

Chapter 10 – Staff Management

A positive work environment is the foundation on which you build exceptional customer experience for both your staff and customers. On your shift you are responsible to create the best working environment possible.

Clear Expectations

A positive work environment will develop a team atmosphere within your location that customers will see and feel. Employees will react positively to clear communication of what is expected of them if you take the time necessary to explain your expectations, which can range from the day's preparation assignments, to signing off tick sheets and uniform requirements.

Direction and Feedback

As the Shift Leader it is important to always provide direction and feedback on a regular basis. If a Sandwich Artist is doing something wrong take the time to teach the Sandwich Artist how to do it correctly without being negative towards them.

Dedication to Team Building

If you can dedicate a portion of your time and energy to focusing on team building and empowerment, then the employees will begin to realize that their job is an important one. This in turn will create an energized work environment and customers will enjoy their visit because they know that the team is ready for them and informed.

Team Building Tips:



- Greet employees by name upon arrival and departure
- Be positive and upbeat
- Provide positive feedback to employees when they do a good job
- Provide feedback to improve performance (include what, why and how...)
- Celebrate special occasions: Birthdays, Anniversaries, Accomplishments, etc.
- Thank the team members for hard work and contributions
- Ask for and use team member's ideas

Training of Sandwich Artists

As a Shift Leader you will be required to mentor, motivate and assist in-store training and the development of the Sandwich Artists. To ensure Subway standards are adhered to excellent customer service, product preparation, and store cleanliness should be taught. The person conducting the training should be completely knowledgeable of proper procedures and policies, as well as all the University of SUBWAY® training resources. Here are some basics to keep in mind throughout all the training sessions. When training, keep the six-step method in mind:

1. Explain so the employee can understand
2. Demonstrate so the employee can see how it is done
3. Hands On: Let the employee try it for him/herself
4. Evaluate the employee's performance
5. Reinforce the positive and correct the negative
6. Document the tasks that have been mastered

Remember people learn by watching and copying others. If you perform tasks incorrectly new starters and Sandwich Artists will copy you and perform them incorrectly also. As a shift leader you will need to **LEAD BY EXAMPLE** each day.

Also, repetition helps people remember, therefore get the trainee to repeat, repeat and repeat the areas they are learning. Observe them during this period and if they repeat the action incorrectly, show them how to do it correctly and encourage them to repeat the correct method.

Problems when training others

When you train other staff members you may come across some problems or issues. The table below provides some hints and tips of how to approach some problems you may face with employees:

I don't know how to...	Show them and explain Training is the key tool! Confirm this is true by asking: "Could they do it if their life depended on it?" If they can, then their poor performance is not due to lack of knowledge.
They don't know how well to perform. They think they are already doing good	These two are standard issues. Some people believe that what they are doing – and the quality level with which they are doing it – is what is expected. Communicating clear expectations about the level and quality of the performance may be all that's needed. Try this first, before you train.
They don't know what they are supposed to do	Tell them. Ask them to repeat it or demonstrate it so you know they Understood it correctly. Also, confirm they have an accurate job description.
They are too busy	Priorities and time management are the culprits here. If people have no time to do something, or it's too low on their task list, they won't do it despite any training you do. Often, freeing up the performer's time is all that's needed, and help them to prioritise their work
They don't have the capacity to perform.	After trying everything, sometimes it's just a mismatch between the job and capability. It is an issue of competence, and it leads to a reasonable conclusion that the person, even after training, will never perform to standard. Replacing the worker may be the only alternative, for the good of everyone, the team and the business.



When training people remain calm, fair and remember repetition is key!