



Training Specialist Handbook

The Training Specialist Handbook is designed to be guide and resource for all things training in the bakery-cafe.

HANDBOOK OVERVIEW

The Training Specialist Handbook is separated into the following sections.

[Training Specialist Role Description](#)

This section describes what is expected of you as a Training Specialist. It outlines the 6 core responsibilities of the role as well as ways to foster a learning culture in the bakery-cafe.

[New Hire Process](#)

Find detailed information regarding the New Hire Process. Please refer to this section when you are starting a new associate - each and every time! Even when you have completed the process for more than 10 associates, it is still a good idea to refer to it to ensure that you don't forget anything.

[Workday Associate Onboarding Process](#)

[Initial Orientation Leaders Guide](#)

[Finalizing Paperwork](#)

[Validating Completion of New Hire Onboarding Requirements](#)

[Breaducation®](#)

The name of the training program for all associates is "Breaducation®". There is an overview of the Breaducation® program, your responsibilities regarding the certification of associate.

[Training Tracks](#)

[Training Plans](#)

[eLearning](#)

[Certification](#) (Test & Positional Observation Form)

[Associate Trainers](#)

Performance expectations are included for associate trainers - to help you select the right associates for your training team! Certification requirements and some hints for rewarding/recognizing and ultimately retaining your associate trainers.



Role Description: Training Specialist

The Training Specialist is responsible for the training processes and roles in the bakery-cafe that contribute to operational integrity and a differentiated customer experience.

Responsibilities

Responsibilities include, but are not limited to:

1	<p>Ensuring the New Hire Process is completed, including all three phases:</p> <ul style="list-style-type: none"> • Initial Orientation • Planet Bread attendance • Completion of the New Hire Training Plan
2	<p>Training shifts highlighted on box calendar and deployment charts</p>
3	<p>Select, develop, and certify a team of Associate Trainers (minimum of 8)</p>
4	<p>Associate Trainers facilitate training program as designed</p> <ul style="list-style-type: none"> • Follow Training Plans • Ensure Baguette University curriculum is completed
5	<p>Positional Observation Forms are completed with integrity and retained</p> <ul style="list-style-type: none"> • Marked as complete in Baguette University
6	<p>Develop & communicate cross training strategy based on cafe needs</p> <ul style="list-style-type: none"> • Utilize Deployment Gauge • Report on training during manager meetings

Qualifications

- Certified Manager
- Complete the Training Specialist AMSP

Creating a Culture of Learning

In addition to the 6 core responsibilities of the Training Specialist, they should also be working toward creating a culture of continuous learning every shift. Below are some activities that further that effort.

- Follow up on any training occurring on the shift
- Check in with new hires
 - Asking about their Planet Bread experience
 - Asking about their position training experience
- Follow-up with Associate Trainers
 - How training is going
 - Feedback on associates they've trained
- Follow-up on Celebrations & rollouts
 - eLearning
 - Bread Bashes
- TIP/TOP meetings include any needed training items
- Validating BU reporting
 - Planet Bread attendance
 - POF completion
 - Skill Matrix accurate
- Progress on Learning Health Assessment action plan (*company-only*)
- Developing Training Specialist bench (if appropriate)
- Partner with Scheduling Manager to ensure
 - Cross training is being scheduled according to the cross-training strategy
 - Associate Trainers are scheduled with trainees
- Assess training strategy on monthly/period basis to ensure the plan meets deployment gauge needs
- Involve the entire management team in the execution of
 - Cross training goals
 - POF completion
 - Training follow-up (following Training Plans)
 - Celebration eLearning
- Career path discussions



People are the very core of what is special about the Panera experience. Our associates are ambassadors of our brand and the people that deliver Panera Warmth! We have developed the Panera Journey to help welcome our people and nurture them the Panera way! There are three phases to each person’s journey with us:

“Attracting” - Learning about Panera, Applying, & Signing Up

We create a positive, warm environment that will attract the right associates. We select associates who are a “fit” for Panera by determining if they will fulfill the associate roles. (This is the application and interviewing process)

“Onboarding” - Joining the Team and Becoming an Expert

Once we have selected the right associates, we welcome them into the family. It is our responsibility to coach and develop them to be successful! During this phase our new associates become productive members of the team. We train them to be confident in delivering the Panera customer experience. (This is where an associate begins their learning experience, and begins to fulfill the associate roles)

