



Junior Fowler Restaurants, LLC
A Wholly Owned Subsidiary of
Junior Fowler Investment Group, Inc.
And
Cooper Fowler Restaurants, LLC

REVISION DATE: MARCH 31, 2007



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WELCOME!!!

You have been chosen as the newest member of our Restaurant team. Your manager believes that you have the qualifications to do this job well. You are an important key to the operation of this store. Much of our company's growth can be attributed to the work of people like you.

During the training and orientation periods, you will learn about your store's operations and policies. This Employee Handbook is a guide to help you review and better understand the procedures of your Subway Sandwich Shop or Sbarro Italian Eatery..

Everyone here is working together on the same team, so please remember to be cheerful and cooperative with your co-workers, manager, and supervisors. One of the reasons you were selected for this job is that you seem to display the kind of attitude that we consider essential. We believe that you will fit right in as a member of our team.

Remember to always be friendly, responsive to customers, and eager to prepare the best food possible. If we all work together, everyone's job will be easier and your time spent at work will be more enjoyable.

We hope that you enjoy working with us.



1.01 SUMMARY OF THE OWNERSHIP OF THE COMPANY

The restaurant company, Junior Fowler Restaurants, LLC, is wholly owned by the Junior Fowler Investment Group, Inc., and owns and operates Subway Shops. These shops are currently located in Jonesboro, Paragould, and Forrest City.

Managers of the company are as follows:

- | | |
|--|---------------------------------------|
| Wallace W. Fowler, Jr., Chairman – CEO | (Over 33 years Restaurant Experience) |
| Christopher A. Cooper, President | (Over 7 years with the company) |
| Linda Baxter, Administrative Assistant | (Over 12 years with the company) |
| Jimmy Dale Reeves, VP | (Over 14 years with the company) |
| Your Area Manager is: _____ | |
| Your Shop Manager is: _____ | |

1.02 PERSONNEL PHILOSOPHY

Because we realize the importance of every employee to the successful operation of our business, and because we earnestly want each employee to be successful and happy in their work, we declare the following policies:

- We will hire the best available person whenever a vacancy occurs.
- We will try to develop each employee to become an effective and enthusiastic worker.
- We will treat each person with consideration and respect.
- We will provide a clean, healthy and safe place to work.
- We will pay fair wages in line with the job requirements and performance on the job.
- We will inform employees of developments in the business which will affect them.
- We will expect each employee to put forth their best efforts on their job so that both the company and its employees may prosper.

1.03 PLEDGES TO OUR CUSTOMERS

We Pledge:

- To produce a product of the highest quality and insure prompt and courteous service.
- To maintain a clean, neat, and attractive place of business, both inside and outside the building.
- To maintain consistent opening and closing times.
- To treat all CUSTOMERS in the same polite, courteous and efficient manner.
- To maintain OUR restaurant in the best possible light under all possible circumstances.



1.04 COMPANY POLICY STATEMENT

EQUAL EMPLOYMENT OPPORTUNITY

Our company assures Equal Employment Opportunity in all its policies regarding:

Recruiting	Hiring
Compensation	Other Benefits
Transfers	Training
Promotions	Layoff and Recall Practices

This means that all employees and applicants for employment are treated equally regardless of race, color, religion, national origin, sex, and to the extent covered by law there is no discrimination based on age. Your progress, growth and advancement with the company depend strictly on the effort you put forth and your ability to perform your work up to our high standards of "QSCH" to follow some **common sense** rules of personal conduct and behavior.

1.05 YOUR JOB IS IMPORTANT

Whether your primary duties involve preparing the fine food products that we serve or servicing the need of our many customers, everyone has an important and never ending responsibility for "QSCH". "QSCH" stands for QUALITY, SERVICE, CLEANLINESS, and HOSPITALITY. These elements are the backbone for our business! Our Customers want and demand a QUALITY product ... SERVED in a pleasant, warm and efficient manner ... and in surrounding that are CLEAN, neat and well maintained ... with HOSPITALITY to insure the customers visit to our shop is enjoyable and pleasant. To insure our continued success and progress, you and your fellow workers must practice and follow our high standards of "QSCH" not only during your initial training period, but as long as you stay with us.

1.06 OUR BUSINESS WEEK

Our business week begins on Wednesday and ends on Tuesday. Paychecks are issued bi-weekly for a two week period beginning with Wednesday and ending with the second Tuesday following the beginning of the pay-period. Checks are prepared and distributed Wednesday after 2:00 p.m. to allow for the serving of our lunch customers. This means that when the pay-period ends on Tuesday, 8 days later paychecks are guaranteed in your shop. In some circumstances the mail service or other difficulties beyond our control may arise. By setting the guaranteed payday to be Wednesday in the following week, we can insure that we have every opportunity to provide a paycheck that is prepared accurately.

1.07 THE PRODUCTS

Subway was one of the first chains to bake their own bread, fresh in the store, everyday. We bake bread every four hours to maintain freshness and quality of product. Building a Subway Sandwich begins with freshly baked bread, our most important ingredient. Once the bread is baked and cooled. It is cut into what we refer to as a hinge cut. Meat is first placed on the top half of the bread, then one of our three cheeses. The vegetables add height, flavor and crunch to our sandwiches. It is important to place the proper amount of vegetables on the sandwich to achieve the desired taste and texture. The quantities and order of meats and vegetables are found on the formula chart. This chart is usually hung so it can be seen while standing at the sandwich unit. The only seasonings that are automatically added to the sandwich are salt, pepper, and oil. The completed sandwich is cut in half, wrapped



in a sandwich wrap, and placed in a sandwich bag with two napkins. Food preparation is explained in detail in Chapter 6 of the Operations Manual.

Sbarro specializes in freshly prepared Italian food that is served to the customer fast. Our products include freshly hand made pizza's, on daily freshly made dough, fresh pasta and fresh salads. We serve our pizzas either whole, or by the super slice. Our pasta toppings are freshly prepared each day and include a tomato pasta sauce, meatballs, and chicken parmisian. Our vegetables and salads are also prepared fresh each day. We have no freezer in our Sbarro Restaurants, and take great pride that nothing we serve is frozen, but freshly prepared and pizza is cooked in front of the customer. We do take special orders for our products, and cater upon request.

1.08 CUSTOMER SERVICE

Customers are the most important people ion our business. Without them we would not exist. Customers expect and should always receive:

- | | |
|--------------------------------|-------------------|
| Excellent and Friendly Service | A Quality Product |
| Cleanliness | Uniformity |
| Fair value for Their Money | |

You will be taught, among other things, how to greet the customer (within 3 seconds of them entering the shop), how to prepare our products, and how to keep the store neat and clean. Learn these basics well and do not loose sight of them, because it is you, who has the greatest influence on whether or not the customer will return to our restaurants. NEVER SERVE ANYTHING YOU WOULD NOT EAT YOURSELF!!!!

