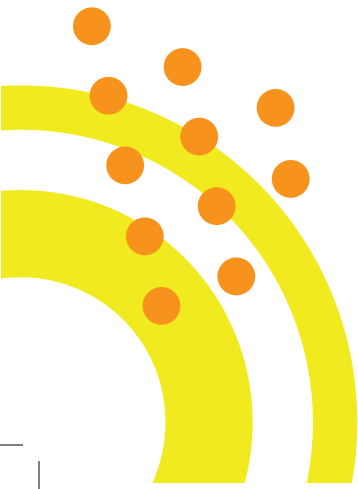
DEMO AND DO:

Shadow your MOD as you begin wrapping up the day during Changeover. Use this time to learn the tasks associated with setting the PM shift up for success. Get ready, next week we will be turning up the heat and asking you to lead the way!

END OF SHIFT CHANGEOVER

- Validate Pull Thaw is complete for the next day and all items are labeled individually
- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct mid-day Safe Count
- Complete an AM Deposit
- Enter AM Waste in Micros
- Enter Production in Micros
- Enter invoices received throughout the day in Micros
- Complete the Logbook in Hot Schedules
- Follow Changeover (Opening Manager) Checklist from the Daily Print File
- Communicate with PM MOD

DAILY RECAP NOTES



MIT WEEK 3 **OPENING MANAGER**

Day
4

MY TRAINER: _____

**WHERE
TO LEARN**
MOD

SHIFT FOCUS:

Today you will continue learning opening MOD tasks to get your day started and set your shift up for success. You will continue running your shift as the MOD throughout the duration of the day focusing on the Line Check, Figure 8's and calling chicken. Show initiative - **lead your team beginning with the Pre-Shift** and prove real time coaching as often as you can! Continue gaining comfort and repetition with the manager communication tools we have in place to ensure opening and closing managers are on the same page day to day and driving success for your Restaurant and teams.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 3 Learning



8:00am – 10:00am

INTRO TO ADMIN TASKS

Use this time to follow the MOD and learn the tasks associated with opening your Restaurant, taking notes, and asking questions as you go. Pay close attention and don't skip a beat – next week it will be your turn to lead the way!

MANAGEMENT:

- Read the Logbook in Hot Schedules
- Retrieve Chicken Production and enter forecast on the Cook Sheet
- Complete any orders needing to be submitted for the day
- Conduct an AM Safe Count
- Retrieve Suggested Prep from Micros and complete the Master Prep Sheet
- Complete Wellness Checks for all Nandocas
- Open FOH registers and assign till(s)
- Follow Opening Checklist from Daily Print File



10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

- Take and record temperatures
- Perform oil test and complete Oil Change Log
- Complete Grab Test and validate portion control
- Complete any necessary Corrective Actions and record results
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Discard any expired products and record on Waste Sheet
- Complete taste check



11:00am – 2:30pm

SIDE BY SIDE TRAINING

RUNNING MY SHIFT:

Shadow your MOD as you continue learning what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask as many questions as you can and jump in to start getting hands on practice as quickly as you can.

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching
- Attend to any Guest complaints by following the 4 A's
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Provide developmental feedback to Nandocas to help them improve on their performance
- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure Aces in Places; all tasks are assigned to the right people
- MANAGING BRAND AND GUESTS**
- Manage employee attendance and make contingency plans as required
- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Ensure all steps of the Guest Journey are being followed
- Provide Nandocas with support and resources needed to do their job well
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- MANAGING FINANCE**

MANAGING BRAND AND GUESTS

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 4 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



2:30pm – 3:30pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the MOD section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm

SIDE BY SIDE TRAINING

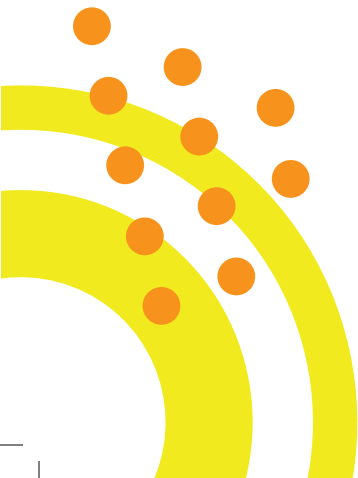
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END OF SHIFT CHANGEOVER

- Validate Pull Thaw is complete for the next day and all items are labeled individually
- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct mid-day Safe Count
- Complete an AM Deposit
- Enter AM Waste in Micros
- Enter Production in Micros
- Enter invoices received throughout the day in Micros
- Complete the Logbook in Hot Schedules
- Follow Changeover (Opening Manager) Checklist from the Daily Print File
- Communicate with PM MOD

DAILY RECAP NOTES



MIT WEEK 3 **OPENING MANAGER**

Day
5

MY TRAINER: _____

**WHERE
TO LEARN**
MOD

SHIFT FOCUS:

Today you will continue learning opening MOD tasks to get your day started and set your shift up for success. You will continue running your shift as the MOD throughout the duration of the day focusing on the Line Check, Figure 8's and calling chicken. Show initiative - lead your team beginning with the Pre-Shift and provide real time coaching as often as you can! Continue gaining comfort and repetition with the manager communication tools we have in place to ensure opening and closing managers are on the same page day to day and driving success for your Restaurant and teams.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 3 Learning Week 3 Quiz



8:00am – 10:00am

**INTRO TO
ADMIN TASKS**

Use this time to follow the MOD and learn the tasks associated with opening your Restaurant, taking notes, and asking questions as you go. Pay close attention and don't skip a beat – next week it will be your turn to lead the way!

MANAGEMENT:

- | | | |
|---|---|--|
| <input type="checkbox"/> Read the Logbook in Hot Schedules | <input type="checkbox"/> Retrieve Chicken Production and enter forecast on the Cook Sheet | <input type="checkbox"/> Complete any orders needing to be submitted for the day |
| <input type="checkbox"/> Conduct an AM Safe Count | <input type="checkbox"/> Retrieve Suggested Prep from Micros and complete the Master Prep Sheet | <input type="checkbox"/> Complete Wellness Checks for all Nandocas |
| <input type="checkbox"/> Open FOH registers and assign till(s) | | |
| <input type="checkbox"/> Follow Opening Checklist from Daily Print File | | |



10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

- | | | |
|---|--|---|
| <input type="checkbox"/> Take and record temperatures | <input type="checkbox"/> Perform oil test and complete Oil Change Log | <input type="checkbox"/> Complete Grab Test and validate portion control |
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| <input type="checkbox"/> Complete taste check | | |



11:00am – 2:30pm

**SIDE BY SIDE
TRAINING**

RUNNING MY SHIFT:

Shadow your MOD as you continue learning what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask as many questions as you can and jump in to start getting hands on practice as quickly as you can.

LEADING YOUR TEAM

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- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching
- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly

- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
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DAY 5 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
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- Monitor and maintain speed of service standards
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- Figure 8: coach issues that might impact the Guest experience



2:30pm – 3:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

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- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm
SIDE BY SIDE TRAINING

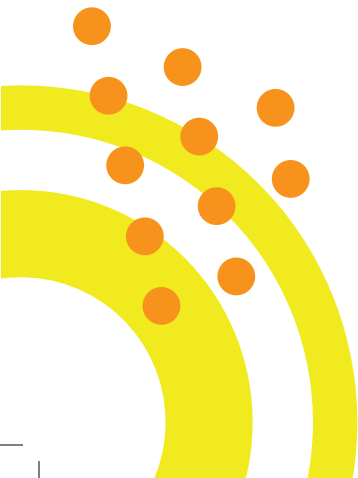
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END OF SHIFT CHANGEOVER

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- Complete an AM Deposit
- Enter AM Waste in Micros
- Enter Production in Micros
- Enter invoices received throughout the day in Micros
- Complete the Logbook in Hot Schedules
- Follow Changeover (Opening Manager) Checklist from the Daily Print File
- Communicate with PM MOD

DAILY RECAP NOTES



MOD KNOWLEDGE CHECK:



When should you read the Logbook in Hot Schedules and when should you fill it out?



How many times a day do you perform a Safe Count and why?



What items are in the Daily Print File?



What is the difference between On Hand, Suggested Prep and Actual Prep on your Master Prep Sheet?



Where do you get the daily forecasted number for your Chicken Production?

MOD KNOWLEDGE CHECK:



Who is responsible for calling chicken during your shift?



What does 'Aces in Places' mean?



When do you do a Pre-Shift and why?



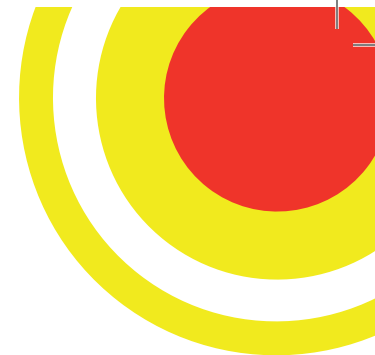
How many stations are in the Figure 8 and what are they?



How many times and when should you complete the Line Check each day?



MIT WEEK 3



TRAINING PATRÃO REVIEW

Your Patrão (or RM) has been observing you throughout the week and will validate your ability to perform each task and follow all SOPs. Additionally, you will be assessed on our Leadership Skills on a scale of Striving, Achieving or Mastering. You should pass each section with 90%. If not, your Patrão will organize another session with you. Be sure to sit down and review your performance with your Patrão. Feedback is part of your journey to success. This feedback will also be uploaded and shared with your AD, Training Team and People Team too. Good Luck!

TRAINING WEEKLY REVIEW

- All Daily Planners, Knowledge Check and exercises in Training Book completed
- WMD completed in THS
- Week 3 Learning completed in THS
- Week 3 Quiz completed in THS
- Week 3 reviewed (wins and opportunities) with Patrão/Manager
- Next week set up for success
- Has no outstanding training
- Has logged into Hot Schedules with username and password
- Has logged into Back Office POS with numerical pin to complete cash handling procedures
- Has attended the Week 3 Training Check In Webinar

RUNNER STATION

- Demonstrates confidence Delivering the Flavor
- Can open and close the dining room
- Follows all SOPs as well as Health and Food Safety procedures
- Announces all food and flavors and places each item in front of the Guest who ordered it
- Completes Chicken Check In within 2 bites or 2 minutes
- Suggestively sells drinks and desserts and inform Guests to place 2nd orders via OAT or the App
- Pre-busses tables when applicable and cleans all tables within 5 minutes of the Guest leaving
- Cleans and restocks the dining room: Pick Up station, condiment station, Coke Machine, and restrooms
- Executes the 4 A's for any dissatisfied Guest
- Knows how to replace soda cartridges when they are empty

TRAINING SCORE: 90% PASS RATE

YES NO

CASHIER STATION

- Demonstrates confidence Selling from the Heart
- Can open and close the Cashier station
- Follows all SOPs as well as Health and Food Safety procedures
- Follows all proper Cash Handling procedures
- Answers the phone with the correct greeting and within 2 rings
- Places all orders with detail and accuracy, noting allergens and modifiers
- Suggestively sells beverages and specific menu items, upsells add-ons and repeats order back to Guests
- Properly ID's Guests ordering alcohol using BEPSI
- Makes all beverages to recipe and serves within 5 minutes and delivers water to OAT Guests
- Demonstrates POS functions: reprinting closed checks, reopening a closed check, and issuing a refund

TRAINING SCORE: 90% PASS RATE

YES NO

OPENING MOD

- Performs Wellness Checks on all Nandocas
- Reads and completes Logbook on Hot Schedules daily
- Completes both AM and mid-day Safe Counts
- Prints and completes the Daily Print File
- Opens FOH registers and assign cash till(s)
- Conducts regular Pre-Shifts
- Completes the Line Check no later than 10am as well as second temps no later than 2pm
- Calls chicken throughout the shift and completes the Cook Sheet
- Completes the Master Prep Sheet and validates the Cooling Log
- Executes Figure 8s throughout the shift

TRAINING SCORE: 90% PASS RATE

YES NO

TRAINING NOTES: _____

LEADERSHIP SKILLS

S= STRIVING: Does not consistently demonstrate this behavior **A= ACHIEVING:** Consistently demonstrates this behavior
M= MASTERED: Can coach and teach this behavior

PERSONAL RESPONSIBILITY AND ACCOUNTABILITY:

- Has a "no excuses" mindset that does not blame others and takes ownership over decisions and actions.
- Makes a point to understand their role and core responsibilities and acts with a sense of urgency on projects.
- Displays complete ownership of a process and their training and looks to improve efficiencies.

RESULT:

- S
- A
- M

FEEDBACK: _____

TEAMWORK AND RELATIONSHIP BUILDING:

- Exhibits the ability to work with others on shared goals and proactively participates with other members to enhance capability of the team.
- Looks for ways to spend time to get to know individuals on a personal and professional level in order to create an inclusive environment.

RESULT:

- S
- A
- M

FEEDBACK: _____

INTEGRITY:

- Embodies doing the right thing when others are not looking. Stays true to themselves and has authenticity in their interactions with their peers, direct reports, and leaders.
- Treats others with respect and kindness.

RESULT:

- S
- A
- M

FEEDBACK: _____

TIME MANAGEMENT:

- Can multi-task and meet deadlines.
- Displays leadership with carefully considered plans and strategies to manage disruptions.

RESULT:

- S
- A
- M

FEEDBACK: _____

LEADERSHIP:

- Inspires and motivates teams to do great work and cares about the outcomes.
- Thinks less about themselves and more on helping grow our people and our Brand.

RESULT:

- S
- A
- M

FEEDBACK: _____

EMOTIONAL INTELLIGENCE:

- Demonstrates the capability to be open to feedback and takes immediate action while remaining measured and thoughtful through their responses.
- Understands their audience and able to read the room to adapt and connect with everyone.
- Is self-aware and understands how their behaviors impact others.

RESULT:

- S
- A
- M

FEEDBACK: _____

ADAPTABILITY:

- Able to demonstrate the demands of the moment and provides solution-oriented actions.
- Looks for new ways of handling multiple tasks while remaining composed when faced with adversity.

RESULT:

- S
- A
- M

FEEDBACK: _____

MIT SIGN OFF: _____ PATRÃO SIGN OFF: _____ DATE: _____

FOOD AND BEVERAGE ACTIVITY



Get to know our beverages.

While our food may speak for itself, it does need you to be its voice! Getting to know what we serve – both food and beverage – is an important part of your training and beyond. Nandocas and Guests will look to you to be the expert on all menu items and you don't want to let them down. This activity is all about spending time tasting and reviewing our beverages and getting to know things to look for to ensure consistency in our food.

BEVERAGE

There's no better way to get to know our beverages than to try them. It's time to sample what we offer. Remember, the goal is to get to know what our beverages taste like as well as to know how to sell them to a Guest and train your future Nandocas too!

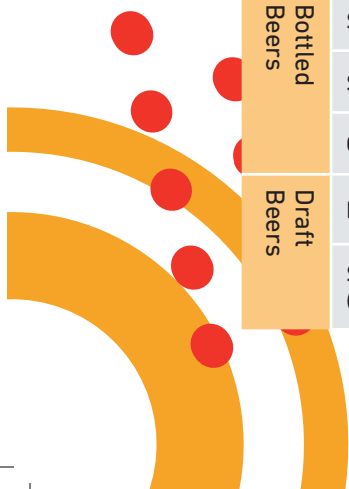
COLLECT YOUR SUPPLIES:

- Gather all the beers and wines we offer
- 2oz portion cups to create sample size drinks
- 1 wine glass / 1 beer glass
- The Cashier Toolkit (on The Hot Spot) for serving wine/beer/Sangria)
- Beverage Guide

WHAT TO REVIEW:

- Alcohol service specifics
- Tasting and pairing notes
- Recipes, build procedures, pouring and serving procedures
- Dating, labeling, and storing

	Menu Item	What do you taste?	How would you describe it?
White Wines	Cara Viva White		
	Gatao Vihno Verde		
	Indaba Chardonnay		
Red Wines	Cara Viva Red		
	Borges Lello Red		
	Braai Cabernet Sauvignon		
Sangrias	Red Wine Sangria		
	Peach Mango Sangria		
Spiked Lemonades	Spiked Caramelized Pineapple Lemonade		
	Spiked Blood Orange and Mango Lemonade		
Bottled Beers	Super Bock		
	Sam Adam's Boston Lager		
	Corona		
Draft Beers	Blue Moon Belgian White Ale		
	Seasonal Beer (varies by Restaurant)		



FOOD

We have visual and quality standards (things to be on the lookout for by menu item) that you need to become familiar with. Our Guests expect consistency in our food and it's up to us to deliver. To do this, you need to know what to look for and follow up on. As a rule, always bring it back to the Toolkit standards. Review the items below and learn how to prevent the most common inconsistencies.

Product	What do you taste?
Chicken	Chicken should be basted correctly, cooked for the last minute. Skin should be intact and golden brown. Grill marks visible and crisscross. Cook time standards followed. Grill clean and free from debris. Use Grill Forks for WOGs, butterfly breasts, and thighs. Never spray the flame under the chicken. Not acceptable to serve if too small, skin too damaged, no wing or burnt wing.
Sandwiches	Neatness and care Amount of sauce Build order according to Build Guides Flags on both sides
Wraps	Toast marks visible Amount of sauce Build order according to Build Guides
Pitas	Quality of pita Toast of pita Quality of Pita Mix (and shelf life too) Build order according to Build Guides
Salads	Portions of romaine and arugula Dressing tossed or on the side Proper amount of dressing Clean salad bowls used Build order according to Build Guides Chicken tender cooking/basting procedures followed
Chips	Hot and fresh Golden brown Not soggy, burnt, or smoky in flavor Light dusting of PERi-salt

Product	What do you taste?
Rice	Degree of rice swelling Texture not too hard or too soft Color not too light or too dark Amount and cut of peppers and parsley
Livers	Correct amount of baste Crispy but not burnt
Macho Peas	50/50 blend Not over heated Clamshell used to reheat Spiciness
Roasted Vegetables	Microwaved for 50 seconds Prepped using Toolkit Vegetable cuts
Skewers	Browned correctly on all sides and heated through Cuts to the correct size as per the Toolkit Basted correctly on all sides Prepped following safety and sanitation standards
Plating	Starches plated properly No "lunch lady" scooping No baste on plates Color where you hold the plate (3:00 or 9:00)
Microwave	Items correctly heated in clamshells not crockery Cooked the correct amount of time Portioned correctly
Prep	Using Toolkit to prepare food Consistent flavor and heat Consistent and correct vegetable cuts Consistent portion sizes All Pull Thaw items labeled Cooling Log Completed



ALL THINGS BEVERAGE!

NON-ALCOHOLIC BEVERAGES (MAY VARY BY RESTAURANT)



BRUCE COST POMEGRANATE GINGER ALE

A bit less spicy than traditional gingerale with subtle lemon and floral notes (hibiscus). Made with pure cane sugar and fresh ingredients. It is unfiltered, with tiny ginger particles, and should be shaken slightly before pouring.



MEXICAN COKE

Made in Mexico and bottled in a thick glass bottle. It has become very popular in the United States because its flavor is “a lot more natural tasting.”



AHA BLUEBERRY + POMEGRANATE SPARKLING WATER

A renewed sense of hydration, naturally flavored with no sweeteners, no sodium and no calories.



HONEST HONEY GREEN TEA

Real-brewed green tea leaves with organic cane sugar and a touch of organic honey.



SMART WATER

Vapor-distilled water with added electrolytes for a pure, crisp taste.



PINEAPPLE LEMONADE

Batch made blend of caramelized pineapple, lemon, and lime juice.

Dine In: serve in a glass with lemon garnish.

Takeout: Store and serve in a clear cup with lid.



MANGO ORANGE LEMONADE

Batch made blend of mango, blood orange, lemon and lime juice.

Dine In: serve in a glass with lemon garnish.

Takeout: Store and serve in a clear cup with lid.



STRAWBERRY LEMONADE

Batch made blend of strawberry, blood orange, lemon and lime juice.

Dine In: serve in a glass with lemon garnish.

Takeout: Store and serve in a clear cup with lid.

WINES (BY THE GLASS (8 OUNCES) OR BOTTLE

WHITE WINES



CARA VIVA WHITE - Portugal

Our house white.

A dry, bright, fruity, young and refreshing white wine. There are apple and lemon notes in the aroma and taste. A pleasant, smooth, easy drinking wine. Goes well with chicken dishes.



GATAO VINHO VERDE - Portugal

Citrus aromas with melon and pineapple notes; dry, light and refreshing. Slightly fizzy with a crisp clean finish.

Would go good with the following flavors: Plainish and Medium.



INDABA CHARDONNAY - South Africa

Bright tropical fruit aromas lead to a crisp, fresh palate with flavors of apple, pear, honey and pineapple. A gentle hint of oak adds a creamy butterscotch depth.

Would go good with the following flavors: Hot and Extra Hot.

RED WINES



CARA VIVA RED - Portugal

Our house red.

A deep, ruby red, medium bodied wine with berry fruit flavors and a great balance. A good entry level wine that tastes great with spicy food.



BORGES LELLO RED - Portugal

A fun and inviting red wine that has good dark fruit complimented by notes of licorice, prune and spice. Flavorful and ready to drink.



BRAAI CABERNET SAUVIGNON - South Africa

A bold Cabernet, which displays aromas and flavors of dark berries, earth and smoke.

The earliest archaeological evidence of barbecue (Braai) is found in South Africa. On September 24th the country celebrates Heritage Day, which in 2007 was renamed Braai4Heritage as a testament to its cultural importance in South Africa.



SOMETHING FRUITY??

SANGRIA BY THE GLASS OR JUG



RED WINE SANGRIA

Available by the glass (8 ounces) or pitcher.
Served with a bamboo spoon to make sure you get all the delicious fruit! Red wine, brandy, sprite, Fanta orange soda, apples, orange, cinnamon stick, brown sugar



ROSE SANGRIA

Available by the glass (8 ounces) or pitcher.
Served with a bamboo spoon to make sure you get all the delicious fruit! House made with Cara Viva rose, slices of peaches and mango with a splash of Schnapps.

SPIKED LEMONADES BY THE GLASS OR JUG



SPIKED CARAMELIZED PINEAPPLE LEMONADE

Caramelized pineapple lemonade spiked with vodka.
Served short with ice and garnished with a slice of lemon.