“Evolving” - Becoming a Cultural Contributor & Graduating

Once our associates have learned their role and embraced our cultural values, they move into the Evolving phase of the Panera Journey. These associates become the backbone of our bakery-cafes. Some even take on additional responsibilities and eventually become our managers. They evolve into cultural contributors. They welcome our customers’ every day and nurture our new associates. (This is where an associate would become an Associate Trainer, and then possibly a Shift Supervisor)

■ ***“NOT ONLY IS THERE AN ART IN KNOWING A THING, BUT ALSO AN ART IN TEACHING IT.” CICERO***

Trainer’s Tip: The Recruiting Specialist and Training Specialist Assistant Manager Specialist Program workbooks provide more information on the recruiting and hiring process.



New Hire Process

It is hard being new, whether it is at work or at school. Your new associates are probably very nervous and uncomfortable. Part of the job of the Training Specialist is to welcome them and help them feel more at ease.

Once the hiring decision has been made the Training Specialist is responsible for ensuring an Initial Orientation is scheduled. We recommend that you assign a specific day for these Initial Orientations to take place. For example, a schedule might look something like this. A blank Calendar of Events can be found at the end of the handbook.

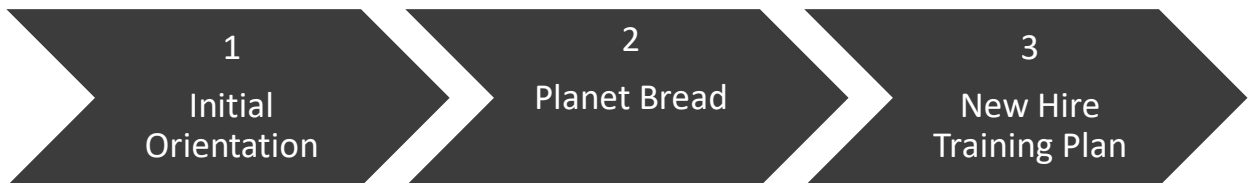
Sample Hiring/Onboarding Schedule

Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday
First & Follow-Up Interviews 2:30-4:30	Complete reference checks Make hiring decision	Initial Orientation 3:00-4:00	Planet Bread*		New Hire Training Plan	

*Planet Bread may be held on a different day in your area. In that case, create a schedule for your Calendar of Events that works for you.

Training shifts must be highlighted on the box schedule and on deployment charts. A best practice is to use the same color to the trainer & trainee. Coach your management team to reinforce this standard.

The New Hire Process is divided into three parts. Each part is as important as the other. The three parts of the New Hire Process are outlined below with tools to help you execute them.





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Step 1: Initial Orientation

The Initial Orientation is usually scheduled on a specific day of the week when another manager is covering the shift.

Refer to the Initial Orientation Leader's Guide when conducting the orientation. Review it and practice it prior to conducting your first orientation. Be as prepared as possible.

The Initial Orientation includes:

- Workday Associate Onboarding Process (company-only)
- Bakery-Cafe Orientation

Your goal is to have everything prepared to make that associate or associates feel successful and part of the team. Know when the next Planet Bread is and work with the manager that writes the schedule to plan the training. Let the trainers know they will be training someone new and what this person's experience is.

Step 2: Schedule Planet Bread

- Set up the date, time, directions and expectations for attending Planet Bread.
- Confirm that the associate attended Planet Bread.
- Ensure associate marks Planet Bread completion in BU and Training Specialist approves.
- Make certain associates get paid properly for the hours at Planet Bread.
- Validate the key learning's from Planet Bread, such as the Cultural Concepts and Concept Essence. Quiz them on what they learned.

Step 3: New Hire Training Plan

This is the first day the associate will actually work in the bakery-cafe. This shift should be scheduled with a certified trainer. The trainer should deliver the training following the New Hire Training Plan (*refer to the Online Operations Manual for the latest version*). After completing the New Hire Training Plan, the trainee can begin positional training the same day or another shift.



Workday Associate Onboarding Process (Company-Only)

The steps below should be completed prior to the new associate's first day at Panera. Review the Retail Onboarding in the Workday Guide (available on Harvest>Library>Workday Resources) for a step-by-step guide to the Workday Onboarding process.