EMPLOYMENT SECTION

2.01 GENERAL POSITION QUALIFICATIONS

1. Flexible work hours and punctual work attendance.
2. Capable of being cordial to customers and co-workers.
3. Some heavy lifting may be required (approx. 50 to 80 pounds)
4. Extended standing is required.
5. Hearing in normal range must be present due to auditory alarms for some cooking equipment.
6. Cash handling, counting is required.
7. Reading of menus, manuals and training aids required.
8. Manual dexterity in packing food containers, preparing products.
9. Ability to work with others in somewhat confined space.
10. Capable of working with raw meats, flour and vegetables.
11. Capable of maintaining personal safety around high temperature equipment and boiling water.
12. Capable of maintaining the confidentiality of company operating procedures and operating results.

2.02 GENERAL RULES FOR ALL EMPLOYEES

1. It is important that people working in the food industry maintain the highest standards of personal hygiene and cleanliness at all times. Careless personal habits cause embarrassment and lead to unpleasant working conditions. All employees must keep their hair neat and CLEAN. Hair length must be kept to the guideline specified by the Jonesboro Office. All hair must be contained by a cap or visor at all times when on the time clock.
2. Gum chewing or the use of smokeless tobacco while on duty is not allowed at any time while on the time clock.
3. All our restaurants are non-smoking buildings. Smoking is not permitted in any area from the front door to the back door or any part of our shops including the office or stockroom. There is a designated smoking area for



each of our shops, and your manager will let you know where it is located. Smoke breaks are to be limited in time, and are not guaranteed due to customer demand. Employees must clock out for smoke breaks, and it is the responsibility of each employee to insure that they remember to clock back into the register when returning to work.

4. LUNCH/DINNER BREAKS – Employees working a five (5) hour shift or more will be allowed a half-hour lunch break. **This lunch break is unpaid, AND YOU MUST CLOCK OUT.** During this time you will be relieved of all duties, however, you must be ready to reassume your normal duties at the end of 30 minutes. Late returns from a break will be considered and handled in the same manner as an employee who reports to work for their normal shift late. It is possible that on occasion, business may be such that a break would not allow OUR CUSTOMERS to be served properly, and a break may not be available, these situations are the exception not the rule.
5. Consistent absenteeism and tardiness will not be tolerated, and is justifiable reason for termination.
6. Husbands, wives, girl friends, boy friends, buddies, etc., are not allowed to “hang around” the shop. They may come to the shop to pick you up, but will not be allowed to be around the shop during your working hours. This causes distractions and can cause the customer to perceive that you are not giving them your total attention.
7. You must wash and sanitize your hands at the start of your shift and keep them clean and sanitized while working. You must also wash and sanitize your hands a minimum of once per hour during your shift. Glove usage is required for all food preparation, including the food line.
8. The shop telephone is for business, not personal use. You must have the permission of the manager on duty to use the phone and keep your conversation brief. Persons who might call you while at work should be told that emergency calls are the only type of call that should be made to you during your shift. In most cases, personal calls should never be accepted during the hours of 10:00 a.m. to 2:00 p.m. and 4:00 p.m. to 8:00 p.m. since our customers expect and deserve our total attention. Long Distance calls should never be made from the company phone. If determined that a personal long distance call is made on your shift you can expect to be immediately terminated and docked for the time that you were on the personal call.
9. You are expected to work when you are needed. The hours scheduled meet the needs of our customers and the business. All work schedules are subject to change as our customer demand dictates. You should always check your schedule before each shift to see if there have been and changes.
10. You are expected to be pleasant and cheerful with the customer and your co-workers. Attitude is very important.
11. You are hired as a member of the restaurant team and thus will learn to do many jobs in the shop and perform those jobs as required. We do NOT hire persons strictly to perform one single job in the shop.
12. You are expected to do daily cleanup in your assigned work area and any other area that needs attention.
13. You are to be completely dressed for work at the START and duration of your shift. Uniform – neat and pressed, shoes, nametag, hat apron, hair net, etc., must be in place before you clock in. There are no exceptions to this rule for any reason.
14. You are not permitted behind the counter, in the counter area, back room, or other “employee only” areas in the shop unless you are scheduled on duty.
15. Eating, drinking, smoking, etc. is absolutely prohibited behind the front counter or in any area visible by the customer. Drinks are free to employees PROVIDED you use a plastic cup provided. Larger plastic cups brought from home are not permitted.
16. Horseplay is prohibited.
17. ALL KITCHEN AND BACK DOORS are to be kept LOCKED at all times, and shops equipped with alarms must make sure that they are in working order. This is for your protection and safety.
18. At the end of the day all trash should be placed at the back door and emptied the next morning. The back door is not to be unlocked for anyone after dark for any reason.
19. In case of a robbery, GIVE THE ROBBER WHATEVER THEY WANT. Try to remember a good description of the robber and auto license number as well as a description of the car and call the police at once. Be familiar with the walk-in equipment of your restaurant, knowing emergency latch and power operations in the event you are instructed to go in the cooler are locked in. Do not disclose the amount of cash taken to the police or



newspaper. Simply inform the inquiring person your manager will have to do an audit to determine the amount taken. Before any amounts are disclosed, the Area Manager will contact the proper person in Jonesboro to verify the missing funds.

20. **Never leave the front area of the restaurant unattended.**

21. Notify your manager when there is an excess of cash (over \$200) in the drawer so that the drawer can be skimmed. Cash drops should be performed a minimum of once an hour. Cash drops may need to be done more often to keep the cash drawer skimmed into the safe, and as little cash in the drawer as possible. Your register will prompt you when it is necessary to skim your drawer.
22. We insist that all employees perform CLEANING DUTIES any time they are not doing another task. Our equipment and shop must be clean at all times.
23. If an employee is scheduled to work and wants to change their schedule, it is their responsibility to find another employee to work the shift, and that replacement must be able to perform the job duties needed. The employee is still responsible if something happens which causes the replacement to be absent from work. Before any schedule changes are finalized, shop management approval is required for this and every schedule change. Managers who change their schedule must notify the office BEFORE they make the change to obtain approval.
24. Your manager will explain when and where the schedule will be posted. It is your responsibility to check it regularly. Business conditions may occasionally force us to transfer you to another shop location or change your shift starting or leaving times. If you have any questions or problems, see your shop manager.
25. You are always expected to be on time for work. In case of an emergency when you may be late or absent, you must call your shop manager and let them know before the start of your shift. Reliability is one of the most important factors in your success in the shop. You must notify the shop manager of any reason to miss a shift a minimum of three (3) hours before the start of your shift.
26. Your manager will explain the timekeeping procedures. Please follow it very closely. In no case should you every clock another employee in or our or allow another employee to do so for you. This represents fraud and will be submitted to the authorities for prosecution. Company policy states that you will be paid for all hours worked, properly documented by the time clock in your shop. Should you have an error in your time clock punches, it is your responsibility to report it to your manager immediately. Failure to do so will result in a possible error in your paycheck. NEVER CLOCK OUT AND CONTINUE TO WORK. Wage and Hour Regulations are posted in your shop. SUBWAY employees will be provided a clock number to use for the time clock and cashier function. SBARRO employees will be given a swipe card, and this card must be used in order to clock in and out, numeric entry will not be permitted on your register.
27. Your car should be parked in the area designated by your manager. This area will be away from the main parking area reserved for our customers. Under no circumstances should anyone ever park in front of the shop and take a place that could be used by a customer.
28. You may come under pressure or be tempted to give away food or offer unapproved discounts to friends or relatives who visit your shop. This is strictly prohibited and will be considered theft, reported to the authorities and prosecuted.
29. Theft, dishonesty, coming to work under the influence of alcohol or drugs, drinking alcoholic beverages on duty, using any illegal substance while on duty, insubordination, poor attitude or other behavior, which may reflect unfavorably on your shop, is prohibited.
30. One of the most basic rules is that you follow whatever instructions you are given. We welcome your questions and suggestions. You have a right to disagree and receive an explanation of your instructions; however, you do not have the right to disregard the instructions of your manager or supervisor.
31. We value your questions. We know we can never show or explain everything while you are training, and throughout your employment, so if you are not clear on something, please ask. You will be doing us both a favor.
32. Working in a shop can be dangerous. We want you in one piece so please be careful. The principal dangers are cuts, burns, and slippery floors. If you watch your step and think before you move, most dangers can be avoided. There is a first aid kit in the shop. You should know where it is and what is in it. PLEASE REPORT