Blood orange and mango lemonade spiked with vodka.
Served short with ice and garnished with a slice of orange.
Can also be served by the jug which is three glasses!

OR

SPIKED BLOOD ORANGE AND MANGO LEMONADE



Making the perfect Spiked Lemonade:

1. Fill the "short" glass with ice
2. Pour 1 oz of vodka over the ice
3. Fill the glass with guest's lemonade of choice
4. Stir the drink with the cocktail spoon
5. Garnish with correct fruit

IN THE CAN



TRULY STRAWBERRY LEMON

Blend of sweet strawberry lemonade and refreshing hard seltzer in a world of it's own.

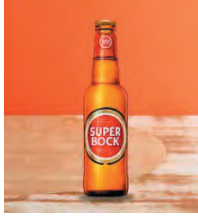


TRULY WILD BERRY

Mix of beautiful berries reminding you to squeeze more juice out of life.

HOW ABOUT A BREW

BOTTLED BEER



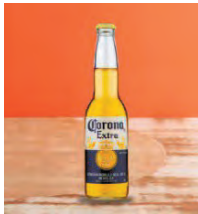
SUPER BOCK - Portugal

This strong pale lager is the most popular beer in Portugal. It is a rich and complex beer with a slightly fruity flavor and loads of foam. Soft and slightly bitter.



SAM ADAM'S BOSTON LAGER - Boston, MA

Full-flavored with a balance of malty sweetness contrasted by hop spiciness and a smooth fruity finish. A balanced and easy drinking beer.



CORONA - Mexico

Corona Extra was introduced in the United States in 1981, and became the fastest growing imported beer in U.S. history. Corona Extra has been brewed and bottled in Mexico since 1925. Corona Extra is the #1 selling imported beer in the U.S. Corona's smooth taste offers the perfect balance between heavier European imports and lighter domestic beer. It is commonly served with a wedge of lime the neck of the bottle to add tartness and flavor. We will serve as show in the photo.

ON TAP – 14OZ SERVED IN A CHILLED GLASS



LAGUNITAS Chicago - Petaluma (CA)

A well-rounded, highly drinkable IPA with a hoppy, floral finish. A bit of Caramel Malt barley provides the richness that mellows out the twang of the hops. Made with 43 different hops and 65 various malts.



BLUE MOON BELGIAN WHITE ALE - Colorado

Brewed with wheat, oats, and orange peel. Sweeter than Allagash with more orange flavor.

LOCAL SEASONAL BREW

Your Patrão and AD will make the local seasonal selection for the Restaurant.



THE GUEST JOURNEY

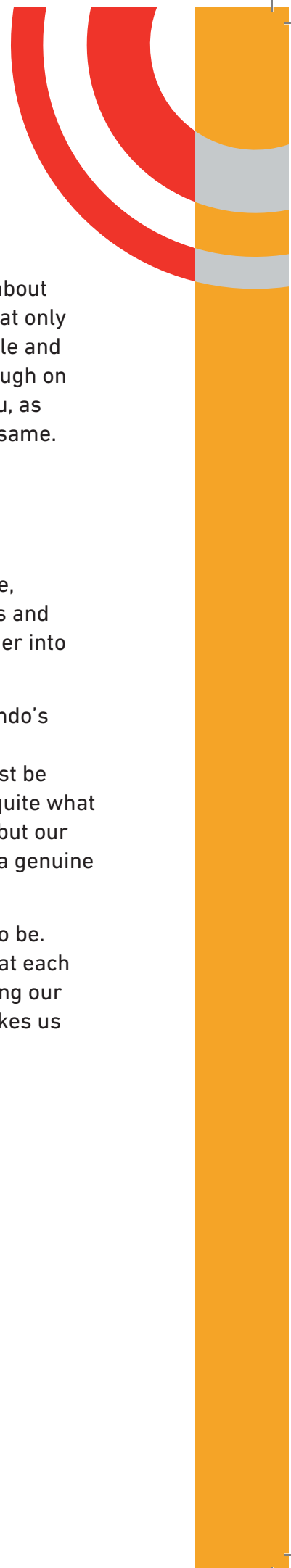
The Guest Journey is more than just knowing the steps of the journey. It's about knowing how to make Guests feel as though they just had an experience that only Nando's can provide. One where they felt welcome, appreciated, comfortable and like they were the only Guests we were focusing on. We need to follow through on our Guest Journey with every Guest, every time. You need to know what you, as a manager can do to impact the journey and guide our Nandocas to do the same. Review the Guest Journeys steps and map below.

MINHA CASA E SUA CASA – SPIRIT OF HOSPITALITY

The **life and soul** of our service can be described by this Portuguese phrase, “Minha Casa E Sua Casa,” which means, “My home is your home.” Nandocas and Guests alike should feel that each Restaurant is their home, welcoming other into it and treating it like their own!

Whose job it is? Trick question! It's everyone's job. A key element of the Nando's success story is that each Nandocas owns service. We are in the hospitality business – we simply must be gracious hosts! We want our Guests to leave with a sense of “I'm not sure quite what happened...but it was awesome!” Each experience will be a little different, but our service should always be one thing: friendly! At its most basic, this means a genuine smile and meeting the eyes of a Guest at every interaction.

Yeah, we know our service can seem a little confusing, but it doesn't have to be. Let's make the experience simple and user-friendly by guiding our Guests at each step. This spirit of hospitality, a smile and eye contact will go miles in making our Guests feel at home. This friendly spirit is rare and a huge part of what makes us different. What does this look like in practice?





WARM WELCOME

Welcome them to the party! Make eye contact, smile, and warmly acknowledge our Guests. Remember, first impressions are lasting impressions. You set the tone for their Nando's experience.

Here's a note on first timers: We all remember our first time! It should be special! Our hosts have the unique opportunity to serve as a trusted tour guide for our first timers. How can you make the most of this time you ask? For some first timers, this might mean spending a little extra time walking them through our menu options. Others may need a little hand holding while placing orders via OAT. Whatever it takes, take the time to make their experience special – that's what you are there for!

SELL FROM THE HEART

Whether you are the Host walking a Guest to the table or a Cashier ringing their order in, initiate conversations with each Guest. Ask if they have a Nando's favorite or what types of food they like. Offer suggestions and recommendations based on their answers or your personal favorites to enhance their experience. Remember, you are the expert on how to create the perfect Nando's meal.

DELIVERING THE FLAVOR

It's time to eat! When delivering food, we strive to bring all items to the table together within ten minutes or less. When this doesn't happen, we tell the Guest the remaining items will be out shortly. As you take food from Expo, always make sure you have the correct food and note any modifications or allergies. When arriving to the table, engage the Guests with a smile and greeting. Always announce the food and flavor of the items you are delivering and place the plates in front of each Guest. As you deliver the food, look at the table to see if there are any obvious things the Guest may need (like silverware or extra sauces) and offer to bring those items to them. Before you leave the table, always let them know we will be back to check in on them.



CHICKEN CHECK IN

Two minutes or two bites, this is the golden rule for the check ins. We check in on all our Guests to make sure they are enjoying their meal and to see if we can get them anything else. If for any reason a Guest is not enjoying their meal, this is our opportunity to fix it using the 4 A's; aware, acknowledge, apologize, and act! Always be specific when you do a Chicken Check In and try to ask open ended questions for the most honest responses. Refrain from using terms such as "fine" and "okay" – we are shooting for amazing and fantastic instead! During the check in, we offer additional beverages, sides, and any other items that they may need and let them know how to order them if so.



CONTINUOUS SERVICE

We are reading minds, people! Our goal is once a Guest sits down at their table, they shouldn't have to get up again. We are here to take care of anything they may need. Continuous service is about going the extra mile, reading our Guests, and knowing what they want before they want it. It's all about offering second orders, pre-bussing plates and suggesting desserts that will be perfect for their last bite!

A GRACIOUS FAREWELL

Imagine steps one through five are flawless, we've hit it out of the park, and then the Guests gets to the front door to leave and...nothing....no "thank you"...or no "can't wait to see you next time." All our hard work impressing them suddenly falls flat. Be genuinely grateful for our Guests. Thank them as they leave to show your appreciation and always remember to invite them back. Even open the door for them if you can. A little thank you can go a long way and leave the final lasting impression. It is up to all of us to give a Gracious Farewell.

THE GUEST JOURNEY

MINHA CASA E SUA CASA

Within 1 minute: greet guests with a smile and welcome to Nando's
Ask if dining in, taking out or picking up

DINE IN:

- Ask if they have been to Nando's before.

NEW TO NANDO'S:

- Ask how many guests
- Select a table, take cockerel stick
- Walk guests to the table
- Brief menu overview: PERi-PERi Chicken and Periometer
- Explain OAT process. Let them know if paying with cash they must order at the counter.
- Suggest they use our app and explain PERi-perks
- Tell them where to get silver and sauces
- Tell them table number, leave cockerel stick. Let them know if they have questions, we are here to help
- Wish them a great meal

PICKING UP:

- Guide guest to pick up area
- "Everything you ordered will be in your bag, enjoy your food"

REGULARS:

- Welcome them back to Nando's
- Ask if they are familiar with OAT
- **"FAMILIAR WITH OAT"**
- Ask how many guests and walk guests to the table
- Give them cockerel stick, let them know if they are paying with cash to proceed to the counter when ready to order
- Suggest they use our app to gain PERi-perks
- Wish them a great meal
- **"NOT FAMILIAR WITH OAT"**
- Ask how many guests
- Select table, cockerel stick, and walk guests to the table.
- Explain OAT process. Let them know if paying with cash to proceed to the counter when ready.
- Tell them table number, leave cockerel stick. Let them know if they have questions, we are here to help
- Suggest they use our app to gain PERi-perks
- Wish them a great meal

TAKING OUT:

- Ask if they have been to Nando's before

NO:

Brief menu overview: PERi-PERi Chicken and Periometer, a menu or QR code, where to order, suggest online or APP for next visit, wish them a great meal

YES:

Supply a menu or QR code if they need, wish them a great meal, suggest online or APP for next visit



SELL FROM THE HEART

- Greet with a smile and welcome to Nando's
- Take order and offer suggestions: specific beverages and items to complement their meal
- Confirm/repeat order
- Take payment
- Guide to next steps

***Any food or beverage that cashiers make delivered to the table in 5 minutes or less**

TAKE OUT

- Best place to wait
- Point out condiment counter (sauces, beverages)
- Recommend online or APP for next visit
- Thank the guest for coming to Nando's

DINE IN

- We deliver food to the table when ready
- Point out condiment counter (sauces, silver, beverages)
- We will be checking in on you at the table
- "Have a great meal"

DELIVERING THE FLAVOUR

- Eye contact, smile and say hello
- Announce food and flavors, place in front of guest who ordered
- Look to see what's missing and assist with those needs
- Let them know we will check back in
- "Enjoy your meal"

CHICKEN CHECK IN

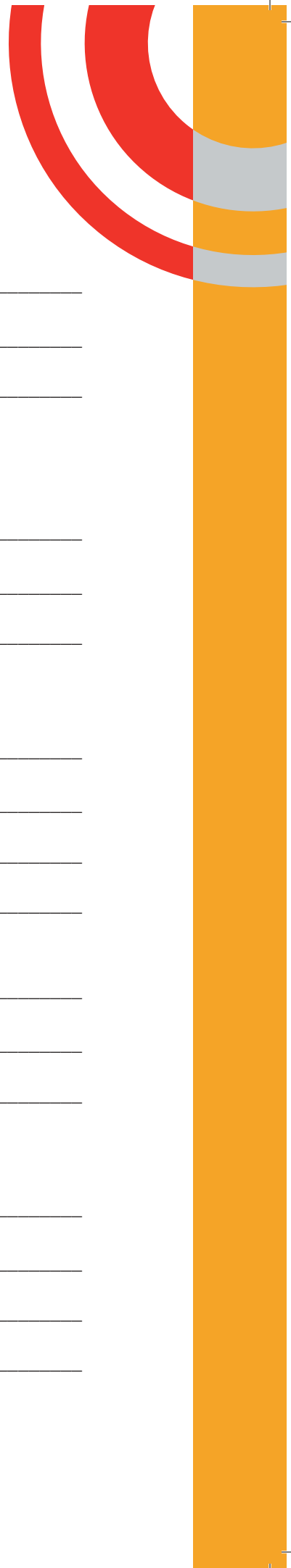
- 2 minutes or 2 bite check in
- Look to see what's missing and assist with those needs
- Remove cockerel stick and return to host

CONTINUOUS SERVICE

- 2nd orders (can also be placed via OAT)
- Pre-bus
- Before guest finishes their meal recommend a specific dessert
- Plates cleared within 5 minutes of guests finishing their meal

A GRACIOUS FAREWELL

- A warm and sincere thank you to every guest as they leave



How do you explain to a Nandoca why it is important to greet and say goodbye to each Guest?

How do you suggestively sell without being pushy? Give an example of how to sell a Naughty Nata.

How can you teach your Nandocas how to read Guests? What things (body language, tone of voice) can you tell them to look for?

How does reading Guests tie into the Guest Journey?

If a Guest tells you their chicken is dry when you do the Chicken Check In, what would you do?

WELCOME TO OUR HOUSE!

The Guest Journey outlines our standards for taking care of Guests, but the Journey is so much more than just standards. When Guests come to our Restaurants, we have an amazing opportunity. We can create a memory for them. Food is community, it is something we associate with fond memories and the best of times. When Guests dine at Nando's, we must do everything in our power to exceed the expectations they had walking through the doors. We have the ability to impact the way someone feels when they come in to Nando's. Some of the key feelings we hope our Guests experience at Nando's and how to make it happen include the following:



AT HOME, WELCOME:

Greet all Guests with a warm smile and approachable body language. Make direct eye contact with people and keep your focus on them instead of what's going on around you. Initiate the first contact with our Guests; this is our opportunity to welcome them into our Restaurant "home."

EXCITED AND CURIOUS:

To get a Guest excited you need to be excited. Energy is contagious and our Guests should feel your excitement. Tell them about Nando's, your favorite dish, piece of artwork, beverages, desserts or more! Be the expert at Nando's so you can share this information with our Guests. Fill them in and make them feel like part of our Family.

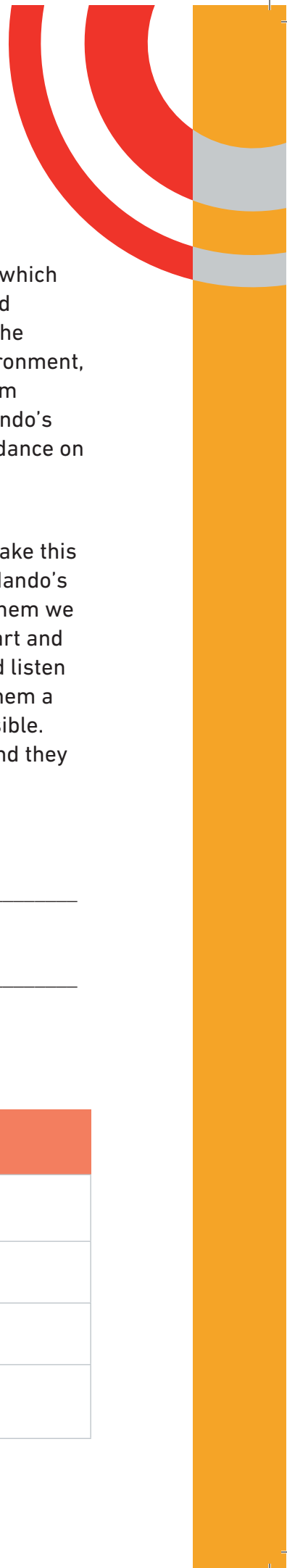
SPOILED LIKE A ROCKSTAR:

Offer to help with bags, strollers, coats, and open the door for them. Honor their requests: give them the table they ask for or their dressing on the side. Once someone is a regular Guest, remember what they order and their name.

Always be on the lookout for opportunities to exceed expectations.

Yes, is the answer! If something is possible to do, do everything in your power to make it happen!





COMFORTABLE:

What makes people comfortable? There are many answers to this question which include lighting, music, temperature, cleanliness, and vibes. You always need to be aware of what's going on in the Restaurant to ensure all the facets of the environment are creating a comfortable atmosphere. In addition to the environment, Nando's service style can be confusing for our Guests and in turn, make them uncomfortable. We need to make sure our Nandocas clearly explain how Nando's works and be on the lookout for anyone who appears to need additional guidance on how to navigate Nando's.

APPRECIATED:

We are very fortunate to be busy and growing rapidly, but we should never take this for granted. Never loose sight of the fact that our Guests choose to dine at Nando's – they could have easily chosen to dine somewhere else. We need to show them we appreciate them. Be present and treat each encounter with a Guest with heart and attention. Listen to what the Guests are saying. Always ask for feedback and listen carefully to the response. Make Guests feel like more than a number. Give them a little bit of your time. Say "hello," "goodbye," and "thank you" whenever possible. They picked Nando's – let's make them realize they picked the right place and they want to return!

As a manager, what will you do to ensure our Guests are comfortable?

How do you get your Nandocas to make Guests excited and curious?

In the below body language scenarios, what do you think the Guest is feeling and what can you do to address it?

Scenario	What are they feeling and what can you do about it?
A Guest hasn't touched their food while their friends are chowing down.	
A Guest has not taken off their jacket while dining.	
A guest is standing near the Host stand looking around.	
A Guest is leaning over the table to try to hear their friend talking to them.	

THE FIGURE 8

We have and will talk a lot about the Figure 8 throughout your training and beyond. It's an effective way to make sure you always know what is happening in the Restaurant as you run your shift. This allows you to be proactive and get ahead of anything that may cause the shift to get off course. Review the diagram below to learn the key details you should be looking for at each station.

The goal of the Figure 8 is to assess, coach, redirect and move on. Avoid getting stuck in a position. If you find yourself working a position for over five minutes, you need to take a step back, reassess the situation and figure out a better way to handle what's going on. Often our first instinct is to jump in and help! We believe this will solve the problem when in fact, it is most times only a short-term fix and can even lead to larger problems as the shift progresses.

NOTE:

It is important to always position yourself as the MOD to be able to keep an eye on the big picture. While there are still times you may need to jump in to assist, this should be the exception and not the rule.

NOTE:

The goal of the Figure 8 is to assess, coach, redirect and move on.



MOD FIGURE 8 FLOW CHART



WHAT TO DO WITH YOUR FIGURE 8

As you begin to practice and move on to mastering your Figure 8, work through the below examples and decide what you would do if faced with the same situations.

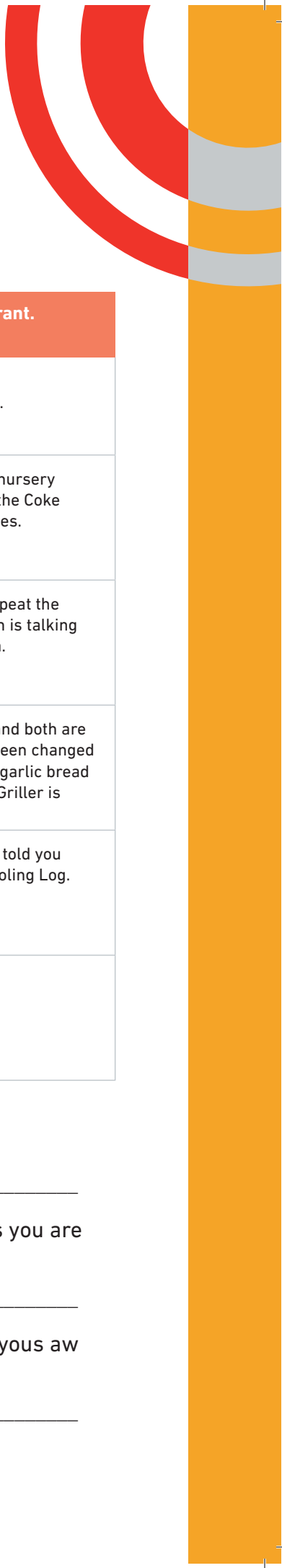
EXAMPLE #1	You've just done your Figure 8 through the Restaurant. Below is what you saw.
Host	Your Host was smiling and greeting the Guests with a Warm Welcome. There's a steady flow of Guests at the front door and it looks like we may need to go on a wait soon. There are lots of first time Guests unfamiliar with OAT so the Host has to spend a little extra time while seating them. The front door has a lot of fingerprints on the glass.
Dining Room	The tables are starting to fill up. Most of the tables are waiting for food. About half of the tables are enjoying beer and Sangria. There are not too many kids in the dining room right now. There are Good vibes, and everyone seems to be having a good time. The Guests at table 12 have their phones out but are looking around. There are four tables that need to be cleared and cleaned for new Guests. You have two Runners working; one is at the Host stand chatting and the other is doing Chicken Check Ins. One of the restrooms is out of toilet paper.
Cashier	Your Cashier is watching the line at the front door. Olives are getting low and it looks like glassware is low too.
The Line	There is a full window of food but your Nandocas are keeping a handle on things. Takeout is picking up as well and you have delivery drivers waiting on orders. Three tickets on the KDS screen are in red. Mashed potatoes are getting low. Back Grill has a full screen of tickets. Lemon and Herb Baste is running low on the Front Grill. Front Grill will also need wings soon. Back grill ran out of Portuguese Rolls. Time on the drawer for whole chickens expires in 20 minutes.
Prep/Cleaner	Dish is backing up. There are three racks of glasses to wash. The silverware bin is overflowing. Plates need to be taken out front and there is a stack of things to be washed at the 3-compartment sink. The Prep area looks clean, but there is a box of Butterflies sitting on the table. There are 20 birds in the oven with 3 minutes left to cook. Your Prep Cook is making rice in the other oven. Your Prep Cook has peas under running water to thaw. The walk-in door is propped open.
Patio/ Perimeter	There are several tables on the patio that need to be cleaned.

How would you correct and coach what you saw in this Figure 8?

What should you focus on first? What will you do to impact (solve) the things you are focusing on first?

How will you ensure you don't get "stuck" in a position as you react to what you saw during your Figure 8?