- Step 1** Manager moves candidate into the "Ready for Hire" status in PeopleAnswers system; this prompts an automatic email to the associate with a link to complete additional hiring information such as date of birth and social security number.
***Note:** Manager will first move Catering Coordinators, Drivers and Bakers into "Background Check" status and then move the candidate into "Ready for Hire" once the background check has cleared.*
- Step 2** Associate completes required information and submits; automatic notification sent to the hiring Manager indicating the associate is ready to be hired.
- Step 3** Manager moves associate into "Hired" status in PeopleAnswers, and is prompted to verify or complete the following information:
- Hire Date
 - Location
 - Employee ID (leave blank)
 - Start Date
 - Rate of Pay
 - Pay Frequency (hourly)
- Step 4** Once the associate is "Hired" in PeopleAnswers, their information is sent to Workday for processing. All AMs and GMs will receive an action item in their Workday inbox to approve the hire within 24 hours or less. Be sure to approve the hire at least 24 hours prior to the associate arriving in your cafe for orientation.
- Step 5** Manager contacts associate to schedule orientation at the cafe.
Associate should be reminded to bring IDs with them to complete the I-9 and if they want to be paid by direct deposit they should bring their checking account and routing information.
- Step 6** Manager helps log associate into Workday and associate completes onboarding paperwork.



Initial Orientation - Leader's Guide

Trainer
Preparation

Be Prepared!

Have the following items organized/prepared prior to the start of the orientation:

- Workday Wallet Card
- New hire Workday login
- Menu
- Planet Bread Invitation and directions/map
- Print First Week Schedule Card (Harvest>Library>People>New Hire Orientation>Retail)
- Print Workday Onboarding User Guide (Harvest>Library>People>New Hire Orientation>Retail)

Note: This is a paid orientation – ensure hours are entered/scheduled

Start of the
Initial
Orientation
(5 min)

Welcome the new associate! Offer them something to drink; make small talk to make them feel comfortable if they appear nervous.

Always start on time. This is their first impression of us.

Show them how to clock-in and tell them this initial orientation should last no more than an hour.

Encourage them to ask any questions they may have.

Start of the
Initial
Orientation
(5 min)

Explain what will be covered in the Initial Orientation:

- Performance Expectations
- New Hire Electronic Paperwork
- Bakery-cafe Tour - Introductions
- Bakery Basics
- Planet Bread
- Training/work schedule for first week



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Performance Expectations (10 min)

Share with the associate that we take pride in our work at Panera Bread and we want them to know what is expected of them!

Explain that in their roles, they will be contributing to helping their bakery-café and team Panera achieve the goals of:

- Delivering an extraordinary associate experience resulting in a 3% decrease in turnover
- Delivering an extraordinary customer experience resulting in a 3% increase in Café Health score. Explain that Café Health is a report card of our customers' experience in the categories of speed, quality, Panera warmth, cleanliness and accuracy.
- Being a better competitive alternative by growing sales by 6%
- Growing profits to provide possibilities by 15%.

As you learn your position and duties, we will provide examples of how you can positively impact the goals above and look to you to think of ways too.

One way we all contribute is by executing the Panera operating system of PPC - People, PEGS and Cost Balancing:

PEOPLE - Explain - "People" refers to all of us - associates, managers and customers.

- Interact with Customer in a friendly, courteous manner
- Work well with fellow associates - team player
- Complete training required/seek out new/expanded learning opportunities

PEGS - briefly describe PEGS - Product, Environment and Great Service!

- Once trained, perform all tasks to standard following correct procedures
- Appearance/uniform standards met - 100% compliance
- Practice Food Safety procedures

COST BALANCING - balancing costs with the sales that we make!

- On-time - good attendance - this helps with labor costs and providing a consistent positive customer experience
- Respect for the equipment/facility
- Going forward, keep in mind, everything you do will either add to or detract from the customers' experiences and our ability to reach our goals. Let PPC guide your actions.

Workday Onboarding (15 min)

Give the associate a copy of the Onboarding User Guide for Associates, this provides a step by step guide for the entire Workday process from the associate's perspective.

With the associate, log onto Workday to establish a username and password.