ANY ACCIDENTS OR UNSAFE CONDITIONS TO THE MANAGER IMMEDIATELY. Failure to make a report could result in the loss of insurance protection for which you might have otherwise been eligible.

33. Please remember that the equipment in your shop is expensive, so treat it with care. Please report any equipment problems to your manager.
34. Unauthorized personnel are NOT permitted in the counter, stock or kitchen areas. Management should be consulted in cases where there is doubt. OFF DUTY PERSONEL, FRIENDS, AND RELATIVES WILL NOT BE PERMITTED TO LOITER AROUND THE SHOP. IF YOU DO NOT KNOW SOMEONE WHO IS WALKING BEHIND THE COUNTER, STOP HIM OR HER AND ASK FOR IDENTIFICATION.
35. All products dropped, returned by customers or otherwise wasted should be put into a container designed by the manager. Products left at closing time MAY NOT be taken from the shop or consumed by the closing crew.
36. You may find that restaurant work is not in your line, or perhaps the company may feel that an employee is not suited for their job. You will have an opportunity to become better acquainted with our company, to learn your job duties, and to see if you and your job are suited for each other. If you do not show satisfactory progress, or the ability to satisfactorily perform your assigned duties, it may become necessary to release you from your employment as your interests and capabilities may not be suited for the type of work we offer.
37. Anytime outside of the shop building, you are required to be clocked out. Do not stay on the clock while running personal errands, picking up fellow team members or offering a fellow team member transportation for any reason. The only time this exception is to be allowed is for a manager to make their bank visit daily, or the office visit on Monday, Wednesday or Friday. Then this exception will only be allowed for a 30 minute deviation. "Riding the clock" will be considered theft of company policy and be immediate grounds for dismissal.
38. You will be classified as either:
 - a. MANAGEMENT FULL TIME if you are a member of the management team;
 - b. PART TIME if you are not a member of management with a permanent position;
 - c. TEMPORARY if you are hired for a specific period of time, or special assignment.

Currently our employees are full time only if they are a member of management. All other employees are either part time or temporary.

In consideration of employment, the employee agrees to conform to the rules and regulations of the company. The company and employee agree that employment and compensation can be terminated, with or without cause and with or without notice, at any time, at the option of the company or the employee. No officer, manager, or their supervisory personnel of the company has any authority to enter into any agreement for employment for any specified time or to make any agreement contrary to the foregoing.

2.03 WORK RULES AND DRESS CODE FOR FEMALE EMPLOYEES

1. Good grooming is the rule of the day, everyday.
2. Only approved uniforms will be permitted, and are to be worn by all female employees at all times. Pants must be a true black. All team members must wear a full uniform at all times. Currently our company only approves of BLACK or KHAKI pants, NO BLUE JEANS OF ANY TYPE ARE PERMITTED. NO EXCEPTIONS. Skirts are permitted provided the length is below the knee and above the ankle (commonly called midi length). Any slits or vents in the skirt should not be above the knee.
3. Hair longer than neck (collar length must be worn UP at all times. Hair spray or a net must restrain hair so it does not fly around or fall across the face. Pig tails, pony tails or squiggly curls down the side of the face are not permitted. A Baseball Cap or Visor MUST BE WORN BY ALL EMPLOYEES, INCLUDING THE MANAGER ON DUTY AT ALL TIMES. This is a compliance issue with our franchisor and no exceptions are permitted without the prior consent of the CEO of the company.
4. Any makeup worn must be in a moderate manner. Only light facial and eye makeup is permitted. Fingernails must be clean and at a reasonable length – nail polish can not be worn.



5. Jewelry worn while on duty must be simple and basic. Excessive costume or dangling jewelry is not allowed. Pierced earrings must be small post types, with no earrings worn if the ears are not pierced. Only one pair of earrings is allowed, with one earring worn in each ear. Wedding rings, engagement rings, or your class ring only. No other visible articles. Watches with normal size straps or metal bands are permitted. No wide wrist bands. Due to safety and sanitation reasons, no jewelry may be worn while working in the kitchen or prep area.
6. Smoking is not permitted in any area of the shop. Gum chewing is not permitted while on duty. The use of smokeless tobacco is also prohibited, and is not permitted anywhere in our shops.
7. Uniform must be clean, pressed and free from tears. If pants are worn, their length should be to the top of the shoe. No Capri pants. No sweats or warm up type pants are permitted, pants should be jeans or kaki material. If a skirt is worn it must be what is commonly called a midi length.
8. Shoes should be a leather solid top to protect the feet, and should have a no skid sole.

2.04 WORK RULES AND DRESS CODE FOR MALE EMPLOYEES

1. Good grooming at all times is the rule of the day, everyday.
2. You must be clean shaven at all times and your hair trimmed to comply with company policy. . A Baseball Cap or Visor **MUST BE WORN BY ALL EMPLOYEES, INCLUDING THE MANAGER ON DUTY AT ALL TIMES.** This is a compliance issue with our franchisor and no exceptions are permitted without the prior consent of the CEO of the company.
3. Socks must be worn at all times.
4. Sturdy solid top leather shoes are required to protect your feet, and should also have non skid soles.
5. Uniform must be clean and pressed, without tears. Pant length should be to the top of the shoe. Pants should be a black denim or black khaki. Shorts are not permitted. Your complete uniform includes an apron, cap or visor, black pants and nametag. You are not in uniform if you do not have all the components.
6. Jewelry worn while on duty must be simple and basic. Excessive costume or dangling jewelry is not allowed. Pierced earrings must be small post types, with no earrings worn if the ears are not pierced. Only one pair of earrings is allowed, with one earring worn in each ear. Wedding rings, engagement rings, or your class ring only. No other visible articles. Watches with normal size straps or metal bands are permitted. No wide wrist bands. Due to safety and sanitation reasons, no jewelry may be worn while working in the kitchen or prep area.
7. Smoking is not permitted in any area of the shop. Gum chewing is not permitted while on duty. The use of smokeless tobacco is also prohibited, and is not permitted anywhere in our shops.