EXAMPLE #2	It's 2:45pm and you've just done your Figure 8 through the Restaurant. Below is what you saw.
Host	You've got one Host working, the last Guest came in about 4 minutes ago. The Host is coloring in a kid's coloring book while leaning on the Host stand.
Dining Room	There are 5 tables in the dining room that need to be bussed. It looks like a nursery school ate cheerios in the middle of the dining room floor. There's no ice in the Coke machine. The red light on the machine has been blinking for about 15 minutes.
Cashier	There is one Guest in line placing an order. Your Cashier did not upsell or repeat the order back to the Guest. You have two Cashiers on the clock and one of them is talking to the Front Griller about their big plans for the night. You are out of Sangria. The dessert display is looking sad with only one brownie and one nata.
The Line	There are two tickets on the KDS screen. You have two Expos on the clock, and both are leaning and chatting with the Runners. The Sani bucket looks like it hasn't been changed all shift. Expo needs major restocking. Each grill has one ticket. There is no garlic bread prepped. There are no times on the Front Grill warming drawers. The Back Griller is sweeping the floor and just finished wiping down the counters.
Prep/Cleaner	The dis area looks great! It is clean, tidy, and organized. Your Prep Cook has told you they are done for the day. The 2-hour check was never completed on the Cooling Log. Your produce order came in late and is sitting on the floor.
Patio/Perimeter	It looks like it is about to rain and there are tables sitting on the patio.

How would you correct and coach what you saw in this Figure 8?

What should you focus on first? What will you do to impact (solve) the things you are focusing on first?

How will you ensure you don't get "stuck" in a position as you react to what you saw during your Figure 8?

SETTING UP FOR SUCCESS

Some days you just never know what you're in for when you walk in the door. You must be a quick thinker and know how to utilize the skills of the Nandocas you have on shift. At times, you'll need to be creative and dig deep for a plan that will work so both your Nandocas and your Guests are taken care of. Your skill in this area can make or break a shift! You need to be decisive and come up with a plan. And then you need to sell your plan to the Nandocas. Often people don't like change, but people do like having a plan.

So, first things first, get your plan in place. Every day you will fill out and print your Daily Print File. All the paperwork in this file will help you create set routines to assist you in running your Restaurant brilliantly. One of the items in the Daily Print File is the Daily Plan. See the example and guideline for filling out the plan on the next page then answer the questions below.

What are four benefits of filling out the Daily Plan?

Once you are a veteran manager at Nando's, can you stop using the Daily Plan? Why or why not?

How can you explain the importance of the Daily Plan to a Nandoca?

What do you do if one of your co-managers is not using the Daily Plan?

What behaviors are created by using the Daily Plan every shift?



THE LINE CHECK

Learning how to thoroughly and accurately complete a Line Check as the MOD is one of the most important responsibilities you have at Nando's. A good Line Check is not only your due diligence serving as your first line of defense against food safety, but it will also act similar to an insurance policy for you and your Restaurant if there is ever an alleged case of food poisoning against in your Restaurant.

The Line Check is filled with details and information ranging from Sani bucket concentration levels, food quality taste checks, portion control, oil quality and even Nandoca uniform standards. The most important information on the Line Check, however, are temperatures!! Temperature are to be recorded twice per shift – totally 4 times a day! Next to each temperature you will record whether it is Good or needs attention. When an item falls withing the range of the Temperate Danger Zone you must take a Corrective Action immediate to bring the item back to proper temperature as quickly as possible. Always remember to record your Corrective Action taken as well as the result of your Corrective Action.

There are guides and Cheat Sheets in the front of your Line Check book for more information around Nando's Standards. Review these now and freshen your knowledge as often as you need before completing the Line Check each shift.

NOTE:

Learning how to thoroughly and accurately complete a Line Check as the MOD is one of the most important responsibilities you have at Nando's.

NOTE:

There are guides and Cheat Sheets in the front of your Line Check book for more information around Nando's Standards.



THE LINE CHECK BOOK

AM Manager check

Begin at 10AM After peaks taken no later than 2pm

Date: 1/1/21		Completed by: Lisa Black		
Wellness check complete . Y / N				
Nando's hat, shirt, apron and non slip shoes must be worn on the line. Uniform should be completely clean. Hair must be pulled back and restrained, hats need to be worn properly, facing forward in a way that covers hair and prevents it from getting into food. Nails must be short and clean. No nail polish or fake nails of any kind. No jewelry is allowed on the line except for plain studs, a wedding ring and a necklace tucked in. Jamie was missing her apron, and Mika needed to pull her hair back.				
Observe handwashing and glove use, hand sinks clean and stocked, hot water at all sinks. Need to work with the team on more frequent glove changes and hand washing between tasks. Prep hand sink missing paper towels.				
Prep list and cook sheet maintained and filled out after peak with times and temperatures. Prep sheet filled out with on hands and needs. The cooling temps after the prep work were not 100%, manager needs to own this t				
Walk in temperatures(complete by 10AM)		Prep and oven area (complete at beginning of prep shift)		
Walk-in Temp	Time: 9:20am 38 °F After lunch time: 2:15pm 38 °F	Freezer Temp	Time: 9:22am -2 °F After lunch time: 2:20PM 5	
	Actual	Corrective action	Actual Corrective action/temp	
Storage areas clean and organized All chicken FIFO and dated	<i>Needs minor attention</i>	<i>Under the chicken shelving needs cleaning, open btls in walk-in not dated</i>	Sani buckets Prep bucket Stick strip:	
Temperatures Delivery day Y/N	Prepped skewers	46°F <i>Not prepped on ice, put in the walk-in on iceto cool prior to going on the line</i>	Oven bucket Stick strip:	
	Regen chicken	39.2°F <i>Not dated must throw away not sure when itis from</i>	Temp of first cook WOGS	
	Prep item	38.9 °F <i>Product: Rice, not covered, needs to be covered once it is cooled</i>	181 °F <i>Looks good</i>	
	Wogs	39.6 °F	Chicken area clean & sanitized after every cook <i>Attention needed</i>	
	Butterflies	40.2 °F <i>Need use first stickers on old chicken</i>	Cleanliness, organization, fifo, labeling,etc. <i>Attention needed</i>	
	Thighs	38.7 °F	Food safety standards followed <i>Attention needed</i>	
	Tenders	39.4 °F	No cross-contamination <i>Good</i>	
Wings	40.1 °F	Cut glove in use <i>Attention needed</i>		
Shelf life, labels, no expired product	NL	<i>Regen chicken not dated, found expired macho peas in the walk-in</i>	Observe handwashing <i>Good</i>	
Vegetable wash according to process, no boxes stored above washed produce	<i>Needs attention</i>	<i>Lots of stickers left on the washed produce</i>	Dish station operational, clean, stocked, 3 comp sink set up <i>Attention needed</i>	
Chicken Temps Hot Hold				
Before Lunch	Time: 10:52am	WOGS 179 °F	Wings 167 °F	
After Lunch	Time: 2:11pm	WOGS 163 °F	Wings 151 °F	
		Butterflies 153 °F	Thighs 162 °F	
		Butterflies 147 °F	Thighs 149 °F	
		Tenders 152 °F	Tenders 148 °F	
Back grill and Expo				
Grab test 1:	Product: <i>Fries</i>	Who: <i>Bonita</i>	Results: <i>over portioning use the bowl for first few</i>	
Grab test 2:	Product: <i>Rice bowl</i>	Who: <i>Mike</i>	Results: <i>under portioning the rice and corn</i>	
Correct? Y/N			Correct? Y/N	
See codes below	Actual	Corrective action	Temperatures: Actual Before lunch After lunch	
Cleanliness, FIFO, organization, portioning and food quality				
Sani bucket set up	Expo	Stick strip:	Backup rice (refrigerated) <i>Good</i> 40.1 °F 39.8 °F	
	Back grill	Stick strip:	Coleslaw <i>Good</i> 39° F 39.8 °F	
	Front grill	Stick strip:	Ancient grain <i>Good</i> 39 °F 39.2 °F	
Underbar temp (probe one product)	39°F	Product: <i>Feta</i>	Dressings <i>Caesar good</i> 40.6 °F 40.9 °F	
Cold top set up correctly	<i>Good</i>	<i>Missing a scoop for slaw</i>	Pulled chicken <i>Good</i> 39 °F 39.9 °F	
Shelf life and labelling	<i>Good</i>	<i>All items under the cooler labeled</i>	Perinaise <i>Good</i> 39.2 °F 40.1 °F	
Allergens correctly stored	Y/N	<i>gasket needs to be replaced</i>	Sliced tomatoes <i>Good</i> 37.8 °F 38.5 F	
Fryer clean, filtered daily & oil test	<i>Good</i>	<i>Fryer oil clean need to</i>	Expo fridge thermometer: <i>Good</i> 38 °F 39 °F	
Fry freezer thermometer	5 °F	<i>Gasket needs to be replaced</i>	Taste: Actual Corrective action	
Fresh cut veg to spec	<i>Attention needed</i>	<i>Peppers are HUGH</i>	Taste feta <i>Not Fresh</i> <i>Yellowish in color and sour tasting</i>	
All product fresh, not slimy/wilted	<i>Good</i>		Taste marinated tomatoes <i>Good</i> <i>Over prepped have a ton on hand</i>	
All product available for open	<i>Good</i>		Taste coleslaw <i>Good</i>	
All lettuces crisp and fresh, not wilted	<i>Good</i>		Taste hummus <i>G</i>	
Pre-sliced and buttered garlic bread labeled with time	<i>Not labeled</i>	<i>Need a time on ambient product</i>	Taste macho peas <i>Attention needed</i> <i>Can't taste the mint need to make sure they are fully thawed when they are prepped</i>	
Ambient ingredients dated and held no longer than 4 hours	<i>Not labeled</i>	<i>Sauces at the grill need expired time</i>	Taste & temp rice: held between 140 - 165 degrees <i>TOO HOT need to watch overheating</i> Temperature 196° F	
Cashier				
Cashier Sani bucket	Stick strip:		Taste & temp mash: held between 140 - 165 degrees <i>Scrape the sides lots of crusty</i> Temperature 172° F	
Beverage cooler clean & dated	<i>E Sangria expired</i>	39 °F	Correct scoops all in place (use key in front of book) <i>Need Attention</i> <i>Missing the scoop for the roasted red peppers</i>	
Dessert fridge clean & dated	<i>Good</i>	40 °F	Portion seasonal veggies the correct weight & labeled <i>Good</i> <i>All veggies are properly dated and portioned</i>	
Dessert and drink display	<i>Good</i>		Condiment Station(s)	
Lemonades & sangrias to standard	<i>E Sangria expired</i>	<i>Lemonades good</i>	Forks and knives clean and spot free <i>Container needs cleaning</i>	Sauce bottles & ketchup clean and filled <i>Too many ketchups and many empty, needs freshening</i>
Olive & nut quality	<i>Good</i>		Ice tea fresh & sweetened if applicable <i>All good</i>	Lemons fresh, covered with utensil <i>Lemons still have stickers on them, need to remove before washing</i>
Bar fruit & garnishes fresh	<i>A</i>	<i>Limes are not fresh</i>	Froyo dispenser cleaned daily <i>Tray a little sticky needs a better cleaning at close</i>	
Codes: All good = G No longer fresh = NF Expired = E Prep is wrong = PR Portion = P Not labelled = NL Needs attention -A				

Notes: *Need to work with the team on better detailed closes and validating the walk-in cleanliness. Have had a lot of issues with peas not tasting like they should need to make this a focus for the preppers and make them shoulder to shoulder, very important that they are starting with thawed peas.*

WELCOME TO THE LINE CHECK BOOK

It takes time to do a line check correctly. Taking this time will set your shift up for success, motivate your Nandocas and ultimately help your restaurant maintain strong standards.

RESTAURANT: _____ REGION: _____

HOW TO DO A LINE CHECK

WHY WE DO LINE CHECKS?

Setting the shift up for success

Line checks are a guide for a manager to make sure that everything is safe and ready for the shift. The main reason we do line checks is to make sure that we have enough of everything that we need and that it is fresh for the upcoming shift.

Nandoca training, coaching and commending

This check is designed to be done alongside a Nandoca at each station. Allows them to show you how they have set up their station for success while you complete the line check book. This also gives them the opportunity to show you all the things they do well and allows for side by side coaching.

Serving great food

When you do a line check correctly, you will know everything on the line is fresh, from coleslaw to cut cucumbers. You will know if the PM shift correctly flipped the cold top ingredients; that our food is held at safe temperatures and what to do about it if it is not. It's about pride. The effort you put in will be equal to the benefit you get from it.

Due diligence

Line checks document trends, catch problems and coach in real time before a serious issue arises. The line check book can be used as a legal document and should be treated as such. Each section must be filled out legibly and completely.

WHEN TO DO A LINE CHECK?

AM and PM

AM checks must begin no later than 10AM to be completed by opening. After peak temperatures must be taken no later than 2PM. PM checks must begin no later than 4PM and after peak temps must be done at 8PM.

DO'S AND DON'TS OF A LINE CHECK.

We do not:

We do not pencil whip the line checks, make up things if managers have forgotten to fill it in or rush through it without using it as an opportunity to coach a Nandoca every time.

We do:

Give ourselves enough time to do a proper line check, take plenty of notes to let the next manager know what to expect on the shift, hold managers accountable if something is slipping through the cracks. Always make sure you are giving your Nandocas props for a job well done.

Who does it?

The manager on duty is responsible for completing the line check. Nandocas on the line may assist by taking temperatures and checking products alongside the manager. The Patrão is responsible for validating that the book is being used correctly.



**WHAT
DO YOU
NEED TO
DO A LINE
CHECK?**

Signoff of Nando's standards and corrective actions

Managers must have read and signed off on the Nando's standards page as well as the corrective actions page so that we all know what we are aiming for.

What is a grab test and how do I do it?

A grab test is a spot check to ensure proper portioning.
Pick 2 menu items per shift to grab test.

1. Ask the Nandoca to portion the product you would like to test (i.e. regular fries).
2. Weigh the portion to check it is correct: 5.5 w oz., cooked (refer to the line toolkits for the correct weights).
3. Fill in the line check with the product, who was tested, the quality, the weight result and if the portion was correct.
4. Coach if needed or high five the Nandoca, make sure they understand what the correct portion looks like .

Other examples of grab tests: arugula on sandwich or in bowl, lettuce in bowl, garlic butter on a port roll, scoop of rice or coleslaw, proper portion of tenders etc.

TOOLS:

Line check book and pen
2 oz. cups and spoons for tasting Thermometer (properly calibrated)
Sani bucket to sanitizing thermometer between probes Sanitizer test strips
Scotch tape to tape test strips into the appropriate place on the line check sheet
Scale to validate your grab test
Toolkits for reference

NOTES

Nando's Food Safety Standards

(Refer to Nandoca handbook and Product dropbox and Hot Spot Library for additional information)

RESTAURANT: _____ REGION: _____

Personnel practices

Uniforms

Nandocas must be properly dressed in Nando's uniform whenever they are on the clock. Nando's hat, shirt, apron and non slip shoes must be worn on the line. Uniform should be completely clean. Hair must be pulled back and restrained, hats need to be worn properly, facing forward in a way that covers hair and prevents it from getting into food. Nails must be short and clean. No nail polish or fake nails of any kind. No jewelry is allowed on the line except for plain studs, a wedding ring and a necklace tucked in. Masks / face coverings must be clean and properly worn.

Handwashing and gloves

Hands must be washed using soap and water under hot running water for as long as it takes to sing the happy birthday song twice. Hands must be washed whenever entering the kitchen area. Hand washing and glove changing should occur frequently, between tasks and whenever gloves are torn or damaged.

Wellness

Managers are responsible for ensuring Nandoca's wellness and every Nandoca and manager must pass a health screening prior to the start of each shift. Managers must be able to recognize symptoms that may potentially make others sick, contaminate our food and or cause food borne illness. Vomiting, fever, diarrhea, coughing, Jaundice, infected wounds or lesions with pus, cold symptoms (sore throat with fever) and boils are all examples of symptoms to be on the lookout for. Employees with these symptoms are not allowed to work. If an employee is diagnosed with any of the following illnesses they must be reported to the manager: Covid 19, Norovirus, Hepatitis A, Shigella, E-Coli, or Salmonella Poisoning.

Cleaning

Deep cleaning

Follow your deep cleaning schedule so that under, around, behind and inside all equipment, front and back of house, is deep cleaned at least twice weekly. Walls, shelving, screens and floors are included in this to maintain a sanitary environment that does not attract pests.

Sani buckets

Clean as you go using the correct concentration of sanitizer. Prep, oven, line, front grill and cashier should all have and use Sani buckets. Buckets are filled 2/3 full, tested twice daily with strips and noted in the line check book. One towel is stored per bucket. All towels must be stored in sani buckets. Buckets are replaced at minimum every 4 hours or when dirty. Use a Prep 'n Print label to monitor the time on the sani bucket.

Cross contamination

All Nandocas should be aware of cross contamination preventative procedures including hand washing, colored cutting boards, and food storage. Bacteria, allergens and chemicals are all items that can be cross contaminated to food if not handled correctly. Counters must be kept clean and sanitized and nothing that has been on the floor can be placed on them (e.g. cardboard boxes). It is the manager's responsibility to train and coach these behaviors on the job.

Veg wash

Vegetables coming in from the fields are a high risk of introducing bacteria into our food system and many of these items are not cooked before they are consumed to kill bacteria. All veg coming into the store must be sanitized in approved veg wash solution according to the toolkit. Prep, line and cashier Nandocas should be aware and held accountable for only using washed vegetables. The only exceptions are processed vegetables e.g. butternut cubes, sliced onions and packaged lettuce.

Procedures for responding to vomit, blood or diarrhea

Refer to procedure in dropbox folder/The Hot Spot for cleaning these spills.

Use Fresh Breeze chemical and approved spill kit only

Check that that these products are always on hand for emergencies

Shelf life

Date labelling

All prepped, opened and pulled food items must be labelled. The label must include the product name, opened/pulled/prepped date and the use by date, as well as the MOD and person who labelled it.

Keeping food fresh

All Nandocas are responsible for making sure there are no expired products and that all containers are correctly dated. Managers are accountable for checking at the beginning of every shift and adjusting pars so that products do not expire.



Line stations

Expo fridge rules

All product should maintain a temperature of 40 degrees or lower at all times. Containers should never be more than 3/4 full. When the cold top is not in use for a prolonged period of time, the top should be closed.

Drawer and heat-well time management

Rice, mash and chicken should not be held hot for longer than 2 hours. Thighs and tenders have a maximum holding time of 1 hour and corn 4 hours. All hot holding should be labelled and updated throughout the day with the time the product went in. Rice and mash also have the reheating temp labeled. Rice and mash exceeding 2 hours should be discarded and chicken exceeding 2 hours should be immediately moved to the walk in and cooled according to procedure.

Workstations food safety
continued

Storage of food and utensils

All food items should be stored in approved food containers with a lid. Containers are intact: damaged/chipped containers/equipment should be removed from service. Containers are never filled past the fill line. Utensils and salad bowls are stored with handles elevated above food and are washed between shifts.

Close down food safety

The cold top is either emptied or restocked with fresh food ready for the morning. Manager checks and discards product expiring that night. Grill is cleaned and hoods are removed to clean over night. Fryer is covered and boiled out if necessary. Expo boards and areas are washed and sanitized every night. Butcher block is cleaned and wiped with sanitizer, then thoroughly salted. It is deep cleaned in the 3 compartment sink every night.

Condiment station

Rotating flavors bottles washed out at night and air dried. Bottle tops sanitized and replaced. Bottles topped off and wiped down. Ice tea correctly brewed and sugar mixed. Spigots sanitized every night. Froyo set up, dispenser sanitized every night.

Dessert fridge

All products in the fridge must be stored at a temperature of 40 degrees or lower. Desserts in the fridge must be covered, labeled and dated. Any expired product should be discarded at the end of the night and recorded on the waste sheet.

Temperature

Cold temps

All cold food is to be held at or below 40°F. Fridges must have hanging thermometers. Temperatures of refrigerators and food are checked to verify. Repair and maintenance corrective action is taken immediately when temperatures are found to be too high and the food in question is immediately chilled down in the walk in before being reintroduced to service.

Freezer temperatures must be maintained below 0°F and the same rules above apply.

Hot temps

All hot food should be held between 140 - 180 °F. Food falling below 40°F should be used immediately or discarded. Food held above 180°F should have equipment settings checked and adjusted to prevent food quality from being affected.

Reheating

Rice and mash should be reheated to 165 - 180 degrees in the microwave. The product should be mixed according to the toolkit so that an accurate and consistent reading is achieved throughout the product for 15 seconds. Reheating temp and time into the bain marie must be recorded next to bain marie.

Cooling

Food is cooled to below 70°F in two hours and below 40°F in the next four hours. Cooling temperatures are logged on the master Prep Sheet with manager validating daily and continuing the process should the prepper leave before the product is fully cooled. Appropriate storage methods are used to ensure the temperature drop and corrective actions are taken should it not be achieved.

Thawing

Pull thaw sheet is used to pull product needed for future use. Manager or designated Nandoca is responsible for filling in the sheet, removing packets from boxes and labelling each package with the pull date. Thawing under cool, running water in a sanitized sink is acceptable in an emergency only for mash and concentrates.

Personnel
practices

Cross contamination and good practices

Oven and prep area should have separate counters and Nandocas should be vigilant in keeping raw chicken (including livers) and other foods separate. Hand washing and glove changing is of high importance as well as sanitizing any common contact areas (e.g. pens, oven handles, walk in handles).

The oven area should always have a personal Sani bucket and use it frequently to keep the area clean.

Any trays used for racking chicken should be washed frequently; never leaving standing marinade.

Pans used for receiving cooked chicken should be stored in a way to prevent cross contamination with raw chicken/marinade.

Prep area should be kept clean, neat and tidy with no cross contamination risk from oven/chemicals.

Can opener, mixer, knives and knife rack and all other equipment sanitized.

Boards should be kept clean, with no deep scoring. Chicken and prep in process should not be left standing at ambient

Cook sheets (planning: little and often)

Cook sheets forecasts are to be filled out by hour for the day by a manager and adhered to by the Cleaner.

New chicken should be called as needed, but at minimum 1.5 hours after last chicken came out

(excluding thighs/tenders). Cleaner is responsible for using a sanitized, separate probe thermometer to validate

the oven temperature and fill this in on the cook sheet throughout the day, alerting manager to anything below 165°.

Managers are accountable for checking that this sheet is correctly and completely filled out at the end of every shift.

Cleaner should be racking the correct number portions/rack and using correct programs to cook all product.