Once the associate has created a username and password, have them log in and complete:

1. Contact information
2. Personal information (date of birth, marital status, etc.)
3. Payment election (direct deposit, Pay card, or check)
4. Tax Elections
5. Emergency Contacts
6. I-9 (E-verify is automatically kicked off in Workday where required)



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	<p>Once the associate has completed his/her section of the form I-9, log him/her out and log into to complete the Manager's section of the form I-9. After completing this important step, have the associate log back into Workday.</p> <ol style="list-style-type: none">7. Upload photo (optional)8. Review documents (This step includes all the Policies and Procedures the New Hire is required to review and e-sign. Refer to the Retail Onboarding via Workday doc to know what to print.)9. Complete WOTC Questionnaire in their Inbox by clicking on the URL provided. <p>Show them around the site and instruct them how to request time-off.</p>
Tipping Program (5 min)	<p>Customers frequently ask to provide extra appreciation to associates. One way to do this is by leaving a tip. We never solicit tips and when asked about tips our stance is that tips are NEVER EXPECTED, ALWAYS APPRECIATED. Tips are shared with the team.</p> <ul style="list-style-type: none">▪ Tip jars are located at each register▪ Tips are counted daily▪ Tips are allocated by hours worked & tracked on a worksheet posted. Show where this worksheet is located on the tour.▪ Tips appear on paychecks as a separate line item
Bakery-cafe Tour (10 min)	<p>Introduce them to everyone as you take the Tour. This is very important! Show/discuss the following:</p> <ul style="list-style-type: none">▪ Location of weekly schedule▪ Show location of tip tracker▪ Where, when and how to pick up paycheck▪ Where aprons/nametags are located - where to place personal belongings▪ Healthline information laminate and First Aid Kit▪ Explain associate meal purchases & discount▪ Show location of eLearning kiosk, Knead to Know Board, Career Path Poster and Nutritional Guidebook
Bakery Basics (5 min)	<p>"We are a Bakery!" It is what we do - bread is who we are! Explain how special our bread is - brought fresh to the bakery-cafe everyday and baked on site. Also briefly describe our other product groups; tell them they will read/ learn more about them while in training and at Planet Bread.</p>
Planet Bread (5 min)	<p>The first full day they work will be at Planet Bread having fun! Explain that they will learn about the following:</p> <ul style="list-style-type: none">▪ More about Panera Bread and what makes us special! Our history and culture... and "stuff" we think is important!▪ Customer Service - Just Say Yes!▪ Sampling and Product Knowledge <p>Give them the invitation with directions and ensure that they know the time & day. Stress that they must be in uniform (but no hat needed for Planet Bread) in order to get in!</p>



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Training/ Work
Schedule
(5 min)

Go over the associate's schedule for their first week; explain what they will be learning (ex: Salads) after they complete Planet Bread and the New Hire Training Plan.
Tell them which associate trainers they will be working with. It will make them feel more comfortable, especially if they were able to meet the associate trainer on the tour.

Send Off
(5 min)

Again, let them know how happy we are they have decided to join our family!
Give them a sample bag to take home; include 2 breads, 2 bagels and 2 sweets.

Note: our goal is for each associate try all of our products within their first 2 weeks.

Finalizing Paperwork

Below are the actions the hiring manager needs to take to finalize the orientation.

Log into Workday and complete assigned tasks in “Inbox” related to New Hire

- EXCEPT IN STATES THAT PARTICIPATE IN E-VERIFY - Complete the SSN Verification. Note: You must have a login and password to verify SSNs. The directions on how to sign up for an account can be found on Harvest under People Library > New Hire Orientation > Tools & Resources called “SSN Verification Step by Step”
 - Click on SSA Website: <http://www.ssa.gov/bsowelcome.htm>
 - Click “Login” and enter user name/password information
 - Click on “Social Security Number Verification Service”
 - Click on “Request Online SSN Verification”
 - Enter the Panera Federal Tax ID number: 04-3212828
 - Enter the following associate information including; First Name, Middle Initial, Last Name, Date of Birth and Social Security Number.
 - Enter associate information listed in the table below & click “Submit” button
 - If Valid, no other action is required.
 - If Invalid, then you must print and give the “SSN Invalid Notification” form to the associate. Reach out to your HRM for a copy of this form as needed.

Validating Completion of New Hire Onboarding Requirements

In Workday, run the HR Onboarding Status Summary report which can be found in “My Reports”. This report is drillable, allowing you to identify the associate and what processes have been completed or show as still in progress.

Action is only required if there are numbers showing in either the “Not Started” or “In Progress” columns. Click on the blue number showing under these columns to drill down and see who is incomplete and take action asap to address those items.

