

First-Day Checklist

Establish basic control without trying to redesign the restaurant.

- Confirm who you report to and who covers escalation when that person is unavailable.
- Confirm authority for guest recovery, discounts, voids, scheduling, overtime, discipline, purchasing, and emergencies.
- Walk the guest entrance, dining room, kitchen, storage, restrooms, receiving, dish area, and exits.
- Identify immediate food-safety, life-safety, cash, equipment, or conduct risks requiring action.
- Review today's forecast, reservations, catering commitments, staffing, call-outs, and known shortages.
- Meet the management team and key shift leaders; explain that you will spend the first days learning before making unnecessary changes.
- Review the previous manager log, current maintenance issues, recent serious guest complaints, and open corrective actions.
- Introduce yourself to employees and make it clear that questions and useful information are welcome.
- Complete one pre-service readiness walk and one closing verification.
- Record what requires immediate action, what requires investigation, and what appears to be working well.

Manager:	
Date:	
Shift / Daypart:	
Supervisor Review:	