CORRECTIVE ACTIONS

Corrective
Action

Uniforms

Managers to have clean uniforms available to swap out as necessary and monitor employee compliance.

Nail polish remover can be found in the office. Jewelry should be removed.

Handwashing and gloves

Coach and correct where necessary. Handwashing stations must always be clean and stocked.

Wellness

Each employee must pass a wellness check prior to the start of their shift. Managers or employees that fail the health check are not allowed to work.

Sanitizer concentration

Check that sanitizer solution is drawing correctly. If not, call chemical service to fix as soon as possible.

Sanitizer can be drawn either at the 3 compartment sink or

the chemical station. There must always be working sanitizer in the restaurant.

Cross contamination

Corrective action for cross contaminated product is to discard the product.

Veg wash

Correct and coach. Remove unwashed veg from the line.

Date labelling

Coach and correct immediately. If it a Nandoca from a different shift let the appropriate manager know so they can coach and correct

Expo fridge rules

Discard and review pars if necessary.

Date labelling

Coach and correct immediately. If it a Nandoca from a different shift let the appropriate manager know so they can coach and correct

Expired food

Discard any items that no longer meet food safety standards or have potentially been exposed to temperature abuse. Any overfilled pans should be split into two pans, the second pan must be covered, dated and used next in rotation.

Drawer and heat-well time management

Rice, mash and chicken should not be held hot for longer than 2 hours. Thighs and tenders have a maximum holding time of 1 hour and corn of 4 hours. All hot holding should be labelled and updated throughout the day with the time fresh product went in. Rice and mash also have the reheating temp labeled. Rice and mash exceeding 2 hours should be discarded and chicken exceeding 2 hours should be immediately moved to the walk in and cooled according to procedure.



Storage of food and utensils

Discard damaged containers and equipment, wash equipment between shifts or if they fall to the floor.

Close down food safety

Cold top is either emptied or restocked with fresh food ready for the morning. Manager checks and discards product expiring that night. Grill is cleaned and hoods are removed to clean over night. Fryer is covered. Expo boards and areas are washed and sanitized every night. Butcher block is cleaned and wiped with sanitizer, then thoroughly salted. Butcher block is deep cleaned twice a week.

Cold temps

For coolers reading over 40, close counter top lids and keep doors closed. Check temperature after 30 minutes to ensure temp has lowered to below 40 degrees, if not, all product must be moved to walk in. Do not store high risk items, e.g. Perinaise, near the edge. Check for overfilling, check gaskets, check that cold top is full so that cold air does not escape. Make sure all product is chilled to below 40 degrees before it hits the line: e.g. brussels sprouts/ pulled chicken straight from prep.

Hot temps

All hot food should be held between 140 - 165 degrees F. Food falling below this should be used immediately, reheated as outlined in the next section or discarded. Food held above this temperature should have equipment settings checked and adjusted to prevent food quality from being affected.

Reheating

For rice/mash: If temp is to low, microwave at 1 minute intervals, stirring in between, until 165 degrees is reached. Use within half an hour. If temp is too high, coach and correct Nandoca and use overheated food within 30 minutes. For Chicken: Reheat to 165 degrees for 15 seconds on the grill and use within 30 minutes (as long as the total hot holding does not exceed 2 hours).

Cooling

Food is cooled to below 70 degrees in two hours and below 40 degrees in the next four hours. Put cooling items into multiple containers to expose more surface area, leave spaces between racks, do not store speed rack near walk in door. Stir cooling product periodically to assist the cooling process.

Thawing

Coach and correct.

Cooking temps

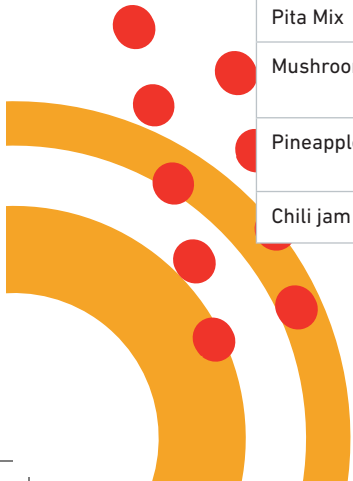
Take to front grill area, cook to 165 degrees on grill and sell within half an hour. Call for assistance immediately if ovens do not work correctly.

NOTES

TASTE AND TEMP CHEAT SHEET

COLD TOP RULES: All product should maintain a temperature of 40 degrees or below at all times. Containers should never be more than 3/4 full. When the cold top is not in use for a prolonged period of time, the top should be closed.

Product	Shelf life	Scoop	Standards
Semi dried tomatoes	P+1	None	Replaced daily, no spillage from other ingredients, oil should be drained off
Cukes and peppers	P+0	None	Cut to spec, not slimy, passes the snap test
Caramelized Butternut	P+1 P+0 on line	None	Correctly caramelized, fresh
Roasted Corn	P+3 Open +3	Blue 2 oz. scoop	Taste the product, should have a slight char flavor, should be thawed or completely cooled below 40° before placing on the line
Roasted red peppers	Open +3 open + 0 on line	Green 3 oz. scoop	Cut in the correct 1.5 x 1.5 inch spec, individual date, not soggy
Marinated tomatoes	P+1	Blue 2 oz. scoop	Taste product, they should not be wrinkled and old looking with excess liquid
Charred Cauliflower	P+1	Blue 2 oz. scoop	Correct char, correct size pieces, correct scoop
Hummus	P+6 P+0 on line	Black 1 oz. scoop White 5 oz. scoop	Tastes fresh, no fizzing, dated
Feta	P+0	Black 1oz scoop	Cut to 1/2 inch cubes, white in color, not turning yellow, no sour odor
Dressing	P+0	Silver 1 oz. ladle Caesar Black 1 oz. scoop	Temp below 40°, in pans where required or else in labelled squeeze bottles
Lettuce	P+1	1 cup measure	Fresh not brown/wilted, date labelled
Sliced tomatoes	P+0	None	1/4 inch cut, not wrinkled or watery
Perinaise	P+6 P+0 on line	Spatula	Mixed, spatula, below 40°
Pickled onions	P + 6	None	Drained & dated
Halloumi, sliced	P+0	None	1/2 inch slices (9 per block), not broken, not dried out
Cheese sliced	P+4 P+0 on line	None	Covered container, not dried or breaking
Parmesan	P+0	Blue 2 oz. scoop	Not dry, not moldy
Pita Mix	P + 1		Veggies are fresh crisp and not wilted.
Mushrooms	P+1 P+0 on line	None	Not soggy or over packed, dated, not slimy
Pineapple	P+2 P+0 on line	None	Drained, dated
Chili jam	P+0	Spatula	Looks fresh, not contaminated, spatula



UNDERBAR- Items in the underbar are considered bulk items and should be labelled accordingly. Follow the prep shelf life. All items stored in the underbar should be covered.

Product	Shelf life	Scoop	Standards
Prepped rice	P+2	White 5 oz. scoop (at heat well)	Correct peppers and parsley, seasoning correct
Coleslaw	P+2	White 5 oz. scoop, gray 4 oz. scoop (Nandocas choice)	Correct ingredients, not watery or stringy, dated
Roasted Brussels	P+2		Portioned, dated
Squash and corn	P+2		Portioned, not stale, fresh cilantro, dated
Peas	P+2	White 5 oz. scoop	Dated, correct mash ratio, white scoop
Pulled chicken	P+1		Portioned, individual dates, below 40°, correct 4.5 oz. portion
Veg burgers, frozen	P+7		Expiration date from pull to chip freezer
Livers	Pull +1		Dated correctly, not leaking, separated
Croutons	P+3	None	Check they are not stale and have been cooked in oven correctly, size should be 1.5 - 2 inches.
Ambient items		Buttered Garlic bread These are best kept pre-portioned but can be scooped: Chickpeas: blue 2 oz. scoop Sunflower seeds: silver 1/2 oz. scoop Cranberries: black 1 oz. scoop	Garlic butter and buttered garlic bread held at room temperature has a shelf life of 4 hours. The holding container should be labelled with the time to monitor. Seeds, cranberries, chickpeas: covered, dated with use by and expiration, scoops correct

HOT HOLD Items held hot must be held between 140°F - 165°F.

Product	Shelf life	Scoop	Standards
Corn on the cob	4 hour hot hold	Green tong	Nice char present ***During peak periods corn can be grilled ahead of time and held in a 1/3 pan in the bain marie covered with no water for 10 minutes
Rice	2 hour hot hold	White 5 oz. scoop	Correct peppers and parsley, seasoning correct, do not over heat vegetables should be visible and vibrant in color
Mash	2 hour hot hold	White 5 oz. scoop	Mash should be a nice white color from corner to corner without charred sides or edges Be careful not to hold the mash too hot or it will dry out, 2oz of warm water can be added if needed.

OIL CHANGE LOG

GOOD FRYING PRACTICES:

Do not get salt in your oil. Keep oil at the correct temperature (360 degrees), skim frequently. Do not overload baskets or store cooked or raw fries over the oil.

GOOD BOILOUT PRACTICES:

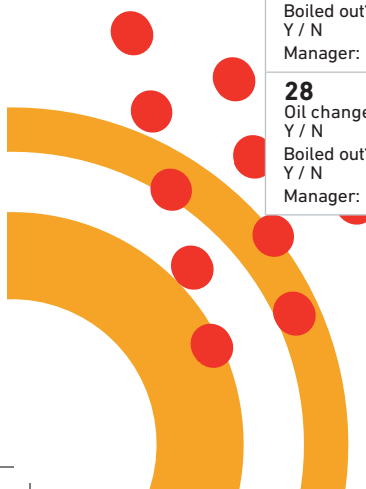
Always boil out when the color of the oil matches the test kit (this might not always be the same day). Wear correct PPE, use the right chemicals and make sure to neutralize with vinegar. Dry as thoroughly as possible with paper towel (not a cloth towel, lint damages oil).

OIL SHELF LIFE:

Oil has a shelf life typically of 10 - 14 days (always throw out after 14 days or before if the oil tester or quality of the fries indicates to do so). Signs of old oil include, dark oil, smoking oil, soggy fries, fries that become dark before they float, smoky tasting fries.

Date of last change last month? _____

Oil Change Log						
1 Oil changed? Y / N Boiled out? Y / N Manager:	2 Oil changed? Y / N Boiled out? Y / N Manager:	3 Oil changed? Y / N Boiled out? Y / N Manager:	4 Oil changed? Y / N Boiled out? Y / N Manager:	5 Oil changed? Y / N Boiled out? Y / N Manager:	6 Oil changed? Y / N Boiled out? Y / N Manager:	7 Oil changed? Y / N Boiled out? Y / N Manager:
8 Oil changed? Y / N Boiled out? Y / N Manager:	9 Oil changed? Y / N Boiled out? Y / N Manager:	8 Oil changed? Y / N Boiled out? Y / N Manager:	10 Oil changed? Y / N Boiled out? Y / N Manager:	11 Oil changed? Y / N Boiled out? Y / N Manager:	12 Oil changed? Y / N Boiled out? Y / N Manager:	13 Oil changed? Y / N Boiled out? Y / N Manager:
14 Oil changed? Y / N Boiled out? Y / N Manager:	15 Oil changed? Y / N Boiled out? Y / N Manager:	16 Oil changed? Y / N Boiled out? Y / N Manager:	17 Oil changed? Y / N Boiled out? Y / N Manager:	18 Oil changed? Y / N Boiled out? Y / N Manager:	19 Oil changed? Y / N Boiled out? Y / N Manager:	20 Oil changed? Y / N Boiled out? Y / N Manager:
21 Oil changed? Y / N Boiled out? Y / N Manager:	22 Oil changed? Y / N Boiled out? Y / N Manager:	23 Oil changed? Y / N Boiled out? Y / N Manager:	24 Oil changed? Y / N Boiled out? Y / N Manager:	25 Oil changed? Y / N Boiled out? Y / N Manager:	26 Oil changed? Y / N Boiled out? Y / N Manager:	27 Oil changed? Y / N Boiled out? Y / N Manager:
21 Oil changed? Y / N Boiled out? Y / N Manager:	22 Oil changed? Y / N Boiled out? Y / N Manager:	23 Oil changed? Y / N Boiled out? Y / N Manager:	24 Oil changed? Y / N Boiled out? Y / N Manager:	25 Oil changed? Y / N Boiled out? Y / N Manager:	26 Oil changed? Y / N Boiled out? Y / N Manager:	27 Oil changed? Y / N Boiled out? Y / N Manager:
28 Oil changed? Y / N Boiled out? Y / N Manager:	29 Oil changed? Y / N Boiled out? Y / N Manager:	30 Oil changed? Y / N Boiled out? Y / N Manager:	31 Oil changed? Y / N Boiled out? Y / N Manager:			



BOOK 1
DIVIDER
WEEK 4

MIT WEEK 4 OPENING MANAGER

Day
1

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

It's time to fire up your training! You will be acting as MOD executing everything you learned last week. **This week's focus will also be all about product; focusing on ordering, invoicing, the Master Prep Sheet, and the Cook Sheet.** Practice, practice, practice! Being able to call the right amount of chicken so you never run out, while also ensuring you do not waste too much is a skill. You should feel comfortable doing this by the end of the week. Additionally, you will review Nando's Food Audit and even complete one in your Restaurant too. Your midterm is also nearing by the day. Be sure to review this in advance and ask your Patrão any questions you may have as you prepare.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- WMD Week 4 Learning



8:00am – 10:00am

INTRO TO
ADMIN TASKS

Your MOD will now shadow you while you use this time to show off your skills and complete the tasks associated with opening your Restaurant.

MANAGEMENT:

- | | | |
|---|---|--|
| <input type="checkbox"/> Read the Logbook in Hot Schedules | <input type="checkbox"/> Retrieve Chicken Production and enter forecast on the Cook Sheet | <input type="checkbox"/> Complete any orders needing to be submitted for the day |
| <input type="checkbox"/> Open FOH registers and assign till(s) | <input type="checkbox"/> Retrieve Suggested Prep from Micros and complete the Master Prep Sheet | <input type="checkbox"/> Complete Wellness Checks for all Nandocas |
| <input type="checkbox"/> Follow Opening Checklist from Daily Print File | | <input type="checkbox"/> Conduct an AM Safe Count |



10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

- | | | |
|--|--|---|
| <input type="checkbox"/> Complete taste check | <input type="checkbox"/> Perform oil test and complete Oil Change Log | <input type="checkbox"/> Complete Grab Test and validate portion control |
| <input type="checkbox"/> Take and record temperatures | <input type="checkbox"/> Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged | <input type="checkbox"/> Discard any expired products and record on Waste Sheet |
| <input type="checkbox"/> Complete any necessary Corrective Actions and record result | | |



11:00am – 2:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Let your MOD shadow you as you practice what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask questions and learn where you can find the answers too!

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 1 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



2:30pm – 3:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the Product section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

Your MOD will now shadow you while you continue wrapping up the day during Changeover. Perform the tasks associated with setting the PM shift up for success as well as effectively and efficiently communicating via Nando's tools with the PM manager.

END OF SHIFT CHANGEOVER

- Validate Pull Thaw is complete for the next day and all items are labeled individually
- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct mid-day Safe Count
- Complete an AM Deposit
- Enter AM Waste in Micros
- Enter Production in Micros
- Enter invoices received throughout the day in Micros
- Complete the Logbook in Hot Schedules
- Follow Changeover (Opening Manager) Checklist from the Daily Print File
- Communicate with PM MOD

DAILY RECAP NOTES



MIT WEEK 4 OPENING MANAGER

Day
2

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

It's time to fire up your training! You will be acting as MOD executing everything you learned last week. This week's focus will also be all about product; focusing on ordering, invoicing, the Master Prep Sheet, and the Cook Sheet. Practice, practice, practice! **Being able to call the right amount of chicken so you never run out, while also ensuring you do not waste too much is a skill.** You should feel comfortable doing this by the end of the week. Additionally, you will review Nando's Food Audit and even complete one in your Restaurant too. Your midterm is also nearing by the day. Be sure to review this in advance and ask your Patrão any questions you may have as you prepare.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 4 Learning



8:00am – 10:00am

INTRO TO
ADMIN TASKS

Your MOD will now shadow you while you use this time to show off your skills and complete the tasks associated with opening your Restaurant.

MANAGEMENT:

- Read the Logbook in Hot Schedules
- Open FOH registers and assign till(s)
- Follow Opening Checklist from Daily Print File
- Retrieve Chicken Production and enter forecast on the Cook Sheet
- Retrieve Suggested Prep from Micros and complete the Master Prep Sheet
- Complete any orders needing to be submitted for the day
- Complete Wellness Checks for all Nandocas
- Conduct an AM Safe Count



10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

- Take and record temperatures
- Complete taste check
- Complete any necessary Corrective Actions and record result
- Perform oil test and complete Oil Change Log
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Complete Grab Test and validate portion control
- Discard any expired products and record on Waste Sheet



11:00am – 2:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Let your MOD shadow you as you practice what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask questions and learn where you can find the answers too!

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 2 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



2:30pm – 3:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for lunch today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the Product section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

Your MOD will now shadow you while you continue wrapping up the day during Changeover. Perform the tasks associated with setting the PM shift up for success as well as effectively and efficiently communicating via Nando's tools with the PM manager.

END OF SHIFT CHANGEOVER

- Validate Pull Thaw is complete for the next day and all items are labeled individually
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- Conduct mid-day Safe Count
- Complete an AM Deposit
- Enter AM Waste in Micros
- Enter Production in Micros
- Enter invoices received throughout the day in Micros
- Complete the Logbook in Hot Schedules
- Follow Changeover (Opening Manager) Checklist from the Daily Print File
- Communicate with PM MOD

DAILY RECAP NOTES



MIT WEEK 4 OPENING MANAGER

MY TRAINER: _____

WHERE TO LEARN
MOD

SHIFT FOCUS:

It's time to fire up your training! You will be acting as MOD executing everything you learned last week. This week's focus will also be all about product; focusing on ordering, invoicing, the Master Prep Sheet, and the Cook Sheet. Practice, practice, practice! Being able to call the right amount of chicken so you never run out, while also ensuring you do not waste too much is a skill. You should feel comfortable doing this by the end of the week. Additionally, you will review **Nando's Food Audit** and even complete one in your Restaurant too. Your midterm is also nearing by the day. Be sure to review this in advance and ask your Patrão any questions you may have as you prepare.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 4 Learning



8:00am – 10:00am
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Your MOD will now shadow you while you use this time to show off your skills and complete the tasks associated with opening your Restaurant.

MANAGEMENT:

- Read the Logbook in Hot Schedules
- Open FOH registers and assign till(s)
- Follow Opening Checklist from Daily Print File
- Retrieve Chicken Production and enter forecast on the Cook Sheet
- Retrieve Suggested Prep from Micros and complete the Master Prep Sheet
- Complete any orders needing to be submitted for the day
- Complete Wellness Checks for all Nandocas
- Conduct an AM Safe Count



10:00am – 11:00am
THE LINE CHECK

THE LINE CHECK

- Take and record temperatures
- Complete taste check
- Complete any necessary Corrective Actions and record result
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- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Complete Grab Test and validate portion control
- Discard any expired products and record on Waste Sheet



11:00am – 2:30pm
SIDE BY SIDE TRAINING

RUNNING MY SHIFT:

Let your MOD shadow you as you practice what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask questions and learn where you can find the answers too!

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
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MANAGING FINANCE

- Ensure Waste Sheet is in use
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- Track daily sales performance against specific daily targets

DAY 3 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

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- Figure 8: praise great execution and Guest service
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2:30pm – 3:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

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- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

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DAILY RECAP NOTES



MIT WEEK 4 OPENING MANAGER

Day
4

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 4 Learning



8:00am – 10:00am

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10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

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11:00am – 2:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

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MANAGING FINANCE

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DAY 4 OPENING MANAGER

MANAGING OPERATIONS

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2:30pm – 3:30pm
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3:30pm – 5:00pm
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DAILY RECAP NOTES



MIT WEEK 4 OPENING MANAGER

Day
5

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 4 Learning



8:00am – 10:00am

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10:00am – 11:00am

THE LINE CHECK

THE LINE CHECK

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11:00am – 2:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

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- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 5 OPENING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



2:30pm – 3:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

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- Complete your Daily Planner and note any outstanding items
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- Review your next shift's Daily Planner and prepare for tomorrow's shift



3:30pm – 5:00pm
SIDE BY SIDE TRAINING

DEMO AND DO:

Your MOD will now shadow you while you continue wrapping up the day during Changeover. Perform the tasks associated with setting the PM shift up for success as well as effectively and efficiently communicating via Nando's tools with the PM manager.

END OF SHIFT CHANGEOVER

- Validate Pull Thaw is complete for the next day and all items are labeled individually
- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct mid-day Safe Count
- Complete an AM Deposit
- Enter AM Waste in Micros
- Enter Production in Micros
- Enter invoices received throughout the day in Micros
- Complete the Logbook in Hot Schedules
- Follow Changeover (Opening Manager) Checklist from the Daily Print File
- Communicate with PM MOD

DAILY RECAP NOTES



MOD KNOWLEDGE CHECK - PRODUCT



What is the Temperature Danger Zone at Nando's?



What do you write in the Line Check Book if you have to take a Corrective Action?



Who is responsible for completing the 6-hour temp check on the Cooling Log?



What does FIFO stand for?



What is the shelf life of oil and how do you know when the last Boil Out was performed?

MOD KNOWLEDGE CHECK - PRODUCT



How do you handle a product recall?



What are the steps for placing an order?



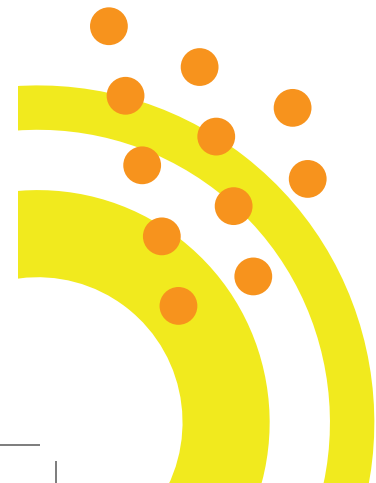
What should you check for when receiving an order?