It is critical that all of the appropriate onboarding activities take place on a timely basis. All onboarding should be completed within 72 hours from the date of hire. If this is not done, the associate will not be allowed to clock in.

The Orientation provides a foundation for the associate to learn and grow from and keeps us compliant with all legal requirements.

Breaducation®

“To teach is to learn twice.” Joseph Joubert

Overview of the Breaducation® Program

Breaducation is what we use to train associates to do their jobs. Breaducation materials include training plans, certification tests, and POFs. Training plans consist of eLearning, reading materials, such as Online Ops Manual documents, and hands on training completed with an experienced Associate Trainer.

Training Tracks

A suggested order in which associates should learn positions. Created so associates can learn new positions easily by benefiting from previous training, experience and knowledge. The tracks are not mandatory, only recommendations.

Suggested **Service** Training Track



Suggested **Production** Training Track



Suggested **Breakfast Production** Training Track



Additional Training Tracks for 2.0 bakery-cafes and Drive-Thru are located on the OOM under the Breaducation folder.

Position – A deployed position on the deployment chart.

Duty - An activity that isn’t deployed, but must be done by someone who is certified to do it.

For example: Brewing coffee & tea is a duty, while Dining Room is a position.



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Training Plans

There is a Training Plan for every associate position and a handful of duties. Duties are *italicized* in the chart below. It is Training Specialist's responsibility to ensure trainees are scheduled with the appropriate certified associate trainer.

Training Plan	Shifts
<i>Baking Baguettes</i>	1
Bakery Backer	2
<i>Bakery Close</i>	1
<i>Bakery Open</i>	1
Barista (1.0 and 2.0)	2
<i>BOH Close</i>	1
Breakfast (1.0 and 2.0)	2
Cashier (1.0 and 2.0) Prerequisite – bakery backer	3
<i>Coffee & Tea</i>	1
Consolidator (1.0)	2
Dining Room (1.0 and 2.0) Prerequisite – coffee/tea	1
<i>Dining Room Close</i>	1
<i>Dishwashing</i>	1
Drive Thru Cashier	1
Drive Thru Consolidator	1

Training Plan	Shifts
Drive Thru Order Taker	1
Drive Thru Production	1
Expeditor (2.0) Prerequisite – cafe product knowledge certification test	2
Kiosk Ambassador (2.0)	1
<i>Line Close</i>	1
<i>Line Open</i>	1
<i>New Hire</i>	1
Prep	2
Salads & Hot Entrees (1.0 & 2.0)	2
Sandwiches (1.0 and 2.0)	2
<i>Soufflés</i>	1
Soups	1
Table Runner (2.0) Prerequisite – cafe product knowledge certification test	2
QC (2.0) Prerequisite – all production positions	2

Our training plans are arranged in a way that allows the trainee to learn the position in the most efficient and effective way. It is your Associate Trainer's responsibility to follow the plan as intended but make sure to assess your trainee's progress often. Managers should check in frequently to ensure the training is being completed as designed. Feel free to spend more time on a section of the training plan if necessary.

A new training plan should be printed off the Online Ops Manual for each trainee. The training plan is signed and filed for a minimum of 3 months.

Each of the training plans include suggested time to certification, however, everyone learns at a different rate - so you may have some associates that can become certified on a position within the recommended time and others that require additional shifts.

Allow associates to master one position before cross training.

eLearning Courses

Electronic learning, also known as eLearning, is interactive online training. Students learn new material through onscreen and audio instruction, practicing what they've learned by manipulating onscreen items, and taking learning-reinforcing quizzes throughout. eLearning works together with the Training Plans, and is only one part of an associate's overall learning and development.

Common Features:

- Positional Series
 - *At Panera* courses introduce the trainee to the culture that surrounds Panera's menu and food choices
 - *Understanding the Station* courses help trainees navigate position stations while offering helpful tips and best practices
 - *Challenge* courses that validate a trainee's knowledge and readiness to work independently.
- Feature real associates
- Focuses on the "why" and the Associate Trainer will teach the "how"

eLearning is an important part of training at Panera because it is a way to share our values and allow trainees to practice job duties without the stress of working in the cafe.

For eLearning to be effective, it must be done at the appropriate time during training. Trainees will not remember what they have learned if they take all of the eLearning courses at once. They need time to process and practice the information and an Associate Trainer to put their new position into context.