2.05. A JOB DESCRIPTIONS AND DUTIES

SHOP MANAGEMENT

A. POSITION IN ORGANIZATION

1. Reports to the Area Manager/Supervisor.
2. Directly supervises all shop employees

B. SUMMARY OF RESPONSIBILITIES AND ACCOUNTABILITIES

1. Maintain highest level of Quality, Service, Cleanliness and Hospitality
2. Takes an active role in customer service and customer relations, monitors and corrects shop employees appearance, courtesy and suggestive selling techniques and takes part in company marketing efforts.
3. Tracks shop labor and product costs to meet set targets, orders supplies, and paper and food products needed, maintains proper inventory levels and controls waste, plans weekly schedule for shop employees.
4. Follows published procedures for receiving, preparing, holding packing and serving products.

JUNIOR FOWLER RESTAURANTS, LLC & COOPER FOWLER RESTAURANTS, LLC RESTAURANT EMPLOYEE MANUAL

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5. Have ALL menu items available at all times
 6. Maintains high level of productivity through effective recruiting, training and motivation of shop employees.
 7. Has routine preventive maintenance program in operation, checks, adjusts and makes minor repairs of restaurant equipment, building and grounds.
 8. Prepares and submits all required reports, uses approved projection techniques, and cash control techniques and security measures.
 9. Recruits, interviews, recommend hiring, disciplinary action, and termination of shop employees and keeps required personnel and performance information. Develops, motivated, and effective trains and maintains a safe work environment.
 10. Performs all other tasks as required by Area Manager/Supervisor.
 11. Maintains the highest level of dining room service by personally visiting customers in the dining room during peak hours, and makes walk thru inspections of the dining room during other times at least 2 times per hour.

C. SPECIFIC RESPONSIBILITIES

1. Customer Service/Suggestive Selling Role
 - a. Ensures quality service by routinely working front counter and sandwich line
 - b. Takes a personal interest in customer satisfaction by talking with customers and checking product quality
 - c. Effectively trains all shop employees in customer service skills, and on the job coaching.
2. Sales Building
 - a. Develops employee understanding and commitment to sales building
 - b. Periodically conducts employee sales meeting to review results and establish shop goals
 - c. Effectively trains shop employees in suggestive selling techniques using on the job coaching and regular performance evaluations.
3. Customer Relations
 - a. Becomes involved in the community to show company concern and support of the communities that we operate.
 - b. Ensures courtesy of shop employees to customers and fellow shop employees
 - c. Monitors and evaluates customer service times and takes corrective action to meet QSCH guidelines when necessary
 - d. Controls uniform and dress code of all employees assigned to the shop by supplying proper uniforms and stressing grooming and neat appearance
 - e. Handles customer complaints and informs the Area Manager/Supervisor of actions and decisions.
4. Cost of Operations
 - a. Reviews and analyzes the Shop WISR and takes corrective action where needed.
 - b. Orders all necessary supplies such as food and paper products as well as cleaning and general supplies from only approved sources.
 - c. May be required to order additional outside services when requested by Area Manager or Supervisor.
 - d. Reduces energy costs by monitoring effective utilization of lighting, cooking and air tempering equipment.
5. Cost of Sales
 - a. Checks the quality of all goods received at the restaurant to conform to specifications.
 - b. Informs the Area Manager or Supervisor of shipments rejected because they do not meet specifications and takes action as directed to assure product quality.
 - c. Assures product freshness and prevents spoilage by maintaining proper storage rotation and levels of inventory.



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- d. Projects correct amount of product and supplies needed, monitors yields and takes corrective action to maintain standard yields.
6. Product
 - a. Have ALL menu items available at all times.
 - b. Follows all published procedures and specifications, uses only approved ingredients, maintains inventory of required utensils and equipment, uses only approved holding temperatures and maintains the temperature log required by the franchisor.
 - c. Follows published procedures for holding prepared products and labels all products with the prep date as required by the franchisor.
 - d. Follows First In, First Out method of rotation.
 7. Labor
 - a. Uses company approved guidelines to determine labor needs
 - b. Develops and posts weekly schedule for shop employees and submits this schedule to the office for review according to the company policy.
 - c. Adjusts labor to meet sales volume.
 - d. Obtains prior approval of Area Manager to set the hourly rate of pay of shop employees.
 - e. Submits justification to Rea Manager or Supervisor for any exception to labor guidelines BEFORE any exceptions are made.
 - f. Reports any changes to own schedule to the Area Manager BEFORE changes are made to the approved schedule
 8. Sanitation
 - a. Uses only approved cleaning products and procedures unless otherwise directed by the Area Manager or Supervisor.
 - b. Has available and uses all necessary cleaning supplies and equipment.
 - c. Achieves the highest possible rating of Health Departments inspections.
 9. Maintenance
 - a. Has shop level preventative maintenance program in operation.
 - b. Identifies needed repairs and forwards requests for service to Area Manager or Supervisor immediately upon discovery.
 - c. Maintains records of maintenance department inspections and trouble calls for cost verification purposes.
 10. Administration
 - a. Prepares and submits all required daily and weekly reports on a timely basis as established by the home office.
 - b. Uses product projection chart properly
 - c. Uses Action Needed program
 - d. Follows all cash control and security policies and procedures
 - e. Complies with payroll policies and submits all payroll requisitions accounting to company policy.
 - f. Follows all procedures and policies for computer processing of shop records.
 - g. Uses computer scheduling for scheduling of employees to insure company guidelines for labor are followed correctly.
 11. People
 - a. Keeps the Area Manager or Supervisor informed of recruitment, selection and orientation of hourly shop employees and obtains Area Manager or Supervisor approval on decisions and actions taken.
 - b. Develops and motivates shop employees assigned to the shop.
 - c. Tracks, analyzes and takes necessary action to reduce employee turnover costs.



- d. Understands and maintains personnel files for each hourly employee assigned to the shop by insuring the prompt submission of all employee related documentation to the office. Maintains the proper posting of all employee posters and compliance posters as required by law.
 - e. Informs the Area Manager or Supervisor of disciplinary actions.
 - f. Maintains a safe work environment that meets OSHA and local fire codes and follows company policy and procedures on safety.
 - g. Takes action necessary to minimize workman compensation claims as well as unemployment claims against the company
 - h. Takes corrective disciplinary actions to improve employee behavior.
12. Marketing
- a. Performs in shop marketing efforts directed by Area Manager or Supervisor, such as employee sales contests, effective uses of point of sale advertising materials, coupon redemptions, etc.
 - b. Maintains awareness of growth, promotions, sales trends and products of local competitors.
 - c. Participates in caters programs and all other programs as directed by the Area Manager or Supervisor.

2.05. B JOB DESCRIPTION AND DUTIES – SHOP EMPLOYEES

A. POSITION IN ORGANIZATION

- 1. Reports to Shop Management on duty, and any other supervisor on duty in the ship.

B. SUMMARY OF RESPONSIBILITIES

- 1. Maintains highest level of Quality, Service, Cleanliness and Hospitality in all work assignments.
- 2. Prepares food products according to approved procedures.
- 3. Follows approved procedures and schedules for cleaning and sanitation of food preparation area, storage areas, equipment and utensils.