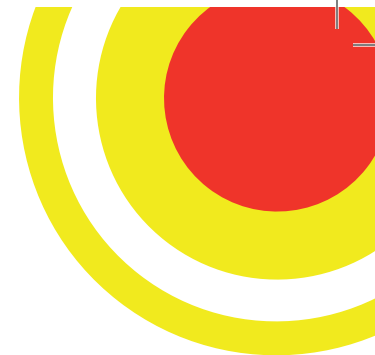
What are the steps for entering an invoice in Micros?



What is the difference between 'item' and 'recipe' when entering Waste in Micros?



MIT WEEK 4



TRAINING PATRÃO REVIEW

Your Patrão (or RM) has been observing you throughout the week and will review your ability to run a successful shift at Nando's. Additionally, you will be assessed on your Leadership Skills on a scale of striving, Achieving or Mastering. Be sure to sit down and review your performance with your Patrão. Feedback is part of your journey to success. This feedback will also be uploaded and shared with your AD, Training Team and People Team too. Good Luck!

TRAINING WEEKLY REVIEW

- All Daily Planners, Knowledge Check and exercises in Training Book completed
- WMD completed in THS
- Week 4 Learning completed in THS
- Week 4 reviewed (wins and opportunities) with Patrão/Manager
- Next week set up for success
- Has no outstanding training
- Has placed all orders for the week
- Can enter Production, Waste, and all invoices in Micros
- Understands how to respond to product recalls
- Food Audit reviewed and completed

LEADING YOUR TEAM

FEEDBACK: _____

MANAGING OPERATIONS

FEEDBACK: _____

MANAGING BRAND AND GUESTS

FEEDBACK: _____

MANAGING FINANCE

FEEDBACK: _____

LEADERSHIP SKILLS

S= STRIVING: Does not consistently demonstrate this behavior **A= ACHIEVING:** Consistently demonstrates this behavior
M= MASTERED: Can coach and teach this behavior

PERSONAL RESPONSIBILITY AND ACCOUNTABILITY:

- Has a "no excuses" mindset that does not blame others and takes ownership over decisions and actions.
- Makes a point to understand their role and core responsibilities and acts with a sense of urgency on projects.
- Displays complete ownership of a process and their training and looks to improve efficiencies.

RESULT:

- S
- A
- M

FEEDBACK: _____

TEAMWORK AND RELATIONSHIP BUILDING:

- Exhibits the ability to work with others on shared goals and proactively participates with other members to enhance capability of the team.
- Looks for ways to spend time to get to know individuals on a personal and professional level in order to create an inclusive environment.

RESULT:

- S
- A
- M

FEEDBACK: _____

INTEGRITY:

- Embodies doing the right thing when others are not looking. Stays true to themselves and has authenticity in their interactions with their peers, direct reports, and leaders.
- Treats others with respect and kindness.

RESULT:

- S
- A
- M

FEEDBACK: _____

TIME MANAGEMENT:

- Can multi-task and meet deadlines.
- Displays leadership with carefully considered plans and strategies to manage disruptions.

RESULT:

- S
- A
- M

FEEDBACK: _____

LEADERSHIP:

- Inspires and motivates teams to do great work and cares about the outcomes.
- Thinks less about themselves and more on helping grow our people and our Brand.

RESULT:

- S
- A
- M

FEEDBACK: _____

EMOTIONAL INTELLIGENCE:

- Demonstrates the capability to be open to feedback and takes immediate action while remaining measured and thoughtful through their responses.
- Understands their audience and able to read the room to adapt and connect with everyone.
- Is self-aware and understands how their behaviors impact others.

RESULT:

- S
- A
- M

FEEDBACK: _____

ADAPTABILITY:

- Able to demonstrate the demands of the moment and provides solution-oriented actions.
- Looks for new ways of handling multiple tasks while remaining composed when faced with adversity.

RESULT:

- S
- A
- M

FEEDBACK: _____

MIT SIGN OFF: _____ PATRÃO SIGN OFF: _____ DATE: _____

CALLING ALL CHICKENS



Chicken Production Report

What do you think is one of the top things that new leaders miss? They forget to call for more chicken during the middle of a busy shift. Think this might happen to you? Having chicken is a kind of a big deal in a chicken Restaurant; we need to do what it takes to make sure we aren't caught chicken-less! One of our resources to help us is the Chicken Production Report. This report is e-mailed to you daily or can be retrieved from Micros and helps break down how many chickens are used in each half hour period during the day. This is the best tool to help you call chicken accurately. Below are some other tips to help you as well.

TIPS FROM THE FRONT LINES:

“Calling chicken isn’t as easy as it sounds! A lot goes into this“.

For example, if your Restaurant is within a few blocks of movie theatre, it will be important to know show times of the blockbusters. If there is a sports arena, you need to know when the game starts and ends. The product mix sheet is a great tool; it will tell you how much chicken you sold the same day last week. Unless there is a special event, this will usually help you predict how much you will need. You should always check the Expo screen and the drawers to know how much chicken is on order and how much you have on hand. Then, it’s common sense...if you have 5 full platters on your screen and 10 chicken in the drawer, you need more fast! Most Restaurants have a good sense of what the lowest amount of chicken cooked off is. It’s up to you to ask and find out that important information.”

Taking all that into consideration, there is still a chance that you will run out of chicken! When you do, you must communicate! Immediately and calmly inform the Hosts and Cashiers so that they can let Guests know how long it will take for their order. Your team will be stressed by this, so it’s really important that you remain calm and proactive. If you are calm everyone will know that the situation is under control. Next, you must speak to the guest whose orders will be affected. Offer appetizers so that they have something to nibble on while they wait.

Reading tips about calling chicken is all well and good, but, the only way to truly get good at calling chicken is to practice. So, go ahead, it’s your turn now! Don’t be afraid to ask for guidance, we are all here to help!

“The only way to truly get good at calling chicken is to PRACTICE!”



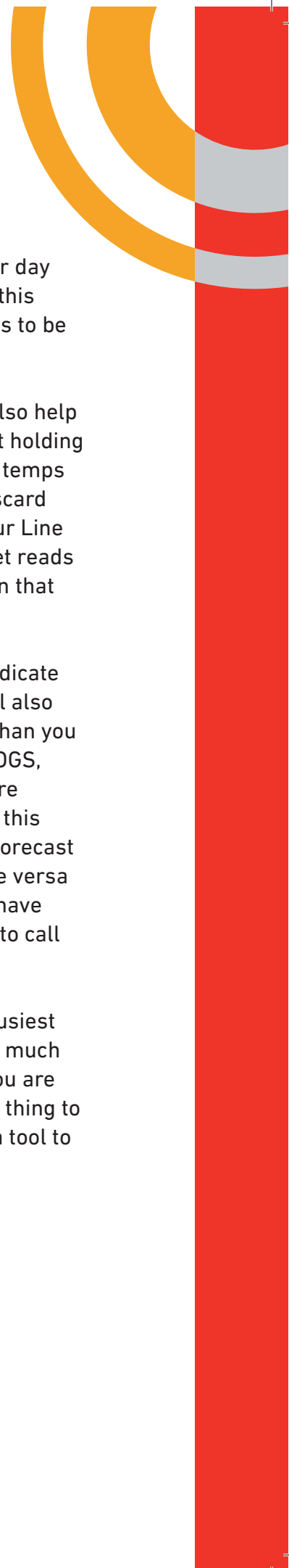
LISTEN TO YOUR COOK SHEET

Your Cook Sheet will tell you a story if you read it carefully throughout your day – if it is completely filled out of course. The more you learn to understand this story, share this story with your team, and even change the story if it needs to be changed, the more success you will have adhering to our chicken SOPs.

The temperatures on your Cook Sheet will validate food safety. They will also help you determine potential faulty equipment if your warming drawers are not holding temp. For example, if you are completing your Line Check and the chicken temps below 140°F, and the temp on the Cook Sheet reads 155°F, you need to discard your product immediately and cook new chicken. If you are completing your Line Check and the chicken temps below 140°F, and the temp on the Cook Sheet reads 180°F, it is likely your warming drawers need to be serviced or replaced. In that example you should use your chicken right away!

The frequency of which you need to call chicken throughout the day will indicate if your forecasted numbers are accurate or trending up or down. (They will also help you anticipate if the remainder of your shift will be busier or slower than you thought.) For example, if your forecast calls for 8 WOGS and you cook 8 WOGS, but run out in one hour instead of two, this likely means your daily sales are trending higher than forecasted. The most important thing for you to do in this situation is understand how to adjust what you call. The next hour if your forecast calls for 10 WOGS, you may want to bump it up and call 14. This works vice versa as well. If your forecast calls for 8 WOGS and at the 2-hour mark you still have 4 WOGS remaining, when your next hour calls for 10 WOGS you may want to call 8 – or even 6!

The Cook Sheet will also provide you with other information such as the busiest and slowest times of the day, what items are at the top of your P-mix, how much chicken you should order for your next delivery, and most importantly if you are following hot-holding times in your Restaurant or not. The most important thing to keep in mind is the Cook Sheet is record keeping for food safety, but also a tool to help us do our jobs the best we can.



WHAT A WASTE!!

Waste happens, we know it does. We can't always be perfect in our ordering and our prep production, but we can't just let waste happen to us. There are things we can do to stay on top of the waste game.



1. Avoid over purchasing fresh produce. You can order produce three times a week, so order little and often. Stocking up at the beginning of a week can lead to spoiled produce and wasted product.



2. Note exactly what you want when placing orders. Use the order guide every time you place an order so you can write down what's on hand and look at the pars for what you need to order. Use your manager logic and take into consideration any outside factors (weather, catering, events) that may impact your business and alter your order.



3. Inspect all food orders upon arrival. Thoroughly examine all food that you receive by checking for quality, expiration dates, temperature and so on. If you wouldn't pick it out from the grocery store yourself, don't accept it from your vendor!



4. All products should be stored in a way to prevent waste from Cross-Contamination. Ensure your food is stored at the proper temperatures.



5. Label and organize all your products. Use date labels from your Prep n' Print to clearly and easily identify what the item is, when it was opened, and what it's expiration and/or use by date is. Once labels are applied, be sure to use FIFO by placing new arrivals behind or below what is already on your shelf, so the older items get used first.



6. Check your equipment regularly. At the first sign of your walk-in, freezer, warming drawers or reach in coolers losing temp, begin your troubleshooting process and open a service request via Ecotrak if you cannot resolve the issue on your own.



7. Update pars on a regular basis. Know your Restaurant's sales trends. Stay on top of the current forecast and business volumes to ensure you adjust pars and orders on an ongoing basis.



8. Properly train your Nanodcas to minimize mistakes. While mistakes are a part of doing business – and we don't expect them to go away – they are also a part of waste! If we take the time to train Nandocas to read a check properly and follow the station Build Guides and Toolkits, it will impact how many mistakes we make and have a positive impact on minimizing waste.



9. Monitor prep production. If you aren't continually monitoring your prep lists and prep pars, there is a good chance you Prep Cook will over prep which in turn will add to your waste.



10. Look at your Waste Sheet. Don't just fill them out and enter them into Micros. You should be monitoring and assessing your waste sheets daily. Your Waste Sheet is part of the Daily Print File and should be kept for a rolling 30 days. Additionally, you have the Weekly Waste Report in Micros to help you troubleshoot your highest variances.

**What is being wasted in your Restaurant and why?
Are there trends you can solve for?**

What was the dollar amount of your Restaurant's waste yesterday? What were the biggest reasons for the waste? IS there any coaching/training you could do to impact the waste that happened so it will improve in the future?

How could you coach your Prep Cook to minimize waste?

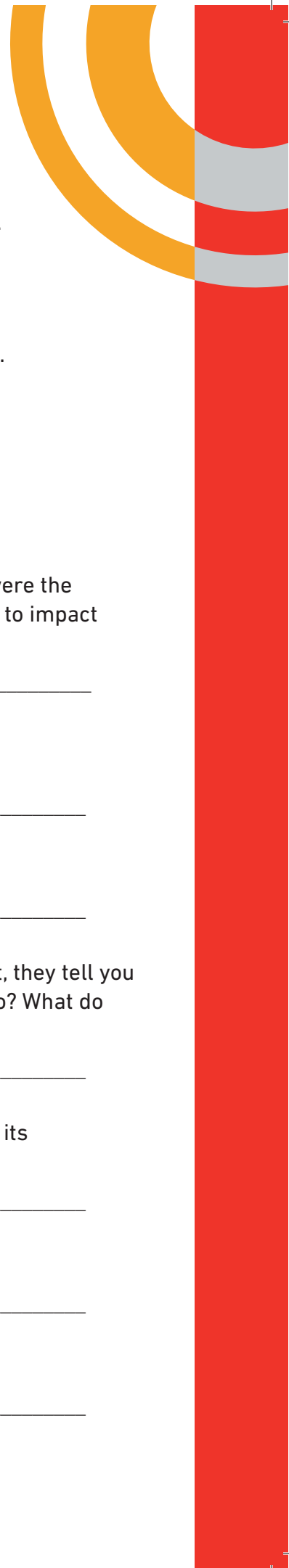
A Front Griller has burned a whole chicken. How do you record the waste?

As your Back Griller is setting up their station at the beginning of their shift, they tell you they have eight portions of Pulled Chicken that expire today. What do you do? What do you tell the Back Griller?

Do we ever throw anything away before its use by date? What about before its manufacturer's expiration date? Why or why not?

What information goes on the Waste Sheet?

What do you do with the Waste Sheet at the end of your shift?



ORDERING, RECEIVING, INVOICING

ORDERING

We need to make sure we have the proper product on hand to run successful shifts. Spending time trying to borrow product from other Restaurants is time that could be spent marketing, developing Nandocas or taking care of our Guests. There is an “art” to ordering which is supported by several tools and guides. Orders must be placed on specific days by a specific time...don't be late! We have order guides that should be used when placing every order, every time. Filling out the order guides will help you place accurate orders, allow you to have trackable data and communicates to all managers what was on hand and ordered each time an order is placed.

PARS

One of the first steps to proper ordering is setting pars. A par is a set amount of a product to have on hand to ensure we don't run out of an item. To set proper pars, you need to have: accurately forecasted sales, a neat, clean, and organized Restaurant, and order guides as well as historical information to use as a guide. Properly setting pars prevents over-ordering which can lead to food waste and careless mishandling of product.

Remember, more product on shelves means more room for error. Most importantly, accurate pars ensure you have enough product for your forecasted business. When you are forced to do transfers, it can create confusion and mistakes that can lead to inaccurate results. Everyone should know how and why to set pars and be aware of usage trends while placing orders. We set pars for all food and beverage in the Restaurant, the Prep List, chemicals, and paper goods, as well as crockery and cutlery. Once a par is set it does not mean it never changes. Pars are adjusted as forecasted sales increase or decrease.

Are the pars at your Restaurant current? When is the last time they were updated?
Who updates (sets) the pars?

How do you know what product to order on which days? Who places orders?





Do you only use pars when determining how much of an item to order? Are there any other factors to consider?

Why do you write down the “on hand” amount when you fill out an order guide?

Why is it important to use order guides when you place orders?

LET'S TALK CHICKEN

How many in each of the following?

How many in each of the following?	
Whole Chickens in a case?	
Tenders in a bag	Case
Butterflies in a bag?	Case
Thighs	Case
Wings in a pound?	Case

RECEIVING PRODUCT

The order has been placed and now it's showing up at the back door. Do we let the delivery person drop and run? Oh no we don't!! Just because we've placed the order correctly doesn't always mean what we ordered is what shows up. And sometimes, what shows up isn't so pretty. Even if you have a great relationship with your vendors, we still need to check in every order to ensure the product we receive is what we ordered and is the best quality we can get!


NAN-DO'S FOR RECEIVING:



- ✓ **Always check in orders** (if you receive overnight drops, do this first thing in the morning before you put the order away).
- ✓ **Take your time.** If it is busy, you may need to ask the delivery person to wait. You can also delegate this task to a trained Nandoca.
- ✓ **Always verify the quality** – especially avocados and romaine lettuce! Double check chicken weights and/or units per case. Use a scale; If you don't have one – get one.
- ✓ **Always check delivery temperatures** and record in the Line Check Book.
- ✓ **Always check expiration dates.**

If a deliver driver arrives and hands you an invoice to sign before bringing in your product, what should you do?





There will be times you will need to refuse an item (order), or that the order you receive is incorrect. Each of our vendors has a specific process for us to receive credit back for incorrect or damaged product. In the examples below, what is the process you need to follow to ensure you receive proper credit?

US FOODS: You order 5 cases of wings and 3 are delivered.

PRODUCE: A case of romaine is delivered, and it is wilted and brown.

ADAMS BURCH/BOETLER: You were shorted a case of napkins, your invoice says 3 cases, but the deliver driver only brought 2 cases.

LINEN: The driver didn't swap out the carpets.

The overnight deliver driver stacked the cases of chicken too high and they fell over in the walk-in. Three of the cases have spilled on the floor.

BEER VENDOR: How do you get credit for your empty kegs?

INVOICING

You ordered it, it's on the shelves, and now it's time to pay for it!!

Entering invoices is a process done in Micros. It is always important to double check items, quantities, price, total amount as well as dates before booking. If you are ever in question, suspend the invoice and ask your Patrão to review this with you.

All invoices should be entered on the same day they were received. At the end of the week, your Patrão will verify all invoices are booked and accurate prior to sending to Accounts Payable in Restaurant Support. Proper invoices affect your Restaurant's GP and even the smallest entry error can yield large financial discrepancies or inaccuracies. Take your time – accuracy is key!

What do you do if you've entered in all the items on the invoice and your total does not match the invoice total?

Who "books" an invoice once it has been entered? Why is booking the invoice important?

If you accidentally "book" an invoice in which your total did not match the invoice total, what should you do?



NANDO'S FOOD QUALITY AND HEALTH & SAFETY AUDIT

Our internal audits are performed in each Restaurant to ensure we are meeting Nando's Brand Standards specific to our food safety practices, finished food quality, and SOPs. Think of it as a sneak peak into the Guest Experience. It is our way to proactively validate we are offering and serving our best to our Guests! This also allows us opportunities to coach our teams and retrain any items or standards we may be falling short on. On our Food Audit, you will find the following categories:

- Nandoca Practices
- Food Safety
- Cleanliness
- Record Keeping
- FOH Operations
- Back of House Operations
- Food Standards

Food Audits are conducted by Area Directors or Senior Patrões once a quarter at minimum. On occasion, Area Directors may swap regions for a more objective approach. Target score is 80%. Anything higher than 80% is passing, and anything falling below 80% requires an Action Plan as well as a re-audit.

Are you ready to see how well your Restaurant does? Print a blank form and conduct an audit with your Training Patrão.

How did you score?

What areas did your Restaurant do well?

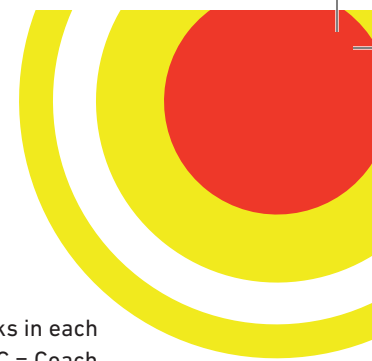
What opportunities did your Restaurant have?

Review your audit with your Restaurant's last completed audit by the AD. How do they compare? Is performance improving and moving in the right directions?



BOOK 1
DIVIDER
MIDTERM

WEEK 4 MIDTERM



MIDTERM DATE: _____

OBSERVED BY: _____

TOTAL SCORE: _____ / 69 = _____ %

ASSESSMENT KEY:

Please indicate a grade for all the tasks in each of the provided. Y = Yes, N = No or C = Coach. Add notes for each section as required.

DAY OVERVIEW

Today is your day to shine and show everything you learned so far. You will be assessed to determine what you have mastered and what you may need more practice on. Remember, today is a coaching session and we want you to see it as an opportunity to learn more.

TRAINING BOOK AND THE HOT SPOT

- All Daily Planners completed _____
- Training Book completed _____
- All Weekly Assessments completed _____
- All Weekly Feedback recorded on Teams _____
- The Hot Spot profile set up with picture and questions answered _____
- All WMDs completed _____
- All Weekly Learnings and quizzes completed _____
- All Weekly Patrão Sign Offs completed _____

OPENING TASKS:

- Opening and Changeover Checklists from Daily Print File in use _____
- Wellness Checks completed for all Nandocas and Training Team _____
- All equipment is working and at the right temperatures _____
- Orders for the day completed and submitted (min. of 3 in last 2 weeks) _____

THE LINE CHECK: (Today + 3 prior MIT shifts)

- All temperatures taken and accurately recorded _____
- Corrective Actions recorded _____
- Corrective Actions validated with new result recorded _____
- Taste Check completed _____
- Oil Test performed _____
- Oil Change Log completed _____
- Sani buckets filled, labeled, tested and with Sani towel (1) submerged _____
- Grab Test completed and portion control validated _____
- All expired products discarded and recorded on Waste Sheet _____

END OF SHIFT HANDOVER (min. of 3 in last 2 weeks)

- Pull Thaw completed for the next day and all items labeled individually _____
- Mid-day Safe Count conducted _____
- AM Waste entered in Micros _____
- Production entered in Micros _____
- Invoices entered in Micros _____
- Logbook in Hot Schedules completed _____
- Communicated with PM MOD _____

WEEK 4 MIDTERM

RUNNING MY SHIFT

LEADING YOUR TEAM

- The Daily Plan completed / utilized throughout the shift _____
Sales Forecast: _____
Pre-Shift Topics: _____
- Pre-Shift conducted to educate, motivate, and celebrate Nandocas _____
- Aces in Places; all tasks assigned to the right people _____
- Employee attendance managed and contingency plans executed as required _____
- Adherence to all FOH/BOH SOPs monitored and on-the-job coaching conducted _____
- Nandocas are led by example and treated with respect _____

MANAGING OPERATIONS

THE FIGURE 8 (Complete one with MIT)

- Each step of the Figure 8 named and explained _____
- All steps of the Guest Journey followed _____
- Nandocas praised for great execution of Guest experience _____
- Nandocas coached for issues affecting Guest experience _____

- Monitor and maintain speed of service standards (no tickets over 10 mins unaddressed during visit) _____
- Waste Sheet printed and in use _____
- All orders received against the invoice; checked for temps, quantities, and expiration dates _____
- All new products properly rotated (FIFO) _____

THE COOK SHEET: (Today + 3 prior MIT shifts)

- Printed and in use _____
- Chicken Production retrieved and Forecasts completed _____
- Chicken called on time and Cook Sheet completed to standard _____
- Cook Sheet explained and opportunities identified _____

THE PREP SHEET: (Today + 3 prior MIT shifts)

- Printed and in use _____
- On Hands counted and Suggested Prep entered _____
- Actual Production recorded and initialed _____
- Cooling Procedures followed _____
- Cooling Log completed _____
- All prepped items are properly labeled and rotated (FIFO) _____

MANAGING BRAND AND GUESTS

- Nando's music on and adjusted throughout the day to appropriate level _____
- Interacted and engaged with Guests _____
- Anticipated Guests needs and responded quickly, accurately and pleasantly _____
- Attended to any Guest complaints by following the 4 A's _____
- Made every effort to ensure Guests left having had a positive Nando's experience _____

WEEK 4 MIDTERM



RECIPE KNOWLEDGE AND MORE...