Certification

When the new associate has completed the Training Plan for the associate position, **schedule a time for their certification to occur**. Only managers can complete certifications. Your associate trainers will be getting the new associates ready for certification - but as the Training Specialist you will complete or organize the completion of the certification process.

The certification process is made up of 3 parts:

1. Training Plan validation (eLearning, Online Ops Manual reading)
2. Certification Test - achieve a 90% (we only accept A work!)
3. Position Observation Form (POF) - associate shows that they can perform to expectation (100% required)

Please refer to the Breaducation section on the OOM to see example POFs and certification tests.

1. Training Plan Validation

- The associate trainers should make sure that the new associate is completing all of the activities outlined in the Training Plan.
- You should follow-up with the new associate and your associate trainer daily. Do not wait until the new associate is ready to be certified to follow-up on their learning. You should already know how the new associate is doing through your own follow-up as well as communication with the associate trainer.
- Do not rush certification. Allow the associate time to practice and master the position.

2. Certification Test

- The certification test is available on the Baguette University Online Campus and the questions are multiple choice and true/false.
- If the associate does not achieve a 90% on the certification test the first time taking it, schedule a re-take. The re-take should not be on the same day as their first certification test attempt.

3. Position Observation Form

- Associate trainers introduce the POF to the trainee during their first shift.
- When the trainee is ready to become certified, schedule time to complete the POF or assign the POF to another manager or associate trainer.
- Tell the new associate when their POF will be completed.
- You should not stand and stare at them with a clipboard in your hand. During the course of the shift, watch how they are performing the tasks according to the POF (it should take you at least one hour to observe them completing all of the elements of the POF).
- Ensure that you observe them complete all tasks (i.e. each salad, as an example) so that you can verify that they can complete each task properly. This is very important! They can't be certified in a position, if they haven't had a chance to master everything.
- Be tough. If it isn't 100% right - then it is a "no"... It will mean more to the associates to be certified if you have high standards and don't accept performance that is "okay".
- Be consistent and fair. Evaluate the performance of the person - not the person. You are evaluating behaviors against a standard. There shouldn't be a question as to what is acceptable and what is not.
- Share the results of the POF immediately and have the associate sign the POF. If any items were missing, complete the action plan section and schedule a follow-up POF.
- If the associate gets 100% they have achieved certification and the manager can sign the POF and file it in the associates file.
- Have the associate mark the POF as complete in BU. Once the POF has been marked as complete by the associate the Training Specialist can approve it in BU and file.
- Celebrate their success.

POFs are located on the OOM under Breaducation. Review a sample POF with your training team. It's important that all managers on your team also understand how to give correct feedback using this tool.

Remember - the associate trainers can complete the POF, but a manager needs to sign-off that the associate is certified. Trainers can and should be using the POF during the associates' training... it is not a secret! Everyone should know what performance we are expecting!

Managers- share the responsibility of completing/signing POFs with the entire management team to help improve each other's skill in giving feedback. The more POF's you do, the better the feedback you give - the better your associates will perform.

Include specific, measurable examples of their work. Your associate trainers should be giving feedback/examples to associates in the same manner – so that the associate knows exactly what they need to do to improve!



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Get the Performance You Expect

If the new associate has not: (1) completed their Training Plan, (2) achieved a 90% on the Certification Test, or (3) reached a 100% on the POF, resume training. For example, if they received a 90% on the POF but the other two certification requirements were fine, the new associate may just need more practice.

After more training the new associate should be able to achieve certification. In the event that they are still unable to meet the certification requirements, identify the cause. It could be many factors, but it is up to you to determine what the issue is and arrive at a solution.

Potential Causes for Poor Performance	Some Possible Solutions
The associate trainer gave the new associate bad information/poor training	Retrain the new associate and the associate trainer together; follow-up with associate trainer to determine the cause of the misinformation
The new associate simply cannot handle the stress/speed of the position	Try moving the new associate to a different position (i.e. stressed about handling cash - move to prep)
The new associate is scared and needs a lot of practice	Simply provide more practice time and a lot of encouragement and follow-up (sometimes the ones that take the longest end up being your best and tend to stick around too!)