C. SPECIFIC RESPONSIBILITIES

- 1. Maintain highest possible level of product quality.
 - a. Prepares food products according to approved procedures, formulas and weights. Failure to follow the Franchisor provided formulas, uniform policies, weights, or other procedures required by the franchisor will be grounds for immediate termination for theft of company property, in the event of not following formulas, or failure to follow proper procedures as required by the franchisor in the case of the uniform policy, or any other policy violation.
 - b. Adheres to approved holding times and temperatures.
 - c. Uses and maintains product projection chart properly.
 - d. Uses equipment according to approved procedures, including temperatures, proper warm up, etc.,
 - e. Monitors proper equipment functioning.
 - f. Monitors product quality.
 - g. Rotates food, paper, and cleaning products on a First In First Out basis.
 - h. Checks and observes expiration dates on all products.
 - i. Assists shop management when receiving products and stores according to approved procedures.
- 2. Maintains highest possible level of Customer Service.
 - a. Bakes according to projection sheets or check list provided by immediate supervisor.
 - b. Monitors cooked product use and advises manager when supply is running low.
 - c. Properly marks holding time on product before placing in warming cabinet or steam table.
 - d. Insures that every customer is greeted within 3 seconds of entering the shop, and further insures that the customer receives the fastest service possible, and never more than 2 minutes.
- 3. Maintain highest possible level of cleanliness.



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- a. Always has a neat clean appearance, adheres to grooming standards in this employee manual.
 - b. Wears clean, complete uniform at all times on duty.
 - c. Keeps food preparation area, equipment and utensils clean and sanitary.
 - d. Performs general cleaning tasks, such as mopping floors, cleaning restrooms, stock room, freezer, walk in cooler, and other tasks on the schedule set by the manager.
 - e. Meets specifications for sanitary food handling procedures.
 - f. Wears no jewelry in food preparation area.
 - g. Wears only low heel, closed toe leather shoes with a nonskid sole.
 - h. Empties and cleans trash containers as needed.
 - i. Keeps outside area, parking lot, walks, dumpster area clean on a continuing basis.
4. Other Responsibilities
- a. Follows approved cash handling, safety and security policies and procedures.
 - b. Understands posted weekly work schedule and reports to work as scheduled, and follows established guidelines for notifying the manager of shifts that will be missed.
 - c. Understand and uses approved timekeeping procedures, and understand that the accuracy of your time worked is your sole responsibility.
 - d. Understands and follows schedule of training as established by the restaurant manager.
- D. JOB REQUIREMENTS
- 1. Must be at least 16 years old, 18 years old at Sbarro because of Equipment.
 - 2. Must be physically and mentally able to do the job.
 - 3. At times heavy lifting will be required, such as removing products from the cooler or freezer, and the proper storing of products from our suppliers.
- E. JOB DUTIES
- 1. You job is to sell and service the customer.
 - 2. Keep you area neat and clean
 - 3. Maintain your stock, paper foods, etc.
 - 4. Make sure to do prep work during the slow customer times.
 - 5. Usually first to take phone calls.
 - 6. Clean the prep areas, microwaves, oven, holding cabinets and all work areas, and job related equipment.
 - 7. Package all food correctly and in an appetizing manner.
 - 8. Thanks the customer for their patronage.
 - 9. Perform all necessary functions in the process of preparing our food products according to approved procedures.
 - 10. Washing and sanitizing equipment and dishes.
 - 11. Disposal of trash, meat packages, etc. All boxes should be broken down before taking to the dumpster.
 - 12. Put away stock.
 - 13. All clean up work as directed and indicated on checklists.
 - 14. Takes special care in the handling of company property and moneys insuring proper accounting of the money in cash drawers and change drawers. Properly place scrap food products in the proper container so that the manager can accurately insure that these products are counted. Failure to follow established company policies concerning cash and food handling can place the employee responsible for their mishandling and carelessness.
 - 15. Any and all other duties as prescribed by the management.

YOUR FIRST JOB IS TO SELL AND SERVICE THE CUSTOMER, THE CUSTOMER COMES FIRST!!!



1. Always greet the customer with a pleasant smile. Be friendly and happy that they came in to do business with you. The customer MUST be greeted within 3 seconds of the time they enter our doors.
2. The first word you speak as they approach the service counter should be loud and clear. "Hello may I help you please?, May I take your order sir?." Always speak up! Take charge of the selling! Use Suggestive sales! BE HAPPY AND CHEERFUL WHEN TALKING TO THE CUSTOMER.
3. Be accurate as well as courteous. Count change back to the customer, as well as calling out the order as you ring it up. Keep your mind on your work.
4. Thank them for coming in. Let them know we appreciate their business. Always remember to be polite
5. Telephone calls are handled in the same polite manner.
6. Know the menu. Prices are very important to know, however, it is perfectly fine to look at the menu board to insure that you give the correct price to the customer.
7. Sell cookies or desserts and meal combo deals to every customer. Always attempt an up sell of a larger drink.
8. The lobby is your responsibility. Keep the counter, sandwich unit, soda and ice machine, menu board, window ledges, doors, floors, tables, condiment counters, etc., clean and orderly.
9. Keep the trash receptacles clean and emptied.
10. Be the second to answer the phone if a customer is present at your register, otherwise be first.
11. Keep the floor swept and clean.
12. Keep dining room plants dusted and presentable at all times.
13. Keep Booths, tables, and chairs clean. Make sure table tents and other table items are presented orderly and uniform throughout the dining room.
14. Keep restrooms cleaned and stocked.

PERSONNEL SECTION

3.01 SCHEDULES

1. Work schedules will be posted by the shop manager no later than Friday at noon before the posted week of Wednesday thru Tuesday. The manager will fax or submit this schedule to the office for approval.
2. Employees should check the schedule regularly throughout the work week, including the beginning and end of each time worked, for any shift changes which might have been made for any reason.
3. The manager will give you a copy of your schedule should you request, HOWEVER, all employees should be aware that the schedule is subject to change due to unforeseeable circumstances.

3.02 RESTAURANT HOURS

1. All of our restaurants have established opening times. Don't turn any customer away because it isn't opening time yet. We want to serve every possible customer every day. Failure for the team to be ready to open at the proper time as set by the office, will result in disciplinary action against the team members on duty.
2. Closing hours are set by the office, and can only be changed by the CEO of the company. No one can change our operating hours without this approval. Employees who close the shop early are not only keeping our customers from making a purchase, but in violation of company policy and immediate termination.

3.03 HOLIDAYS

1. Our Shops are closed on Thanksgiving Day and Christmas Day. Urban locations may also close on other days should it be determined that our customer base is also closed. Closing of a shop requires the approval of the CEO of the company and no one else is authorized to make these decisions.