½ Chicken Medium _____

The Chicken "Burger" _____

Sweet Potato Halloumi Wrap _____

Veggie Burger Wrap _____

Marinated Tomato, Halloumi & Chicken Salad _____

Rack and Load WOG's _____

Complete Takeout order following SOP _____

WEEK 4 MIDTERM

RECIPE KNOWLEDGE AND MORE...

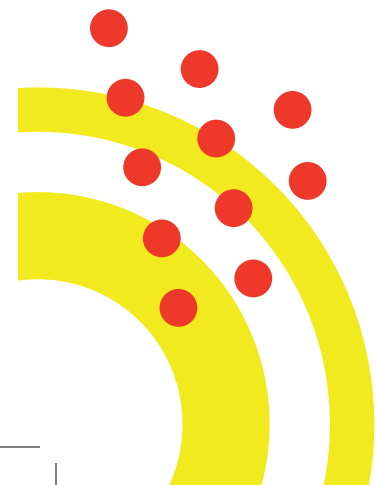
Can describe a glass of Cabernet Sauvignon _____

Can describe Red Sangria _____

Can describe PERi-PERi to a new Guest _____

Can properly educate a Guest with a peanut allergy _____

Can explain the Temperature Danger Zone _____



BOOK 1
DIVIDER
WEEK 5

MIT WEEK 5 CLOSING MANAGER

Day
1

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

Today you will begin learning tasks and responsibilities of the closing MOD, beginning your shift with Changeover duties, and wrapping up your day with end of shift admin. As you run your shift, continue completing the Line Check and calling chicken each day. For this week's focus, it will be all about people; **leading, coaching and developing your team!** Own the Pre-shift each day and begin gaining confidence praising and providing feedback to Nandocas during your Figure 8's. Additionally, you will review Nando's Mystery Shopper and even complete one in your Restaurant too. Lastly, keep all managers aligned and in the know by continuing to use the manager communication tools we have in place.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- WMD Week 5 Learning



3:00pm – 4:00pm
SIDE BY SIDE
TRAINING

DEMO AND DO:

Shadow your MOD as you begin setting up your evening during Changeover. Use this time to learn the tasks associated with the transition between AM and PM managers, taking notes and asking questions as you go. Pay close attention and don't skip a beat – next week it will be your turn to lead the way!

SHIFT CHANGEOVER

- | | | |
|--|--|--|
| <input type="checkbox"/> Conduct a mid-day Safe Count | <input type="checkbox"/> Follow Changeover (Closing Manager) Checklist from the Daily Print File | <input type="checkbox"/> Communicate with the AM MOD |
| <input type="checkbox"/> Read the Logbook in Hot Schedules | | <input type="checkbox"/> Complete Wellness Checks for all Nandocas |



4:00pm – 5:00pm
THE LINE CHECK

THE LINE CHECK

- | | | |
|--|--|---|
| <input type="checkbox"/> Complete taste check | <input type="checkbox"/> Perform oil test and complete Oil Change Log | <input type="checkbox"/> Complete Grab Test and validate portion control |
| <input type="checkbox"/> Take and record temperatures | <input type="checkbox"/> Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged | <input type="checkbox"/> Discard any expired products and record on Waste Sheet |
| <input type="checkbox"/> Complete any necessary Corrective Actions and record result | | |



5:00pm – 8:30pm
SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Shadow your MOD as you continue learning what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask as many questions as you can and jump in to start getting hands on practice as quickly as you can.

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 1 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



8:30pm – 9:30pm

EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for dinner today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the People section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



9:30pm – CL

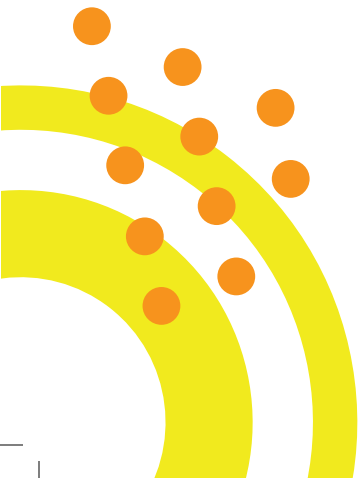
INTRO TO ADMIN TASKS

Use this time to follow the MOD and learn the tasks associated with closing your Restaurant, taking notes, and asking questions as you go. Get ready, next week we will be turning up the heat and asking you to lead the way!

MANAGEMENT:

- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct a PM Safe Count
- Complete PM Deposit
- Enter PM Waste in Micros
- Complete the Logbook in Hot Schedules
- Follow Closing Checklist from Daily Print File
- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 5 CLOSING MANAGER

Day
2

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 5 Learning



3:00pm – 4:00pm

SIDE BY SIDE
TRAINING

DEMO AND DO:

Shadow your MOD as you begin setting up your evening during Changeover. Use this time to learn the tasks associated with the transition between AM and PM managers, taking notes and asking questions as you go. Pay close attention and don't skip a beat – next week it will be your turn to lead the way!

SHIFT CHANGEOVER

- Conduct a mid-day Safe Count
- Read the Logbook in Hot Schedules
- Follow Changeover (Closing Manager) Checklist from the Daily Print File
- Communicate with the AM MOD
- Complete Wellness Checks for all Nandocas



4:00pm – 5:00pm

THE LINE CHECK

THE LINE CHECK

- Complete taste check
- Take and record temperatures
- Complete any necessary Corrective Actions and record result
- Perform oil test and complete Oil Change Log
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Complete Grab Test and validate portion control
- Discard any expired products and record on Waste Sheet



5:00pm – 8:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Shadow your MOD as you continue learning what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask as many questions as you can and jump in to start getting hands on practice as quickly as you can.

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
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- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 2 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

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- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



8:30pm – 9:30pm

EAT AND REVIEW

SIT DOWN WITH MOD

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- Review your next shift's Daily Planner and prepare for tomorrow's shift



9:30pm – CL

INTRO TO ADMIN TASKS

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MANAGEMENT:

- Monitor daily and weekly cleaning schedules
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- Complete PM Deposit
- Enter PM Waste in Micros
- Complete the Logbook in Hot Schedules
- Follow Closing Checklist from Daily Print File
- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 5 CLOSING MANAGER

Day
3

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 5 Learning



3:00pm – 4:00pm

SIDE BY SIDE
TRAINING

DEMO AND DO:

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SHIFT CHANGEOVER

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4:00pm – 5:00pm

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THE LINE CHECK

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5:00pm – 8:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

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- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

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- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 3 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

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8:30pm – 9:30pm

EAT AND REVIEW

SIT DOWN WITH MOD

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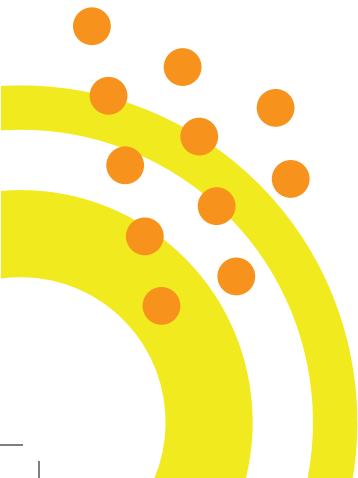
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MANAGEMENT:

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- Complete Cash Up and solve for any discrepancies
- Conduct a PM Safe Count
- Complete PM Deposit
- Enter PM Waste in Micros
- Complete the Logbook in Hot Schedules
- Follow Closing Checklist from Daily Print File
- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 5 CLOSING MANAGER

Day
4

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 5 Learning



3:00pm – 4:00pm
SIDE BY SIDE
TRAINING

DEMO AND DO:

Shadow your MOD as you begin setting up your evening during Changeover. Use this time to learn the tasks associated with the transition between AM and PM managers, taking notes and asking questions as you go. Pay close attention and don't skip a beat – next week it will be your turn to lead the way!

SHIFT CHANGEOVER

- Conduct a mid-day Safe Count
- Read the Logbook in Hot Schedules
- Follow Changeover (Closing Manager) Checklist from the Daily Print File
- Communicate with the AM MOD
- Complete Wellness Checks for all Nandocas



4:00pm – 5:00pm
THE LINE CHECK

THE LINE CHECK

- Complete taste check
- Take and record temperatures
- Complete any necessary Corrective Actions and record result
- Perform oil test and complete Oil Change Log
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Complete Grab Test and validate portion control
- Discard any expired products and record on Waste Sheet



5:00pm – 8:30pm
SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Shadow your MOD as you continue learning what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask as many questions as you can and jump in to start getting hands on practice as quickly as you can.

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/ BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 4 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



8:30pm – 9:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for dinner today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the People section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



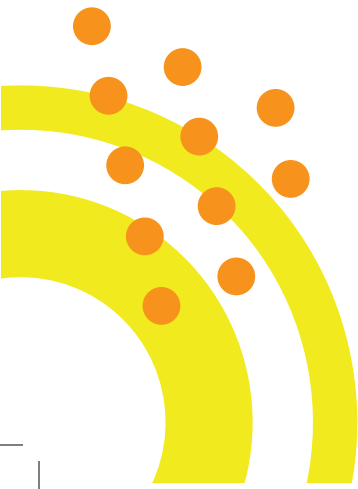
9:30pm – CL
INTRO TO ADMIN TASKS

Use this time to follow the MOD and learn the tasks associated with closing your Restaurant, taking notes, and asking questions as you go. Get ready, next week we will be turning up the heat and asking you to lead the way!

MANAGEMENT:

- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct a PM Safe Count
- Complete PM Deposit
- Enter PM Waste in Micros
- Complete the Logbook in Hot Schedules
- Follow Closing Checklist from Daily Print File
- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 5 CLOSING MANAGER

Day
5

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

Today you will begin learning tasks and responsibilities of the closing MOD, beginning your shift with Changeover duties, and wrapping up your day with end of shift admin. As you run your shift, continue completing the Line Check and calling chicken each day. For this week's focus, it will be all about people; leading, coaching and developing your team! Own the Pre-shift each day and begin gaining confidence praising and providing feedback to Nandocas during your Figure 8's. Additionally, you will review Nando's Mystery Shopper and even complete one in your Restaurant too. Lastly, keep all managers aligned and in the know by continuing to use the manager communication tools we have in place.

BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 5 Learning Week 5 Quiz



3:00pm – 4:00pm
SIDE BY SIDE
TRAINING

DEMO AND DO:

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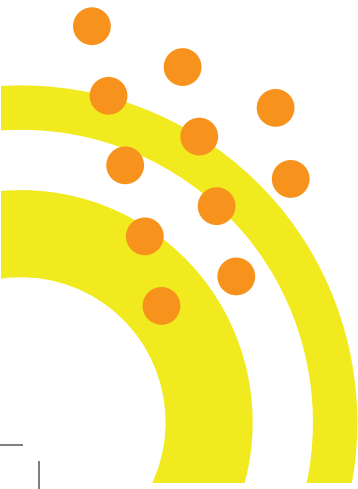
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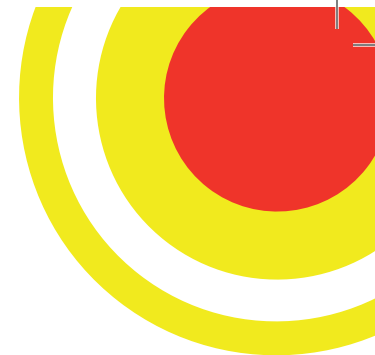
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- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 5



TRAINING PATRÃO REVIEW

Your Patrão (or RM) has been observing you throughout the week and will review your ability to run a successful shift at Nando's. Additionally, you will be assessed on your Leadership Skills on a scale of striving, Achieving or Mastering. Be sure to sit down and review your performance with your Patrão. Feedback is part of your journey to success. This feedback will also be uploaded and shared with your AD, Training Team and People Team too. Good Luck!

TRAINING WEEKLY REVIEW

- All Daily Planners, and exercises in Training Book completed
- WMD completed in THS
- Week 5 Learning completed in THS
- Week 5 Quiz completed in THS
- Week 5 reviewed (wins and opportunities) with Patrão/Manager
- Next week set up for success
- Has no outstanding training
- Opportunities from Midterm reviewed with management team
- Mystery Shopper reviewed and completed
- Can identify the steps in L.E.A.D.

LEADING YOUR TEAM

FEEDBACK: _____

MANAGING OPERATIONS

FEEDBACK: _____

MANAGING BRAND AND GUESTS

FEEDBACK: _____

MANAGING FINANCE

FEEDBACK: _____

LEADERSHIP SKILLS

S= STRIVING: Does not consistently demonstrate this behavior **A= ACHIEVING:** Consistently demonstrates this behavior
M= MASTERED: Can coach and teach this behavior

PERSONAL RESPONSIBILITY AND ACCOUNTABILITY:

- Has a "no excuses" mindset that does not blame others and takes ownership over decisions and actions.
- Makes a point to understand their role and core responsibilities and acts with a sense of urgency on projects.
- Displays complete ownership of a process and their training and looks to improve efficiencies.

RESULT:

- S
- A
- M

FEEDBACK: _____

TEAMWORK AND RELATIONSHIP BUILDING:

- Exhibits the ability to work with others on shared goals and proactively participates with other members to enhance capability of the team.
- Looks for ways to spend time to get to know individuals on a personal and professional level in order to create an inclusive environment.

RESULT:

- S
- A
- M

FEEDBACK: _____

INTEGRITY:

- Embodies doing the right thing when others are not looking. Stays true to themselves and has authenticity in their interactions with their peers, direct reports, and leaders.
- Treats others with respect and kindness.

RESULT:

- S
- A
- M

FEEDBACK: _____

TIME MANAGEMENT:

- Can multi-task and meet deadlines.
- Displays leadership with carefully considered plans and strategies to manage disruptions.

RESULT:

- S
- A
- M

FEEDBACK: _____

LEADERSHIP:

- Inspires and motivates teams to do great work and cares about the outcomes.
- Thinks less about themselves and more on helping grow our people and our Brand.

RESULT:

- S
- A
- M

FEEDBACK: _____

EMOTIONAL INTELLIGENCE:

- Demonstrates the capability to be open to feedback and takes immediate action while remaining measured and thoughtful through their responses.
- Understands their audience and able to read the room to adapt and connect with everyone.
- Is self-aware and understands how their behaviors impact others.

RESULT:

- S
- A
- M

FEEDBACK: _____

ADAPTABILITY:

- Able to demonstrate the demands of the moment and provides solution-oriented actions.
- Looks for new ways of handling multiple tasks while remaining composed when faced with adversity.

RESULT:

- S
- A
- M

FEEDBACK: _____

MIT SIGN OFF: _____ PATRÃO SIGN OFF: _____ DATE: _____

COMMUNICATION.



Informed people are happy people!

Communication will play a fundamental role in how you accomplish your goals each day. It is one of the keys to running Restaurants brilliantly, but also one of the hardest things to do. We are moving at a fast pace yet there are still many things we need to make sure we remember to pass on to our fellow managers and Nandocas to ensure everyone has all the information they need. This open flow of communication will allow you to adjust to Guest and Nandoca needs, changes in sales volume, facility issues, catering orders and any number of things the shift throws your way! The better you and your team communicate, the more smoothly the Restaurant will run, and the easier life will be for everyone.

We have many methods and types of communication. Some are used daily, some monthly and the occasional used annually. No matter the type, they are all important and must be used effectively to keep our managers and Nandocas in the know!

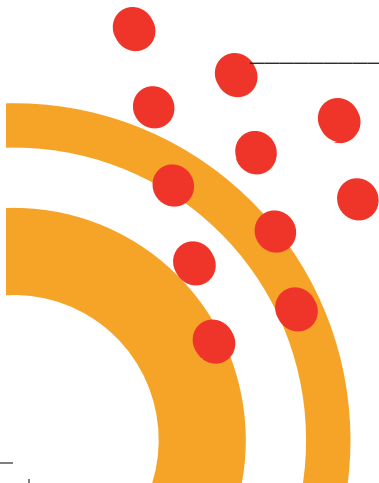
Each shift you will our out the Daily Plan which is used as a method of communication as well as a strategy for setting yourself up for success. As part of each shift, you will host a Pre-Shift to communicate, motivate and educate your Nandocas. Additionally, you will recap each shift in the Hot Schedules Logbook. As you write about people, product and place, the details you provide will give your fellow managers – as well as your AD – insight into what happened on your shift. They can then use this information to make any necessary adjustments on their shift, or simply to stay aligned in working towards your Restaurants’ goals and most important initiatives. Then, don’t forget about e-mails too! Inevitably, you will receive and respond to e-mails each day. Always remember to check your inbox and the beginning and end of your shift so you don’t miss any important information from your ADs, Restaurant Support, or vendors, nonetheless. These are just a few examples of potential communication opportunities occurring each day. Is it any wonder we need to excel at communication?!

NOTE: As part of each shift, you will host a Pre-Shift to communicate, motivate and educate your Nandocas

NOTE: **DON'T FORGET ABOUT E-MAILS!**
Always remember to check your inbox and the beginning and end of your shift

A LOT CAN HAPPEN DURING A SHIFT.

What can you do throughout your shift to remember everything you need to record in the Logbook?



Imagine the following was a description of your shift.

Based on this information, what would you write in the Logbook? And what would you suggest for tomorrow's Pre-Shift topics to be?

This was one for the record books!

Johnny (MIT) passed his Final this morning and the only note he missed was the music in the dining room was just a little too low. For your PM shift, you exceeded forecasted sales by 20% and did it with three fewer people than expected. The expo screen went down for about 30 minutes and the fire alarm in the building went off twice during dinner. David (Cleaner) and Sara (Back Griller) both called out sick. Another Restaurant had a manager get in a car accident, so you sent your mid to go cover their closing shift.

You received three great Guest comments about service tonight, specifically about Anna the Runner and how friendly she was. There was a line at the door, so your Host was directing Guests to tables instead of seating them, so she didn't have to leave the front door. You ran out of chicken wings at about 9pm, but only one Guest couldn't get them. During the after-dinner temps on the Line Check, the WOGS in the warming drawers temped at 134°F. You checked the Cook Sheet and they had been cooked above 165°F initially 1.5 hours ago so you cooked them immediately and sold them.

There was a call-in catering order for tomorrow morning at 11am for 20 half chickens, coleslaw, and mashed potatoes.

Two people came in for interviews today (Jim for Expo and Alex for Host) and both should be moved to the next step of the process. Jessica (AD) is scheduled to come in tomorrow afternoon to do a Food Audit. You seemed to be running out of forks early in the shift and were washing them continuously just to get through.

PEOPLE	
PRODUCT	
PLACE	
TOMORROW'S PRE-SHIFT	

What is the purpose of the Changeover Checklist from the Daily Print File?

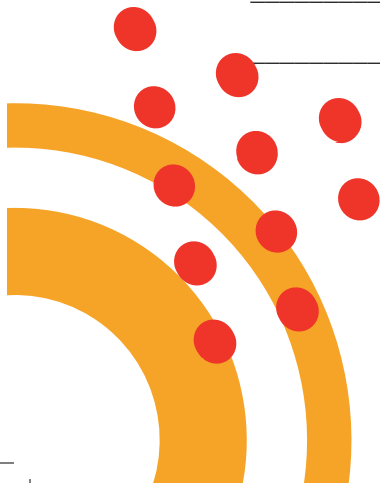
As the opening MOD, what are your Changeover responsibilities? What about as a closing MOD?

What makes Changeover difficult? What can you do to overcome these obstacles?

It's 8pm and you've run out of coleslaw. You don't have enough ingredients in your Restaurant to make more. Who do you communicate this information to and what would you say?

A Nandoca requests a day off with you, but you don't write the schedules. Do you tell them they have to speak to the manager that writes the schedule? What do you do?

You are the Product Manager at your Restaurant. You've just attended a regional product manager meeting. One of the topics discussed at the meeting was a new food quality standard (for example: The Cooling Procedure for rice has been updated). How do you relay this information to your fellow manager? What about your Nandocas?



**ALL THE ITEMS BELOW ARE INTENDED TO INFORM AND COMMUNICATE.
WHAT IS THE GOAL AND FREQUENCY OF EACH?**

All Staff Meeting	Goal
	Frequency
Weekly Manager Meeting	Goal
	Frequency
People/Product Manager Meeting	Goal
	Frequency
Patrão Meeting	Goal
	Frequency
WMD / WND	Goal
	Frequency
Weekly Ops Reports	Goal
	Frequency
One on Ones	Goal
	Frequency
Mystery Shopper Reports	Goal
	Frequency
Food Audits	Goal
	Frequency
UL Everclean Audits	Goal
	Frequency
Heart and Soul Survey	Goal
	Frequency

FIRED UP WORK EXPERIENCES...AKA EVENTS!!

We are very proud and fortunate to have several events that are hosted by our Restaurant Support team each year. These events are built around our Values and People Pillars and are intended to build relationships and create memories to last a lifetime. Ask your Patrão or AD to give you more details and recap your what you learn about each below.

GRILLERS' CHALLENGE	
CAMP CHICKAWAH	
CONFERENCE	



E-MAIL 101

While we do our best to minimize the number of e-mails that are sent to the Restaurant, inevitably there will still be a good number that come your way.

You want to make sure you check e-mail at the beginning and end of each shift.

All managers have access to the Restaurant's e-mail address. Remember this as you "file" or "delete" items, there may be things that need to stay in the inbox so everyone is up to date and in the know.