Potential Causes for Poor Performance	Some Possible Solutions
The new associate doesn't care (bad hire)	If you are doing the hiring - what part of the selection process did you miss? What did you like about this person that made you overlook some of the signs that you should have picked up on? Refer to the Interviewing & Selection Guide. If you are not doing the hiring - communicate with the manager who is...
The new associate does not have access to the right information (recipe cards, builds.)	You are responsible for keeping all learning materials up to date, organized and easy to find. Make it happen.
The new associate does not have the right tools to perform the tasks properly (measuring cups, etc.)	You are the CEO of Learning - you can't teach the right way to do things, if you don't have the right tools! Order them and keep an extra set (when practical) on hand in the event of loss.
The new associate does not think the certification matters much - not motivated to learn/get certified	Make Learning important! Point out the Training Matrix - applaud associates publicly when they complete a position! Get associates excited about learning. You set the tone. Make your associates "want it".



Skills Matrix

The Skills Matrix is a report on Baguette University that shows which associates are certified in a position or duty. Managing Breaducation® is more than what's on the Skills Matrix of course - but it is where you will keep track of your efforts, the efforts of your associate trainers, and the learning of your associates.

It is important to keep the Skills Matrix updated at all times. The Training Specialist is responsible for ensuring the Skill Matrix is current. Your Skills Matrix will update as associates complete online coursework, so ensure all aspects of the curriculum are complete.

Tracking POFs

- As associates pass the POFs, ensure they mark the POF as complete in BU. Managers will then need to approve the POF to show as complete in their curriculum.
- Teach your management team members how the filing system works - don't take a chance on losing a POF!
- Check POF's for quality feedback and accuracy as you update the matrix. You are responsible materials the files.

If you have any questions about the Skills Matrix and how to use it, ask your MTM/RTM. You'll also find a quick video tutorial on BU on the Skills Matrix (search Skills Matrix).



Associate Trainers

“People have a way of becoming what you encourage them to be.” Scudder N. Parker

As the Training Specialist at your bakery-cafe, it is your job to find the best of the best to help you share knowledge and learning with all associates. The associate trainers are the people who will help you be successful. The learning & development of your associate trainers is one of your primary responsibilities!

When determining the right number of trainers for your bakery-cafe you should consider coverage for all positions & duties, every day of the week, at all dayparts. While there is no maximum number of trainers we require a minimum of 8 Associate Trainers per bakery-cafe.

Selection

As you know, just because an associate is a great sandwich maker - does not mean that they will be a great trainer. Selecting the right associates to become associate trainers is one of the most important aspects to building a successful training team.

The success of Breaducation depends greatly on the Associate Trainers. Being an Associate Trainer should be viewed as a privilege. They are selected based on job performance and their ability to share Panera culture and procedures with others.

In order to select the appropriate associates to be your trainers, please review the performance expectations for Associate Trainers.

Associate Trainer Performance Expectations

People	<ul style="list-style-type: none"> ▪ Interact with customers and associates in a friendly, courteous manner (role model) ▪ Work well with associates - patient, caring and sensitive to feelings of insecurity working in a new position; shares knowledge with others ▪ Assist with execution of Breaducation® - follows program as outlined ▪ Trains associates and MIT's the area in which they are certified
PEGS	<ul style="list-style-type: none"> ▪ Perform and teach all tasks to standard following correct procedures ▪ Appearance/uniform standards met (role model) ▪ Effective use of company tools & systems that relate to the area in which they are certified ▪ Practice/teach Food Safety procedures
Cost Balancing	<ul style="list-style-type: none"> ▪ On-time & good attendance (role model) ▪ Teach proper maintenance and cleaning of equipment/facility

The associates you select should already be at or above Performance Expectations with regard to:

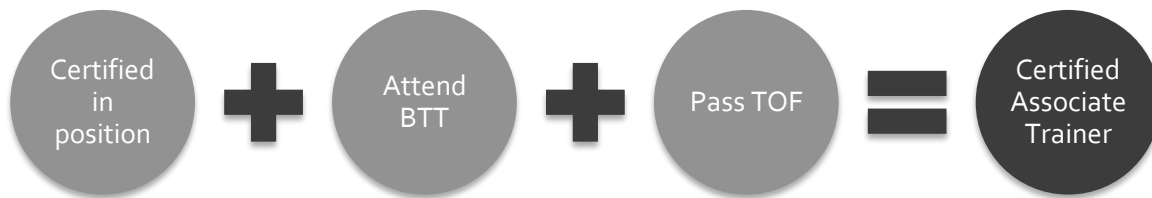
- Customer and associate interaction
- Performing to standard when in position - using appropriate tools & systems
- Good attendance, sanitation and uniform compliance

The most important criteria to look for when selecting new associate trainers is whether or not they have a willingness to share their knowledge with others!!