2. We do not pay for any holidays. If you work on a holiday you will receive your regular pay rate.

3.04 VACATIONS

1. Management team members are eligible for vacation time after they have been with the company for a full year. They are entitled to a 1 week paid vacation which will be paid at the rate of 40 hours. Before a management team member is granted a paid vacation, they must insure that their shop will be covered and have properly trained people to cover the required management duties. Vacations will not be paid in the event that the shop is not properly covered according to standards set by the office.
2. Part Time employees are not eligible for vacation pay.
3. Vacations should be scheduled during the period of June 1 through August 31, and must have the approval of the Chairman – CEO. Vacations requests must be submitted in writing a minimum of 30 days in advance.
4. Time off for vacation or other reasons of more than 1 week in duration must have the Chairman-CEO approval before the vacation or time off begins.
5. The company feels that every employee should take advantage of the vacation time earned for rest and relaxation and cash payments rather than vacation time off will not be authorized for any reason.
6. Earned vacation time can not be carried forward form year to year and will be forfeited bony the employee is not taken when the time is earned. Should a manager quit or be terminated for violating company policies, any earned vacation time will be forfeited.
7. Vacation time earned must be taken at one time. The company does not allow the taking of single days over a period of time. Vacation time must be taken in increments of 7 day blocks.

3.05 EMPLOYEE MEALS AND DISCOUNTS

1. Employees are allowed a discounted 6 “ sandwich at Subway or a Super Slice of Pizza, or loarge salad in Sbarro for each shift that they work for their meal period. Currently the discount for the sandwich is 100% and the employee is responsible for paying full retail for all other items, such as double meat, extra cheese or bacon, chips and cookies. Bottled drinks are also to be paid at full retail.. This policy is for items eaten while on duty only, and is a requirement due to current taxing laws. Failure to follow this policy is considered theft. 100% discounted sandwiches can not be held over to another shift, and failure to use this discount during the current shift, the employee will forfeit the discount. **Subway and Sbarro Employees are eligible for this employee meal discount only at the shop in which they are employed.**
2. All employees of the company are eligible for a 10% discount on all purchases that are not previously discounts through meal deals or coupons. This discount applies to the employee only and not family members, friends, or other customers. Failure to adhere to this discount policy is considered theft of company property by the company and will be grounds for immediate termination. We will allow employee’s to enjoy a 10% discount at their sister concept, PROVIDED, your shop manager provides you with a note indicating you are eligible for the 10%, and then the discount will apply to your individual order only, family and friends will be required to pay full price.
3. **No left over food will be carried out at the end of the day by any employee.** Any food carried out must be paid for at the 10% discounted rate with no exceptions, otherwise it should be placed in the appropriate container for verification of the manager,
4. There are no discounts on specials, meal deals, coupons, special offers, or other discounted items.

3.06 SMOKING AND EATING AREAS

1. Each shop will have a designated area in which employees may eat or smoke. The health department and company policy designates our shops as no smoking so no smoking is permitted between the front door and the back door. **Smoking by employees is also prohibited by the front doors of our shops.**
2. You manager will tell you where you may enjoy your employee meals during your shift’s



3.07 DISCIPLINARY NOTICES

1. Our company uses both a verbal and written disciplinary system.
2. If you violate a company policy your manager will bring it to your attention in the form of an oral or written notification. Any written notice will become a permanent part of your employment record.
3. If a written notice is prepared, your manager will discuss with you the reasons for the written notice and you will be able to make your feelings known at that time, by being permitted to fill in the employee response section of the notice.
4. Refusal on your part to sign the disciplinary notice will not diminish its impact since the manager will then require a witness be present and sign the notice confirming that you were verbally notified of the written warning.

3.08 OTHER RULES AND REGULATIONS

1. Managers may schedule to have employee meetings as concerned necessary and these meetings must be marked on the work schedule. We pay all employees for meetings provided:
 - a. Employees clock in and out for each meeting.
 - b. If an employee is to work their normal shift after the meeting, they should clock out for the meeting and back in for their regular shift.
2. Under no circumstances do we hire anyone UNDER 18 YEARS OF AGE.
 - a. Each manager is responsible for obtaining proof of age
 - b. Only after you have interviewed the prospective employee and have offered them the job can you ask them their specific age. You can, however, during the interview ask if they are at least 16 years old, but do not ask them specifically how old they are. All employees must provide proof of age after being hired and before being placed on the schedule. This proof must be submitted to the office in Jonesboro.
 - c. Proof of age should be one of the following:
 - i. Copy of Birth Certificate
 - ii. Proof of age from a School Official
 - iii. Proof of age from Local Labor Office
 - iv. Copy of a valid driver's license or state issued ID card.
 - d. Under no circumstances can the applicant under the age of 21 be put to work before this proof of age is received.
 - e. **All potential employee's in Jonesboro, must be interviewed by the office, and can not be hired without approval of the office.**
3. Under no circumstances do we EVER allow any employee to work and not be on the time clock. WE DO NOT ALLOW EMPLOYEES TO CLOCK OUT AND CONTINUE TO CLEAN UP.
4. All hours worked over 40 in a pay week is overtime, and paid at time and a half.
5. Only applicants who qualify for employment in the United States will be hired. Qualification is determined by the employee completing and signing an I-9 or as required by the US Government.

3.09 EMPLOYMENT OF RELATIVES

1. It is often difficult for people to objectively assess the abilities and performance of relatives. Therefore, the employment of relatives of management or employees is prohibited in the same shop. The CEO can make an exception, and each situation will be evaluated on an individual basis, taking into consideration the potential for conflicts of interest and likelihood of direct reporting or supervisory relations between the persons involved. **The term "relative" shall include husbands, wives, parents, grandparents, brothers, sisters, sons, daughters, grandsons, granddaughters, step children, aunts, uncles, cousins, nieces, and nephews.**
2. Spouses will at no time be permitted to work in the same shop.

3.10 DATING AND CLOSE PERSONAL RELATIONSHIPS BETWEEN EMPLOYEES



1. Dating and close personal relationships among employees can produce conflicts in the work place. In order to avoid potential conflicts of interest, employees in management or supervisory positions will not be allowed to date or be involved in closer personal relationships with employees who they may supervise, have signing authority over, or otherwise manage. The company shall have the sole discretion to determine if a dating or close relationship exists which violates this policy.
2. Employees of the same shop will also fall under this policy, and should a close personal relationship evolve, then one of the employees may or may not be requested to transfer shop locations to comply with this policy.

3.11 COMPANY PROVIDED HEALTH INSURANCE

1. The company has a health plan available to all management employees. Currently the company will pay half the insurance premium with the employee paying the other half. This is for the employee covered only.
2. The employee may add their spouse or children to the policy, however, this cost is 100% paid by the employee.
3. Should an employee be terminated or quit in the middle of the billing cycle of the insurance plan which is from the 15th of the month to the 14th of the month, then the employee will bear the total cost of the policy while the employee is not employed by the company.
4. Any employee, who signed up for the policy, will be required to keep the policy for a period of 1 year or termination whichever comes first. At the end of the 1 year period, the employee can drop the insurance, however, it will not be offered to the employee again during the duration of their employment with the company.