Below are some Nan-do's and Nan-don'ts to point you in the right direction:



LET'S START WITH A FEW NAN-DO'S:

- ✓ **Check and read all e-mails** when returning from vacation or days off.
- ✓ **Respond.** Often e-mails are time sensitive. Even if you may not have an answer or you may not be the person the e-mail was intended for, let the person know you will find out the information they are seeking or let them know the intended recipient will get back to them upon their return.
- ✓ **Double check for spelling and grammar** before hitting "send."
- ✓ **Confirm your recipients before hitting "send."** Many people have similar names and you may accidentally send your e-mail to the wrong person if you don't double check!
- ✓ **Don't be scared to pick up the phone.** Messages in e-mails can often get lost in translation or misinterpreted. If you find you have e-mailed someone several times and still have not solved the original e-mail, give them a call. A phone call can often be the best and quickest route to getting things done.
- ✓ **Copy your AD** if the message is important.



NAN-DONT'S:

- ✗ **Skim! Read the entire e-mail.**
- ✗ **Reply all" to an e-mail** – unless everyone you are replying to needs to read your response.
- ✗ **Avoid using all CAPS and bold words.** No one likes to feel like they are being yelled at via e-mail.

COACHING BEST PRACTICES

Coaching helps unlock a person's potential to maximize their own performance. It's helping them to learn rather than teaching them a new task. To be an effective coach, you need to think of our Nandocas in terms of what they are capable of and not one day's specific execution. Coaching can occur in the moment or in a more formal setting such as a one on one or PFG. Coaching is not a technique that we brush off and only use at review time, it's an ongoing way of leading your team – a way of treating people and a way of thinking.

We often use the words trainer, mentor, and coach interchangeably, but they are not the same thing at all. All are important but very different. Knowing the differences will help take you to the next level when coaching your team!



To get the best out of people, you should always believe the best exists within them.

TRAINER AND MENTOR	COACH
Talks	Listens
Gives advice	Asks questions
Teaches by imparting knowledge	Facilitates where to find the answers
Assumes the role of the expert	Empowers one to become the expert
Demonstrates how to do the job	Develops one's confidence to do the job on their own
Adds value by sharing information, making connections and answering questions	Adds value by guiding one to explore their options, expanding their thinking and developing follow through



GOLDEN RULES OF COMMUNICATION TO USE WHEN COACHING:

TIMELY. Redirecting or praising behavior should happen in the moment or within the shift.

FIRM BUT FAIR: Each Nandoca should receive consistent treatment. Expectations do not shift based on person or position.

CONSTANT, GENTLY PRESSURE. Be proactive in providing constant positive reinforcement and developmental feedback to each Nandoca. Consistent nudges in the right direction help your team to be successful.

AT EASE. No one likes a dictator. Use a calm, warm tone that invites cooperation – this is a team sport.

CURIOS. Always seek to understand and gather your facts. Take the time to ask questions before a serious conversation with a Nandoca. You'll learn more this way and may shift what you coach or how you coach it.

UNBIASED. There is no room for opinions, assumptions, or feelings in coaching. Coaching is about improving performance in others and not to make yourself feel better.

OPEN. Communication means talking and listening, without defending your position. Never hesitate to summarize or ask questions so you are sure you understand where a Nandoca is coming from or why they chose their specific course of action. You don't have to agree with everything they've said but try to find a common ground of mutual understanding.

SHOW RESPECT. Praise in public and counsel in private. We are a proud group and tough feedback has no place in front of peers.

QUICK. Get to the point. Be specific, clear, concise, and direct when coaching. Be polite, but don't dance around your point – your message could get lost in translation.

FOCUS ON THE GOAL. The intent is to improve or reinforce the desired behavior. Ask how you can help and together set an achievable goal.

WE NOT ME. Always have a team mentality and refrain from using first person singular pronouns such as "I," "my," or "me." Instead use words such as "we," "us," or "you" to demonstrate an outward focus, considering the thoughts, feelings, and behaviors of others.



What additional specific things should you keep in mind when coaching Nandocas?

IN THE FOLLOWING SITUATIONS, HOW WOULD YOU COACH THE NANDOCA? WHAT WOULD BE YOUR FOLLOW UP POST-COACHING?

You notice a Nandoca falls behind when they hit five tickets on the Front Grill.

Your Host has been walking every Guest to the table and thoroughly explaining OAT. Your OAT percentage has increased 20% this period.

You notice the warming drawers don't have a time on them. This is the third time in the last three hours you've seen the same thing.

You are down to five full platter plates. In the past two weeks your team has broken ten.

The glasses that are being used are spotty. Neither the Cashiers nor the Cleaner has brought it to your attention.

The Diet Coke is not working in the Coke machine. You realize it is not hooked up properly.

The Expo is constantly cooking too many fries.

Your Nandoca Trainer has a Newbie on the Back Grill and they are using the station Build Guides as they make each menu item.

The Host keeps wandering away from the front door during busy lunches.

When was the last time you were coached? How did it feel? How did you react?

When does coaching end? Why?

How do you teach a Nandoca Trainer how to coach? What tips can you give them?



NANDO'S COACHING SPECIFICS

As you begin coaching Nandocas, you'll need to become savvy at the way we approach coaching and our specific SOPs.

Always seek to understand. Never lose sight of the fact that the Nandocas you are coaching are people first and no matter the situation, we always want to treat people with respect and dignity.

NOTE TO FILE

Whenever you have a verbal coaching conversation you need to do a "Note to File." This form includes information such as the day and date of the conversation, the manager who held the conversation and the issue at hand as well as specifics of the conversation. Think of this as your one stop shop for all things performance related and a form that makes it easy for managers to see patterns of behavior.

REFOCUS FORMS

Refocus Forms are used once you have had an initial conversation with a Nandoca and no improvement has been made in their behavior. Normally we do not terminate from a single incident, so you may have more than one Refocus Form per Nandoca. There are times when an immediate Refocus Form is warranted depending on the seriousness of the incident.

WRITING A REFOCUS FORM:

- The information must be factual and dated.
- The form should not contain personal opinions, personal information that is not material to the specific issue being addressed, or any derogatory statements or language.
- This documentation is given to the Nandoca and the Nandoca may choose to show it to anyone inside and outside of Nando's.
- If the situation were to escalate for some reason, the Refocus Form could be seen by our attorneys.

IMPORTANT

When you review the Refocus Form with the Nandoca, always have a witness present and provide a copy of the form to the Nandoca.

TERMINATION

It is never easy to let a Nandoca go. They are part of the Family and having to say goodbye can be difficult. Nonetheless, there may be times when you will need to part ways.



Questions to ask yourself when nearing the point of termination:

- Have I followed the accountability process?
- Have I documented each step along the way?
- Am I applying the same expectations to all Nandocas?
- Does my AD know about the issue?

IMPORTANT

These are some very specific guidelines that you need to follow when terminating a Nandoca:

- Pull all documents and send to you AD for approval to terminate.
- AD reviews documentation and determines if termination is approved or not (Note to File, Logbook notes, Refocus Forms).
- If it is determined the Nandoca will be terminated, complete the termination documentation form to document the final incident leading up to termination.
- The Patrão and a witness (another manager or AD) must be present for the termination conversation.
- Invite the Nandoca being terminated to meet with you in a private location with another manager.
- This may be a given, but the meeting must be held in person (not via text, e-mail, phone, etc.).
- Do NOT give any forms to the Nandoca. We do not provide termination letters at Nando's.
- AD/Patrão sends notification of termination to the People Team along with all documentation.



GROSS MISCONDUCT

Theft, threats of or physical violence/aggression, discrimination, harassment, working under the influence are all considered to be acts of gross misconduct. When these instances occur or are suspected, the Nandoca should be placed on paid leave while we investigate what happened.

IMPORTANT

Your AD and the People Team should be notified immediately. We never terminate Nandocas on the spot.

ADDITIONAL IMPORTANT GUIDELINES:

- The Patrão must be present for all terminations with a manager unless there is a reason for the AD to step in.
- Shift Leads may not terminate anyone or participate in termination meetings.
- Use current documentation – do not create your own forms or make changes to what has been provided. We have a Note to File, Refocus Form, and Termination Form.



REVIEW WITH YOUR TRAINING PATRÃO:

FORM TYPE	WHERE TO GET IT?	WHERE TO STORE IT?	WHO TO SEND IT TO?	HOW LONG TO KEEP IT ON FILE?
Note to File				
Refocus Form				
Termination Form				

L.E.A.D.

No ordinary little word, LEAD stands for Learn, Explore, Achieve and Develop. Growing our people is an important part of what we do here at Nando's. We have great pride in providing a Career Ladder to our Nandocas which lays out the foundation of the career path at Nando's and how to move from one position to the next. Within LEAD, we aim to unlock the questions of what work must be done at each level of the ladder as well as how to advance from one level to the next – all the way from Nandoca to Area Director!

Regardless of which level you are working at, LEAD helps to bring our Values to life by detailing how we express them in our daily actions. Additionally, you will find behaviors and tasks we all must adhere to. These are designed specifically to each role and broken into the categories of: Live the Nando's Values, Manage Yourself, Manage Relationships, Manage People, Manage Operations, Manage Brand and Guest, Manage Finance and Manage Place.

Nandocas are empowered to own their performance by understanding what is required from them in their current job. With their book in hand, they can take control and partner with their managers and Patrão to plan their development to close current knowledge, skills and performance gaps. Managers can use LEAD as a guideline when dealing with performance or behavior related problems which keeps everyone on the same page and aligned with Nando's standards. Additionally, it aids them in career discussions when they have people ready to step up.

This integrated people tool does not stop here! LEAD also provides a platform for performance feedback, managing development, as well as planning, recruitment and training interventions. As you may have already heard, Nando's is growing – and we can't do this without our people. This mighty little book is the seed to hold us accountable and aligned when it comes to performance in all roles, across all levels of work and in all Restaurants alike.

Look around your Restaurant and you will see multiple tools available including posters, booklets, and cards. Review the materials with your Training Patrão and learn how we can together LEAD – i.e. Learn, Explore, Achieve and Develop!





L.E.A.D AT A GLANCE

STEPS	WHY DOES THE JOB EXIST?
8 Area Director	The Area Director leads restaurants within an allocated region, supports growth and profitability while developing their team.
7 Senior Patrão	The Senior Patrão has overall responsibility for everything that happens in their home restaurant and overall responsibility for up to two additional restaurants. They may be assigned the role of project lead for Central Support related tests and/or pilots.
6 Patrão	The Patrão has overall responsibility for everything that happens in the restaurant i.e. they are a people developer who achieves results and builds and maintains a healthy culture.
5 Assistant Patrão	The Assistant Patrão is the Patrão's "right-hand person" and provides full support to the Patrão in running the restaurant. They are proficient in all three of the People, Product and Place areas of responsibility and can run the restaurant in the absence of the Patrão.
4 Restaurant Manager	The Restaurant Manager ensures both Back and Front of House shift excellence on a day to day basis and takes ownership of one of the People, Product and Place areas of responsibility at a time.
3 Shift Lead	The Shift Lead is an entry-level leader who works with Nandocas during a shift to delight our Guests and ensure execution of Standard Operating Procedures. They may be assigned an hourly role when not running a shift.
2 Trainer	The Trainer works with and trains either the Back of House or Front of House Nandocas during a shift to ensure they have the skills and knowledge needed to execute the Standard Operating Procedures and to delight Guests. They may be assigned an hourly role when not training Nandocas.
1 Hourly Nandoca	The Hourly Nandoca works at either a Front of House or Back of House position, follows the Standard Operating Procedures and contributes towards delighting Guests.

PFG

As you or your Nandoca is ready to move from one level to the next, you will complete a PFG – Partnership for Growth. This is the tool at Nando's to plan and track one's development and help them progress in their career and personal goals.

Have your Training Patrão print a PFG for you to review. Is anyone in your Training Restaurant ready for a PFG? Sit in on the conversation and observe so you can begin learning how these are written and delivered. Maybe you would like a PGF of your own while you are still in training? Have your Patrão complete a PFG from where you are today to where you should be when you are ready to graduate!

TRAIN THE TRAINER

When a Nandoca is ready to become a certified Nandoca Trainer, this is where their career journey begins. Becoming a trainer is quite a big deal at Nando's. Review your LEAD book as well as instructions in The Hot Spot to learn what the basic requirements are to begin this training pathway. Over approximately four-weeks, your Nandoca will do some online learning and homework, work with the Training Team live and even participate in exercises and activities virtually with their fellow Nandocas from across the company.



They will learn things from the role of a Trainer, adapting to different learning styles, utilizing the Training Model, delivering effective feedback and more! When you think they've become an expert, you will put them to the test in a live training session before their final graduation! Do you have any Nandoca Trainers in your Training Restaurant?

Ask them what they learned and how the training pathway helped them to become successful.



SHIFT LEAD

Once your Nandoca Trainer has decided it's time to continue their journey and take the leap into a management role, they will join the training pathway to become a Shift Lead. The role of a Shift Lead will be unique to the needs to each different Restaurant and could be a full time or a part time role. When a Shift Lead is not on shift as the MOD, they will remain a leader on their team by working their current hourly role. Shift Leads are near and dear to our heart at Nando's. They are seasoned Nandocas, internal promotes and even the Patrões of tomorrow! Shift Leads are key to keeping our strong culture intact as we grow. While we may teach them a thing or two about leadership, but they usually teach us more in return about what it means to be a Nandoca. They know the ins and outs of our business, our delicious menu, and our amazing Guests.



Shift Leads participate in a content packed four-week program specially designed for first time leaders. They are kicked off with a full day workshop around key SOPs that drive brilliant shift execution as well as Food Safety standards to keep our Family and our Guests healthy and happy too. Halfway through their training, they meet back up with the Training Team for a Leadership for Leaders seminar.

This interactive day is filled with activities and exercises that introduce them to concepts such as time management and effective communication – we'd tell you more but that would ruin the surprise! If you have a Shift Lead in your Training Restaurant, we'll let them do the talking.

MYSTERY SHOPPER

The hard work from our people day in and day out goes without saying, but how do we know if we are hot enough of not?! You guessed it! We ask our Guests! Each period, your Restaurant will receive both a Dine In and a Takeout Mystery Shopper. This is done by an unbiased person coming in to assess a snapshot of our SOPs, while enjoying some free food for their feedback. While striving for a passing score, the ultimate goal is to utilize shoppers' feedback to identify our opportunities and fix the behaviors that may be causing us to fall short of an exceptional Guest experience. If you run your Restaurant brilliantly more frequently, people will come more often and spend more money, Nando's will make more money and grow more Restaurants – and together we will change lives.



Are you ready to see how well your Restaurant does?

Print a blank Mystery Shopper and conduct a report with your Training Patrão.

How did you score?

What areas did your Restaurant do well?

What opportunities did your Restaurant have?

Review your report with your Restaurant's last completed Mystery Shopper.

How do they compare? Is performance improving and moving in the right directions?



BOOK 1
DIVIDER
WEEK 6

MIT WEEK 6 CLOSING MANAGER

Day
1

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- WMD Week 6 Learning



3:00pm – 4:00pm

SIDE BY SIDE
TRAINING

DEMO AND DO:

Your MOD will now shadow you while you use this time to show off your skills and complete the tasks associated with Changeover as the closing manager.

SHIFT CHANGEOVER

- Conduct a mid-day Safe Count Follow Changeover (Closing Manager) Checklist from the Daily Print File Communicate with the AM MOD
- Read the Logbook in Hot Schedules Complete Wellness Checks for all Nandocas



4:00pm – 5:00pm

THE LINE CHECK

THE LINE CHECK

- Complete taste check Perform oil test and complete Oil Change Log Complete Grab Test and validate portion control
- Take and record temperatures Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged Discard any expired products and record on Waste Sheet
- Complete any necessary Corrective Actions and record result



5:00pm – 8:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Let your MOD shadow you as you practice what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask questions and learn where you can find the answers too!

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
- Conduct Pre-Shift meetings: educate, motivate, and celebrate
- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
- Interact and engage with Guests; anticipate needs; and respond quickly, accurately, and pleasantly
- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 1 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



8:30pm – 9:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for dinner today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the Place section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



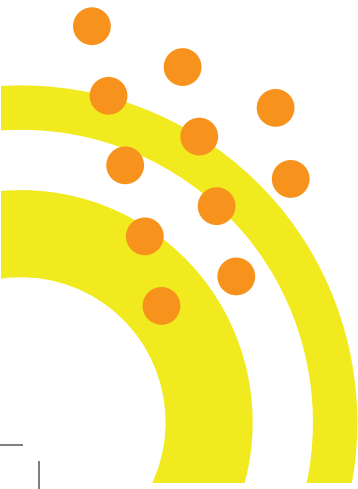
9:30pm – CL
INTRO TO ADMIN TASKS

Your MOD will now shadow you while you begin wrapping up your shift. Perform the tasks associated with the closing manager as well as effectively and efficiently communicating via Nando's tools with the AM manager for tomorrow.

MANAGEMENT:

- Monitor daily and weekly cleaning schedules
- Complete Cash Up and solve for any discrepancies
- Conduct a PM Safe Count
- Complete PM Deposit
- Enter PM Waste in Micros
- Complete the Logbook in Hot Schedules
- Follow Closing Checklist from Daily Print File
- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 6 CLOSING MANAGER

Day
2

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 6 Learning



3:00pm – 4:00pm
SIDE BY SIDE
TRAINING

DEMO AND DO:

Your MOD will now shadow you while you use this time to show off your skills and complete the tasks associated with Changeover as the closing manager.

SHIFT CHANGEOVER

- Conduct a mid-day Safe Count
- Read the Logbook in Hot Schedules
- Follow Changeover (Closing Manager) Checklist from the Daily Print File
- Communicate with the AM MOD
- Complete Wellness Checks for all Nandocas



4:00pm – 5:00pm
THE LINE CHECK

THE LINE CHECK

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- Complete any necessary Corrective Actions and record result
- Perform oil test and complete Oil Change Log
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Complete Grab Test and validate portion control
- Discard any expired products and record on Waste Sheet



5:00pm – 8:30pm
SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

Let your MOD shadow you as you practice what it takes to run the shift and ensure every Guest has a great Nando's experience. Ask questions and learn where you can find the answers too!

LEADING YOUR TEAM

- Complete the Daily Plan and utilize throughout the shift
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- Ensure Aces in Places; all tasks are assigned to the right people
- Manage employee attendance and make contingency plans as required
- Provide Nandocas with support and resources needed to do their job well
- Monitor adherence to all FOH/BOH SOPs and conduct on-the-job coaching

- Provide developmental feedback to Nandocas to help them improve on their performance

MANAGING BRAND AND GUESTS

- Ensure Nando's music is on and adjust throughout the day to appropriate level
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- Attend to any Guest complaints by following the 4 A's

- Make every effort to ensure Guests leave having had a positive Nando's experience
- Ensure all steps of the Guest Journey are being followed

MANAGING FINANCE

- Ensure Waste Sheet is in use
- Complete any paid outs or paid ins for the day
- Track daily sales performance against specific daily targets

DAY 2 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
- Ensure production is accurate, Cooling Procedures are followed, and Cooling Log is completed
- All prepped items properly labeled and rotated (FIFO)
- Monitor and maintain speed of service standards
- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

- Call chicken and complete Cook Sheet
- Use the Figure 8 throughout the shift
- Figure 8: praise great execution and Guest service
- Figure 8: coach issues that might impact the Guest experience



8:30pm – 9:30pm
EAT AND REVIEW

SIT DOWN WITH MOD

- Order and try something new for dinner today
- Review the day (wins and opportunities)
- Complete your Daily Planner and note any outstanding items
- Read and complete the Place section of your Training Book
- Review your next shift's Daily Planner and prepare for tomorrow's shift



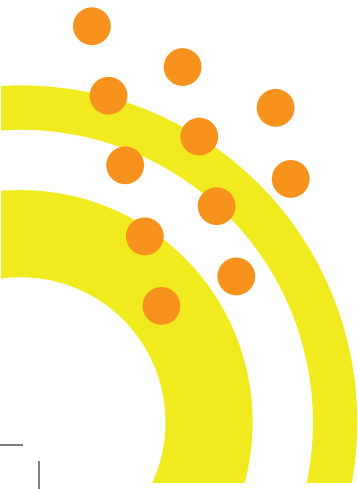
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- Complete PM Deposit
- Enter PM Waste in Micros
- Complete the Logbook in Hot Schedules
- Follow Closing Checklist from Daily Print File
- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



MIT WEEK 6 CLOSING MANAGER

Day
3

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 6 Learning

1
hour

DEMO AND DO:

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3:00pm – 4:00pm

SIDE BY SIDE
TRAINING

SHIFT CHANGEOVER

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- Follow Changeover (Closing Manager) Checklist from the Daily Print File
- Communicate with the AM MOD
- Complete Wellness Checks for all Nandocas

1
hour

THE LINE CHECK

4:00pm – 5:00pm

THE LINE CHECK

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- Complete any necessary Corrective Actions and record result
- Perform oil test and complete Oil Change Log
- Test Sani buckets and ensure Sani buckets filled, labeled and with Sani towel (1) submerged
- Complete Grab Test and validate portion control
- Discard any expired products and record on Waste Sheet

3.5
hour

RUNNING MY SHIFT:

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5:00pm – 8:30pm

SIDE BY SIDE
TRAINING

LEADING YOUR TEAM

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MANAGING BRAND AND GUESTS

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MANAGING FINANCE

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DAY 3 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
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- Receive all orders against the invoice, checking for temps, quantities, and expiration date

CHECK HOW MANY TIMES YOU DO IT TODAY

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8:30pm – 9:30pm
EAT AND REVIEW

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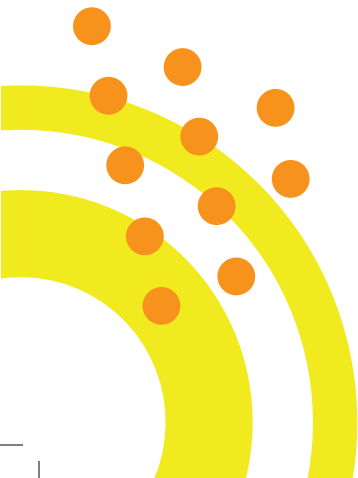
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DAILY RECAP NOTES