Training your Associate Trainers

The process for certifying your associate trainers is as follows:

- Certified in the position they will be training
- Sign them up to attend the Build-the-Trainer (BTT) workshop
- Observe them successfully train an associate and pass a Trainer Observation Form



Note: Your associate trainers can train in more than one position. Only one TOF is required for certification.

You will follow-up when they are training - giving feedback to both the trainer and trainee.

Trainer Observation Form (TOF)

The Trainer Observation Form is located on the OOM under the Breaducation folder.

WHAT

- An observation-based evaluation tool used to validate associate training skills.
- A certification element for associates wishing to become associate trainers.

WHO

- Completed by the Training Specialist primarily, as they are responsible for building the best team of associate trainers. GMs, TGMs, RTMs may also complete TOFs.

WHEN

- For certification of an associate nominated to become an associate trainer.
- For ongoing development of all associate trainers.

WHY

- To validate that our associate trainers are able to train our new associates and MITs properly.
- To ensure that the associate trainer is not only sharing Panera standards, but is also communicating our culture too!

HOW

- Evaluate each system/practice on the TOF critically – all or nothing!
- Observe the associate trainer when actively coaching a new associate. Make comments and then after the training session, sit down with the associate trainer to go through your observations. This is a coaching session - be positive but specific.

- Ask the associate trainer to tell you how they thought they did before you tell them your observations.

The TOF is broken into the following categories. Review the details below for what to look for in each.

PREPARATION

- Trainer knew in advance they would be training the new associate – system in place for this communication.
- If the new associate has been certified on another module with a different associate trainer, did the associate trainers discuss the new associate’s learning style, opportunities to better assist, etc?
- In what ways did the trainer show they were mentally ready? Smiles, high energy?
- Is the area clean, organized, and ready for the shift? All measurement tools and equipment are available?
- Does trainer have materials ready for the learner? eLearning kiosk turned on? Training Plan printed?

WELCOMING AND WARM

- Associate trainer welcomes trainee and helps them feel comfortable (friendly, small talk, “don’t worry, I’ll help you” kinds of comments).
- Associate trainer introduces trainee to all associates on shift and to regular customers!
- Associate trainer helps make the trainee feel important and special - explains how great it is to have them a part of the team!

TRAINING PLAN

- Associate trainer explains how the Breaducation Program works – they will train the new associate and the new associate will practice and get ready for certification in that area. Then, the new associate can move on to learn another area.
- Associate trainer explains how the new associate will learn their area by reviewing the Training Plan and passport. Reviewing the Training Plan and ensures the trainee knows what is going to happen, and in what order, tends to ease anxiety and nervousness.
- Associate trainer explains the importance of following the Training Plan in order.
- Associate trainer shows new associate how to log onto eLearning kiosk, basic Baguette U online navigation, and how to access Online Operations Manual.
- Associate trainer shows trainee how the Online Operations is set up, where to find basic retail operations material.
- Associate trainer asks trainee if they have any questions. Asks the trainee to explain their Training Plan back to them, to ensure the trainee knows what is going to happen next.

COACHING/FEEDBACK

- Appropriate feedback is given in a timely, clear, and concise manner.
- Can describe appreciate, constructive, negative and no feedback.
- Effectively utilizes coaching model where needed.
- Can describe the 5 steps of coaching (from Build-the-Trainer).

COMMUNICATION

- The associate trainer is communicative – communication is clear, concise and courteous.
- Interaction with customers is always pleasant; good relationships exist; shows genuine pleasure when speaking to customers and other associates.
- The body language of the associate trainer is positive when they are talking/interacting with customers. (Standing up straight, eye contact, and arms not crossed, etc.)



Reward/Recognition/Retention

Let your associate trainers know how much you appreciate their efforts; not only in getting certified, but training your associates as well. One of the ways to recognize the trainers is to provide them with a unique name tag & hat. Trainers should also be involved with and recognized at Bread Bashes.

Follow-up on your associate trainers when they are training. Recognize them for a job well done or provide some pointers at an appropriate time. Your associate trainers are a critical part of your team. Spend time with them, involve them with rollouts and Celebrations, make them feel like the valued team members they are.



Training Specialist Handbook