3.12 ANTIHARASSMENT POLICY

1. The Policy: It is the company's policy to prohibit all forms of harassment.
2. What is prohibited: Harassment? Including harassment based on race, color, national origin, religion, age, sex, physical (including AIDS/HIV) or mental condition or disability; or any other reason protected under applicable law.
3. What Constitutes Harassment: Harassment includes any coercive or disruptive activity which affects a term or condition of employment or employment decision; interferes with an employee's job performance; requires demeaning clothing; or creates intimidating, hostile, or offensive work environment or favoritism. Examples of harassment are touching, ridicule, rudeness, verbal or physical abuse, epithets, innuendos, demeaning language or jokes, humiliations, suggestive statements, or graffiti directed at a single individual or group of individuals; posting of pictures, photographs, cartoons, or comments; oral compute or telephonic messages and comments on activities or dress, particularly of a sexual nature, advances, requests for favors, and similar behavior, particularly where such behavior is not welcome, is personally offensive, and does not encourage a good working environment.
4. Obligations of Employees: It is the responsibility of all employees, including all supervisory personnel, to make certain that harassment does not occur. Any employee who is subject to harassment, or who has witnessed or heard of harassment, is expected to inform management of all the facts regarding the harassment, including the names of witnesses and misconduct. The person should report this to his immediate supervisor unless that person is the alleged cause of harassment. In that event the employee should bring it to the attention of the CEO of the company.
5. Investigation: Management will fully investigate all allegations of harassment. Both the accused and the accuser will have an opportunity to present their version of what occurred along with reviewing the substance of any statement of witness.
6. Results of Investigation: If the accused is found to have committed the offense, a determination will be made as to the appropriate discipline based on the seriousness of the offense and the accused's past conduct. If the accused employee is determined to be innocent or the evidence is found to be inconclusive, then all references to this matter will be disregarded. If record must be kept for



governmental reports, the reports will contain a notation of his innocence. All reports will be kept strictly confidential.

7. **No Retaliation:** Persons who file a complaint of harassment or act as witnesses in such an investigation shall be free from retaliation irrespective of the outcome of the investigation unless it is shown that such reports were made contrary to known facts and/or deliberate intent to unfairly harm the accused.

3.13 OFFICIAL PAY DAY

1. The official payday will be 8 days after the ending of a pay period. It is possible that the checks will be ready before that date, however, they are guaranteed on the following Wednesday. Paychecks can be picked up between 2:00 p.m. and 5:00 p.m. on the official payday. If the checks are ready on an earlier day, then the same time period should be used to pick up your checks. This time period is required so that your manager can pay full attention to the customers during the rush periods. When picking up your check remember that the customer comes first, so you might have to wait a few minutes during this period. Paychecks are given to the employee only and not to a relative or friend. This is required, and you will be asked to sign the payroll sheet indicating that you have received your check and agree with the hours contained on the check.
2. **You should not call to see if the checks are early.** The management and employees on duty are busy preparing for customers and serving customers in our shops. Phone calls take them away from these tasks. It is best to come in and check, after you know the mail has run, or check on your next shift. We want everyone to receive their checks as soon as possible. Management can not be expected to, know will they, call every employee to let them know the checks are ready.
3. It is the responsibility of each employee to clock in and out during their shifts. Time will be calculated on exact minutes you are working. You should not clock in before your shift unless you are asked to by the manager and you should not clock out until you have checked with the manager on duty. When you clock out a slip will be printed that shows your time for the day. You may keep these time slips so you will know how many hours you have worked during the week.
4. Our company is in the process of starting a direct deposit program for our employees. You will be provided a stub indicating the amount of the net pay that is being deposited to your account. In 2006 this program will be optional, and providing our ability to fully integrate this program, we will make direct deposit mandatory in 2008, which means that all employees will have to have a checking or savings account established in their name. We will process our payroll through Liberty Bank of Arkansas, and should you not have a banking relationship, please check with the office, and we will be able to get you a contact at Liberty to help you establish your account.

PROCEDURAL SECTION

4.01 CHECK CASHING PROCEDURES

1. **Checks are not accepted from anyone for any reason.** Customers should be asked for other methods of payment such as Visa, Mastercard or Discover Credit Cards (or bank cards containing these logo's) or cash.
2. We do not accept two party checks, payroll checks, counter checks (unpersonalized or without the account number of the bottom of the check), or government checks regardless of the person wanting to write the check.
3. **We do not cash checks for any employees.** If this policy is broken, and the check is returned unpaid by your bank, you will be subject to immediate prosecution by the State Attorney's office for violation of the hot check law in Arkansas

4.02 TRAVELERS CHEQUES

1. We accept only United States issued American Express Travelers cheques. No travelers cheques from Canada or any other foreign country will be honored. All travelers checks must be approved by the management on duty.

JUNIOR FOWLER RESTAURANTS, LLC & COOPER FOWLER RESTAURANTS, LLC RESTAURANT EMPLOYEE MANUAL

REVISION DATE: MARCH 31, 2007



2. The bearer must sign the bottom of the cheque in the presence of the employee. Do not take travelers cheques that were not signed in your presence.
3. Compare the signature on the bottom of the cheque with the signature on the top of the cheque. The cheques are always pre-signed in the presence of a bank employee.
4. All travelers cheques are to be Okayed by the manager on duty, by placing their initials on the cheque.
5. At no time do we cash travelers cheques for any reason. We only accept these items for purchases, and change is then given for the difference. Maximum change for the cheque is \$5.00. **Never take a cheque for an amount of more than \$5 over the amount of purchase.**

4.03 CREDIT AND BANK CARD PURCHASES

1. We accept credit cards in our locations. We accept MasterCard, VISA, and Discover/Novus cards. We do not accept American Express, Diners Club, or any other credit card. Bank Cards or Check cards should have one of the logos of these three brands in order for us to take the card.
2. Credit Card purchases are to be in the amount of the purchase only. We do not allow the customer to charge more than the purchase and receive cash back.
3. All credit cards are processed through the cash register.
4. The receipt printed on the terminal is given to the customer for their records. If the order is more than \$25 then the customer must sign the copy of the receipt for our files. Charges under \$25 do not require a signature. The employee should compare the signature to that on the card, if it is different, then you should ask for identification containing a photo and signature such as a driver's license. If the name, photo, or signature does not match, then we can not accept the card as payment.
5. If at any time you question the validity of a credit card sale, call the manager on duty to approve the sale.
6. **If the register can not give an authorization number for the sale, then we can not accept the card as payment.**

4.04 SUGGESTIVE SELLING

1. Suggestive selling is a technique used to increase the total amount of money spent by the customer. It requires that you "suggest" that the customer purchase more than he originally intended to, thus making their meal experience more complete. Increased spending by the customer can take the form of additional products or higher-priced products. To suggest additional products, you might ask the following.
 - a. "What size drink would you like with your sandwich/.salad?"
 - b. "Can I make this a value meal for you today?"
 - c. Would you like any chips or a fresh baked cookie with this today?"
2. To suggest higher priced items, you might ask "would you like to make this a super sub today?" indicating that the customer might desire double meat. If the customer is having difficulty, suggest your favorite sub on your favorite type of bread.
3. How well you suggestive sell is measured by your factor. Factor is the average price of all sandwiches and salads sold by your shop. Factor can be calculated by taking the number of units and dividing this number into the net sales for the shift. By increasing the factor, you are increasing the profits of the company and allowing the company to provide more incentives to our employees, in the form of raises and other incentives.
4. You should never size up your customers as to what you think they may or may not purchase. Give the customer a feeling of warmth, and they will purchase your suggestions, and leave your shop with a fully satisfied experience. Since the customer pays our salaries, we should always be warm, friendly, and energetic in serving our "bosses". Failure to make the customer supreme will cause them to try an alternative meal on their next purchase and we will loose not only sales, but our most valued asset, the customer.