MIT WEEK 6 CLOSING MANAGER

Day
4

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 6 Learning



3:00pm – 4:00pm

SIDE BY SIDE
TRAINING

DEMO AND DO:

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4:00pm – 5:00pm

THE LINE CHECK

THE LINE CHECK

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5:00pm – 8:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

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MANAGING FINANCE

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DAY 4 CLOSING MANAGER

MANAGING OPERATIONS

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8:30pm – 9:30pm
EAT AND REVIEW

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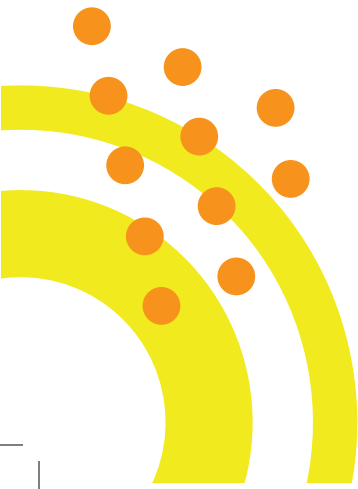
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DAILY RECAP NOTES



MIT WEEK 6 CLOSING MANAGER

Day
5

MY TRAINER: _____

WHERE
TO LEARN
MOD

SHIFT FOCUS:

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BEFORE YOU GET STARTED, SPEND 30 MINS IN THE HOT SPOT TO COMPLETE:

- Week 6 Learning



3:00pm – 4:00pm

SIDE BY SIDE
TRAINING

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4:00pm – 5:00pm

THE LINE CHECK

THE LINE CHECK

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5:00pm – 8:30pm

SIDE BY SIDE
TRAINING

RUNNING MY SHIFT:

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MANAGING FINANCE

- Ensure Waste Sheet is in use
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- Track daily sales performance against specific daily targets

DAY 5 CLOSING MANAGER

MANAGING OPERATIONS

- Respond to product recalls when applicable
- Verify all new products are properly rotated (FIFO)
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- All prepped items properly labeled and rotated (FIFO)
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8:30pm – 9:30pm
EAT AND REVIEW

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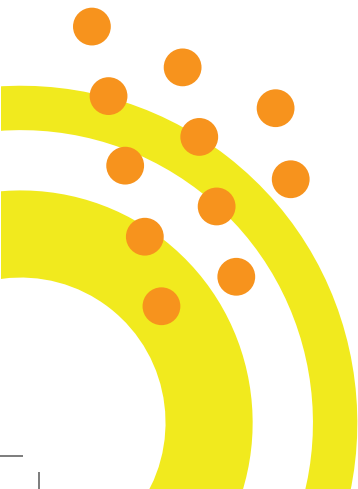
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- Complete the Logbook in Hot Schedules
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- Walk through the Restaurant for cleanliness, storage and all equipment turned off

DAILY RECAP NOTES



OUR FOUR WALLS...OUR PLACE



**Our place speaks
to people by
telling a South
African story
with soul.**

Are you sitting in one of our Restaurants? Look around you...honestly, can you believe what you see? Think about all the details, all the care, all the thought that went into selecting each and everything inside of your place. Our Restaurants are creative, they are warm, they are welcoming, and they are ours! We are truly fortunate to have such a unique and beautiful space to work in, welcome our Guests to, and create memories within. Our place speaks to people by telling a South African story with soul. Not many places can compare – or any if we are being honest! It is up to us to make sure we know all there is to know about our place; from the details of our art to how to maintain the furniture. Our Restaurants will only continue to look as good as we treat them...and that starts with you!

Take some time to get to know your place you are training.
 Find each of the following items and note where they are located.
 Next answer the specific question to learn more about each.

ITEM	WHERE IS IT IN THE RESTAURANT?	QUESTIONS
Gas shut off		When would you need to shut off the gas?
Water shut off		When might you need to shut off the water?
Breakers		What are they used for and how do you operate them?
Security alarm		What do you do if it won't arm at night?
Fire panel		If there is a fire alarm can you silence it from the panel and should you if you can?
Evacuation plan		Why is this plan important and when would you use it?
Lighting controls		Who sets the lighting? Should you alter the settings? What do you do if they don't look right?
Music system and controls		What stations are ok to play? How loud should the music be?
Fire extinguishers		How can you tell if they need to be inspected? How do you use one if there is a fire?
Restaurant licenses		What licenses do we have? Who is responsible for keeping them current?
SDS book		What is it and why would you need it? How do you keep it current?
First Aid kit		How does it get replenished?
Crash Kit		What needs to be in it? When and how do you use it?
HVAC/Heating controls		When should you adjust the temperature in the Restaurant?



IT DOESN'T WORK, WHAT SHOULD I DO?

There will be times when something won't work, be it a piece of equipment or a light switch. This is not the time to panic, cry, or run from the building! It's the time to be confident in your skills and put your troubleshooting hat on. To master the basics of troubleshooting, all you must do is apply a little bit of common sense and some basic knowledge. See, even you can be a troubleshooting master – Extra Hot all the way!!

Let's start with the basics. When a piece of equipment isn't working, you should check out a few things before calling your Patrão or submitting a ticket in Ecotrak.

IS IT EVEN PLUGGED IN?

First and foremost, check to make sure the equipment is plugged in. It sounds silly, but you'd be shocked how often we miss this step. We've even called in techs and the only problem was the equipment wasn't plugged in. During the hustle and bustle of a busy shift, it is possible for a plug to wiggle out of its outlet. Something like this is certainly not how we want to spend our hard-earned money!!

STILL NOT WORKING? TRY THE GFI OUTLET.

WHAT IS IT?

The GFI is a device that shuts off an electric power circuit when it detects current is flowing along an unintended path. It is used to reduce the risk of electric shock and can also prevent some fires. A GFI works by measuring the current leaving one side of a power source (the so called "live" or "hot wire") and comparing it to a current returning on the other (the "neutral" side). If they are not equal, then some of the current must be leaking in an unwanted way, and the GFI shuts the power off. GFIs are usually installed in places where water may allow a short circuit to happen.

HOW DO YOU RESET IT?

Unplug the equipment. Then you reset the GFI by pushing the reset button (typically it is red). If the problem is not fixed the GFI will keep shutting off.

TEST IT.

Testing the outlet can be done by pressing the button found above or below the reset button.

STILL NOT WORKING? OFF TO THE CIRCUIT BREAKERS.

The first think you need to do is find them. If you “got to know your place” this should be no problem!

HOW DO YOU RESET THEM?

When a particular circuit in the Restaurant is not working, managers commonly say “I checked the electrical panel and there are no tripped circuit breakers,” or “I have reset all the circuit breakers and its still not working.” Often these problems can be resolved simply. Sometimes when the circuit breaker has “tripped,” it still appears to be in the “on” position and there is no visible indicator that anything is wrong in the electrical panel. You should methodically go through and properly reset (as described below) all the breakers.

If the circuit breaker is “tripped” it takes a little more than to simply “flip” it off and back on to reset it. To properly reset a “tripped” circuit breaker, you must firmly push the breaker to the “off” position and then turn the breaker back to the “on” position. A properly reset breaker will typically “snap” into place when returned to the “on” position.

UP NEXT...USER MANUALS

At this stage, if your equipment is still not working, it's time to turn to the facilities troubleshooting documents. These guides, which can be found in the Library on The Hot Spot, contain steps for cleaning, maintaining, and troubleshooting common issues that our equipment may encounter.

WHO ELSE CAN HELP?

There is a wealth of knowledge around you and if you have not resolved your equipment outage by now, its likely time to phone a friend! There is a good chance your fellow Patrões and managers may have encountered a similar problem in the past and can walk you through what to do and how to fix it. Make some phone calls within your region or to other Nando's too! Your Area Director may also be able to help – if you haven't already looped them in, do so now. Lasty, our Facilities Team is also available to assist and guide you if you have concerns regarding your equipment or building. Remember an e-mail or phone call is always cheaper than a service request.



ECOTRAK IT!

When all else has failed, it may be time to call a service technician. You may only use Nando's approved vendors for service – so no need to call around for quotes or reach out to the handyman you use at home. We use Ecotrak, which is an app-based platform that allows you to place service requests, accept proposals for work to be done, and submit invoices for payment. Have your Training Restaurant show you the Ecotrak site and all the features it has to offer.

The service call has been placed; the tech shows up...what now? Do you say hello and forget about them? What are the steps to follow when 'managing' a service technician?

We are fortunate to have a good working relationship with our service companies, but, there is still a chance you may have an incident regarding a service technician: perhaps they show up late and in the middle of lunch to work on the fryer, or maybe they don't complete a job.

What should you do if you have an issue with a tech?

What is a PM? Why do we have them?

Who schedules a PM?

Who currently performs PMs for us?

What is the manager's responsibility during a PM?

MANAGING THE PLACE

We are very proud and fortunate to have several events that are hosted by our Restaurant Support team each year. These events are built around our Values and People Pillars and are intended to build relationships and create memories to last a lifetime. Ask your Patrão or AD to give you more details and recap your what you learn about each below.

Making sure our Place continues to represent who we are requires more than knowing the equipment and keeping up with walk throughs. Our Place encompasses much more than we often think and realize. Let's take a look at some of those things.

As people walk up to our Restaurants, we have our first chance to make a good impression. This means we need to be aware and take care of our signage and patios.

IT'S IN OUR NAME

Our signage says it all! This is how our Guests know who we are and what we sell. Our name, our brand, a representation of us. It beckons people to come in and is a familiar sight to our loyal Guests. We need to make sure we don't forget about it and just assume it looks good. Imagine if the photo below the "d" was not lit. What would that say about us? What would you think as a guest walking up to our front door?

As a manager, how do you ensure our signage always looks good?

Our signage also includes our menu boards and A frames. When and what do you do to make sure these two things are meeting our standards and representing us well?



PATIOS ARE FOR PARTIES

Many of our Restaurants are fortunate to have outdoor patios for our Guests to dine on. The minute the sun is shining, and the temperature is above freezing, everyone wants to take advantage of it and enjoy the great outdoors. What better way than to eat your PERi-PERi while basking in the fresh air and sunlight? That being said, we need to make certain our patios are ready for Guests when the weather permits.

Our patios are the first impression for our Guests – and maybe even our neighbors' Guests too! This means they should be clean, fully set up, and well maintained from the furniture to lighting to landscaping and anything else you can think of. Make sure your music is loud enough and your Nandocas are offering Continuous Service just as they do inside. The party starts outside!

What can we do as managers to make sure the patio is Guest ready?

Throughout the shift, how do you ensure the patio continues to make a good impression as Guests walk up to the Restaurant?

FRISKY NOT FRIENDS

Our Restaurants are not only a warm and inviting refuge for our Guests; there are also some unwanted "guests" that try and make our place their home too.

There are many pests we need to ensure do not turn our place into their place. Once you've got them, they are very difficult to evict. Be proactive in preventing them from ever getting in!



The big three are: rodents, roaches, and fruit flies.

What pest control standards do we have at Nando's?

What should you do if you see a pest in the Restaurant?

What should you do if a Guest sees a pest in the Restaurant and brings it to your attention?

ENERGY CONTROLS

Electric...gas...water...very often we don't take the time to think about these three sources of energy and the impact we could have on them if we keep them top of mind. Without them, we could not run our Restaurants and often we take them for granted and act as though they are an endless and expenseless supply. This could not be further from the truth. When it comes to energy controls, all the small things we can do add up to large savings and have a positive impact on the environment.

For example, think of turning the lights off in the office when you are running your Figure 8's, or when you could turn the water off instead of leaving it running. Maybe you are not running full loads of dishes through your dishwasher and you could start?

What are three additionally ways you can think of to impact the energy usage in your Restaurant?

M.A.L.T - setting the vibe

Every shift is a party at Nando's. As we are preparing to welcome Guests into our home, we want to put our best foot forward. The best parties have some basics in common - great music, fun atmosphere, appropriate lighting and a comfortable temperature. Each of these items affect the vibe of the Restaurant and can make or break a Guest's experience.





MUSIC

We are fortunate to have a unique and authentic playlist filled with South African favorite jams. While we may not have to DJ our own tunes, we do need to ensure the levels are always where they should be. The music should be more than background noise. Your Guest should hear our music over the sound of our oven buzzers, the expo printers, and most importantly the table next to them. If you can hear the conversation next to you, it is a sign you should turn your music up. On the other hand, your Guests should never have to scream to have a conversation with the person at the table across from them. If you see a Guest leaning in too close just to hear their friend talk, turn the sound down a bit. Your music volume should fluctuate with the level of capacity in your dining room. The more Guests you have the louder it will need to be, and the less you have the quieter it should be. Assess your music levels throughout the day while making your Figure 8's and adjust as often or little as necessary.

ATMOSPHERE

This is a big word and holds many factors. To sum it up at Nando's we will simplify it for you. Is your dining room clean? It is normal for us to focus on the tables, pre-bussing when we can and cleaning tables within five minutes of the Guest leaving. Something we might forget to do, though, is to look down! Are your floors clean? They might need a good spot sweep, especially after a Nandino. Can you think of other areas we might forget about? What are they? How often should we clean them and who is responsible for cleaning them?

LIGHTING

No one likes to be left in the dark! Our lighting at Nando's is uniquely designed and strategically placed in the dining room to offer ambiance at an appropriate level to each Guest, regardless of which table they choose to sit at. Additionally, our lighting might also be used to showcase special art features throughout the Restaurant. Even one burnt out bulb could make a drastic difference. If a light bulb goes out in your home would you change it? Minha casa e sua casa – and if you see a light out, replace it as quickly as you can.

TEMPERATURE

We all have that friend that takes a sweater everywhere we go. One chilly Guest here or there is ok, but if everyone is leaving their jackets on, that is a sign your Restaurant is too cold. You may be feeling the heat from the grill during your shifts, but your Guests are not. It is important to read their body language, so you know the true temperature of your Restaurant even when you're running around. Don't sweat your Guests out either! If you see people putting their hair up or fanning themselves with whatever they can grab, you may need to crank up the air. The temperature of the dining room can change frequently throughout the day, even if you don't touch the thermostat. It might feel warmer if there are more tables seated, or perhaps when the sun is setting and coming through your windows just right. Just as you assess the music during your Figure 8's, you should be doing so with your temperature too!

UL EVERCLEAN

The Health Inspector will be showing up periodically to ensure we are maintaining a safe environment to continue welcoming our Guests and serving food. There is a great deal of things they will be looking for ranging from temperature of our water, permits and licensing, overall cleanliness, handwashing, safe food handling and proper food storage. Here at Nando's we want our teams to be successful and have partnered with a third party, UL Everclean, to provide training exposure for us to hit food safety standards and prepare for such Department of Health inspections. These UL Everclean audits are performed at random once a quarter – you will not know when they will show up. The element of surprise is designed to keep us on our toes! We use the results of these audits to help serve as a tool to provide unbiased evidence that we're in control of our food safety hazards while providing transparency and assurance that FDA Food Code standards are being met to protect our Restaurants and Guests.

Are you ready to see how well your Restaurant does? Print a blank audit and conduct your own with your Training Patrão.

How did you score?

What areas did your Restaurant do well?

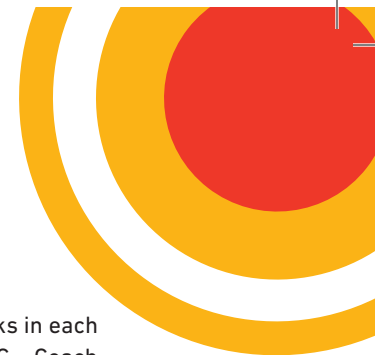
What opportunities did your Restaurant have?

Review your audit with your Restaurant's last completed audit by the AD.
How do they compare? Is performance improving and moving in the right directions?



BOOK 1
DIVIDER
FINAL

WEEK 6 FINAL



FINAL DATE: _____

OBSERVED BY: _____

TOTAL SCORE: _____ / 72 = _____ %

ASSESSMENT KEY:

Please indicate a grade for all the tasks in each of the provided. Y = Yes, N = No or C = Coach. Add notes for each section as required.

DAY OVERVIEW

Today is the day you will be assessed to determine your readiness to bring the PERI-PERI to the people! If your results prove you are done marinating in your Training Restaurant, you will graduate as an MIT and begin working in your new Restaurant next week!

TRAINING BOOK AND THE HOT SPOT

- All Daily Planners completed _____
- Training Book completed _____
- All Weekly Assessments completed _____
- All Weekly Feedback recorded on Teams _____
- The Hot Spot profile set up with picture and questions answered _____
- All WMDs completed _____
- All Weekly Learnings and quizzes completed _____
- All Weekly Patrão Sign Offs completed _____

OPENING TASKS:

- Opening and Changeover Checklists from Daily Print File in use _____
- Wellness Checks completed for all Nandocas and Training Team _____
- All equipment is working and at the right temperatures _____
- Orders for the day completed and submitted (min. of 3 in last 2 weeks) _____

THE LINE CHECK: (Today + 3 prior MIT shifts)

- All temperatures taken and accurately recorded _____
- Corrective Actions recorded _____
- Corrective Actions validated with new result recorded _____
- Taste Check completed _____
- Oil Test performed _____
- Oil Change Log completed _____
- Sani buckets filled, labeled, tested and with Sani towel (1) submerged _____
- Grab Test completed and portion control validated _____
- All expired products discarded and recorded on Waste Sheet _____

END OF SHIFT HANDOVER (min. of 3 in last 2 weeks)

- Pull Thaw completed for the next day and all items labeled individually _____
- Mid-day Safe Count conducted _____
- AM Waste entered in Micros _____
- Production entered in Micros _____
- Invoices entered in Micros _____
- Logbook in Hot Schedules completed _____
- Communicated with PM MOD _____

WEEK 6 FINAL

RUNNING MY SHIFT

LEADING YOUR TEAM

- The Daily Plan completed / utilized throughout the shift _____
Sales Forecast: _____
Pre-Shift Topics: _____
- Pre-Shift conducted to educate, motivate, and celebrate Nandocas _____
- Aces in Places; all tasks assigned to the right people _____
- Employee attendance managed and contingency plans executed as required _____
- Adherence to all FOH/BOH SOPs monitored and on-the-job coaching conducted _____
- Nandocas are led by example and treated with respect _____

MANAGING OPERATIONS

THE FIGURE 8 (Complete one with MIT)

- Each step of the Figure 8 named and explained _____
- All steps of the Guest Journey followed _____
- Nandocas praised for great execution of Guest experience _____
- Nandocas coached for issues affecting Guest experience _____

- Monitor and maintain speed of service standards (no tickets over 10 mins unaddressed during visit) _____
- Waste Sheet printed and in use _____
- All orders received against the invoice; checked for temps, quantities, and expiration dates _____
- All new products properly rotated (FIFO) _____

THE COOK SHEET: (Today + 3 prior MIT shifts)

- Printed and in use _____
- Chicken Production retrieved and Forecasts completed _____
- Chicken called on time and Cook Sheet completed to standard _____
- Cook Sheet explained and opportunities identified _____

THE PREP SHEET: (Today + 3 prior MIT shifts)

- Printed and in use _____
- On Hands counted and Suggested Prep entered _____
- Actual Production recorded and initialed _____
- Cooling Procedures followed _____
- Cooling Log completed _____
- All prepped items are properly labeled and rotated (FIFO) _____

MANAGING BRAND AND GUESTS

- Nando's music on and adjusted throughout the day to appropriate level _____
- Interacted and engaged with Guests _____
- Anticipated Guests needs and responded quickly, accurately and pleasantly _____
- Attended to any Guest complaints by following the 4 A's _____
- Made every effort to ensure Guests left having had a positive Nando's experience _____

WEEK 6 FINAL



"DAY IN THE LIFE" SCENARIO:

IT'S YOUR SHIFT

You have just walked in for your opening shift at the Restaurant. Upon reading the Logbook from last night, you see many issues you will be facing right from the start. The goal is to prioritize all the items below. Complete the chart by filling in what items you will do and between what times. Additionally, please explain what you would do for each item to give us an idea of how you would handle them. Lastly, explain your reasoning for the way in which you have organized your day.

There are just a couple key things to keep in mind before you get started. First off, all the items below are happening outside - and in addition to your daily tasks to open your Restaurant, set your team up for success and run a great shift. Second, your Patrão is off today, on vacation actually, and cannot be reached. Ready, set, get started!

- A** A resignation letter from Keisha, one of your Nandocas, explaining that she'll be leaving Nando's in 2 weeks and moving to Alaska to follow her dreams of saving the planet.
- B** An e-mail from a Guest complaining about food poisoning. It reads, "My name is Mr. Thompson, and I visited the Restaurant for lunch with my 7-year old son yesterday. I had a ½ Chicken and my son had The Chicken "Burger". As soon as we got back home, my son got severely sick and had to be taken to the hospital. I expect someone to reach out to me immediately."
- C** Your Prep Cook tells you one of the microwaves is broken.
- D** A message from your Area Director asking you to call them as soon as possible regarding labor from yesterday.
- E** A note in the Logbook explaining the 1st register was \$40 short last night.
- F** Notes in the Logbook that you have a delivery for 25 people at 1:00pm and another for 30 people at 2:30pm. You realize that it's graduation day for a local college and these are graduation parties.
- G** A note explaining your opening Front Griller may not be coming in. He will call by 9:00am to let you know if he is feeling better.
- H** A message in the Logbook saying that Janet, one of your Cashiers, called out because of childcare last night and she won't be able to work this morning. The closing MOD tried unsuccessfully to find someone to replace Janet.
- I** When filling out the Master Prep Sheet you realize you have no PERi Salt.
- J** The office printer is not working and showing an error message. You can't print the Daily Print File.
- K** An interview with Mark, who's applying for a Griller's position, is scheduled for 2:00pm.
- L** During your Line Check, you observe a rodent running across the kitchen. You are not sure how much of the equipment or food was contaminated.
- M** A note in the Logbook saying it was busier than usual last night and there are only 5 WOGs left in the walk-in. The next order will come tomorrow.
- N** An email from a Guest thanking the team for a fantastic Nando's experience they had a week ago when they visited the Restaurant for a birthday.
- O** There are no Pre-Shift notes for the day, and you must decide, from the above, what must be communicated to the team.

WEEK 6 FINAL



8:00am – 10:00am



10:00am – 11:00am



11:00am – 2:00pm



2:00pm – 4:00pm



BOOK 1

Place holder

BACK COVER