4.05 GREETING AND SELLING THE CUSTOMER



SUBWAY

1. The single most important aspect of your job is to give excellent customer service. Serving the customer quickly is vital to this service. As soon as the customer enters the shop, acknowledge his presence with a "HI!!! I'll be right with you" or "Welcome to Subway". Lay your other work aside quickly, wash you hands, and prepare to make the order.
2. Always begin with a smile and friendly hello to let customers know that you're glad they chose to come to your shop. Say to them "May I Help You?" For new customers, take a moment to explain the menu and give them time to make their decision. For regular customers, be ready to suggest something different. Once the customer has named their choice of entree, you should ask if they want it to be a Super Sub, Salad, or Wrap, which means double meat.
3. The next question should be "That's with everything, right?" Which means all the fixings will be placed on their sandwich. This is a way that we can speed service.
4. Our customers expect us to prepare their sandwiches quickly and efficiently. Challenge yourself to improve your sandwich making speed. Ninety seconds is the optimum goal, but you might be able to prepare the sandwich faster with practice. Always display a sense of urgency to let the customers know that we think they are important.
5. When completing the sale, make sure that you use a great close on the sale. Thank the customer and invite them back again very soon. Repeat business increases your sales, increases the shops profitability, and allows the company to increase wages.
6. No customer is a "Bad" customer. When the typical grouch comes in, make it your sole purpose to put a smile on the customers face, thus winning a friend, and repeat customer.

SBARRO

1. The single most important aspect of your job is to give excellent customer service. Serving the customer quickly is vital to this service. As soon as the customer enters the shop, acknowledge his presence with a "HI!!! I'll be right with you" or "Welcome to Sbarro". Lay your other work aside quickly, wash you hands, and prepare to make the order.
2. Always begin with a smile and friendly hello to let customers know that you're glad they chose to come to your shop. Say to them "May I Help You?" For new customers, take a moment to explain the menu and give them time to make their decision. For regular customers, be ready to suggest something different. Once the customer has named their choice of entree, you should ask if they want it to be a Combo with their choice of Side and Drink?.
3. Ask the customer to proceed down the line so they can complete their order while you reheat their slice of pizza. This is a way that we can speed service.
4. Our customers expect us to prepare their orders quickly and efficiently. Challenge yourself to improve your service speed. Always display a sense of urgency to let the customers know that we think they are important.
5. When completing the sale, make sure that you use a great close on the sale. Thank the customer and invite them back again very soon. Repeat business increases your sales, increases the shops profitability, and allows the company to increase wages.
6. No customer is a "Bad" customer. When the typical grouch comes in, make it your sole purpose to put a smile on the customers face, thus winning a friend, and repeat customer.

4.06 OVER-RINGS AND SALES ADJUSTMENTS

1. All sales adjustments and over rings are to be treated as a sale by the employee. They should be totaled out, the explanation written on the receipt as to why it should be adjusted, and placed in the register for the manager to correct. Employees should not be adjusting their own transactions. The customer should not be placed in a situation where they have to wait for us to figure out how to correct a mistake. Simply total out the ticket, and re-ring the sale up. You should save the original ticket so that it can be corrected and your drawer will not check up short.



2. When a mistake occurs that you can not correct, make sure to save the original ticket, and a copy of the corrected ticket. These must be attached to the correction when submitted tot the office.
3. The employee should sign the ticket in error, and place it in the drawer. The manager will then make the necessary corrections.
4. Errors which are not handled correctly will cause your cash not to balance, and a shortage will occur. Cash is balanced at every shift, and shortages are held accountable by shift. If a shift is short is possible that the company will hold the shift responsible, and payroll deductions will occur. This is why is so important that mistakes on the register be handled properly. Repeated shortages are treated as theft by the company and reported to the proper authorities, and the company prosecutes for all theft.

OTHER SECTION

5.01 SECURITY

1. There should be no more that \$200 in bills in the register at any time. The excess over this amount should be placed in the safe and entered into the register as a cash drop. The register will warn you should there be to much cash in the drawer at any given time. When this warning appears, do a cash drop quickly, so you can serve the customer as quickly as possible.
2. Bank deposits are required daily, when the banks are open. These deposits must be made before 12:00 noon. By mare that the money is in the bank by 10:00 a.m., you will be available for your customers.
3. The back door should be locked at all times. Delivery persons must check in through the front door.
4. There should be an employee in full view of the lobby area at all times. At night, the employees should be aware of all activities around the shop.
5. Since we schedule to customer demand, there may be times that you may have to work in the shop alone. If this is the case, you should be familiar with the panic buttons tied to your security system, and use it when you are threatened. Your safety and security is a top concern of the company.

5.02 SAFETY SECTION

1. Horseplay is prohibited
2. Jewelry is kept at a minimum and is not worn in the prep area because it can be lost in food or torn off by the equipment.
3. Insurance requirements require that no one is behind the counter or in the back areas of the shop unless you are working.
4. Clean up spills as quickly as possible.
5. Never overload yourself, get help with heavy objects.
6. Never leave burning cigarettes or cigars in the designated smoking area.
7. Immediately report any faulty equipment to the manager.
8. Keep all electrical cords off the floor and check all equipment for frayed or damaged cords.
9. Know the location of fire extinguishers and how they work
10. Know the location of the first aid kit
11. Oven and grill cleaner is over cleaner only. Do not use for anything else. Know the first aid for oven and grill cleaner injuries before use, and should any get on you, call for help immediately.
12. Know the Heimlich Hug procedure for choking.
13. Immediately report all injuries to management after their occurrence. By failing to report injuries of any type could void your eligibility for workers compensation or other insurance coverage for which you might be eligible.

5.03 PROBLEM RESOLUTION

1. Our company uses a strict order for reporting problems you may experience in your shop. The correct order to report a situation or problem will be to contact your shop manager. Should the shop manager not



be able to resolve the issues to your satisfaction or explain to you amply as to why the situation can not be resolved, then you may feel free to contact the Area Manager or Supervisor. This can be done by call the office at 870-972-6772 during regular office hours of 9 to 5 Monday thought Friday. It is possible that you may receive a recording when you call the office. If this is the case, please leave a message and your area manager will contact you as soon as possible.

2. Should the Area Manager not be able to resolve you issues, you may set up a time with the office at 870-972-6772, when the shop manager, area manager and you may meet with the CEO of the company. Everyone will sit down together and attempt to resolve your concerns. This appointment must be made through the office. Individual calls to the private residences of the area manager or CEO will not be returned.
3. You are encouraged to communicate concisely and to the point as politely as possible. Foul language, personal attacks, etc., will immediately terminate the meeting and insubordination write ups will be issued to anyone not following the rules of courteous conduct. We are here to help and make sure you love your job as much as we love ours.