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:	

30-60-90-Day Action Plan

Keep the priority list short enough that completion is visible.

Period	Primary Focus	Manager Actions	Evidence / Output
Days 1-30	Observe and stabilize	Understand business, authority, people, shift flow, safety, guest patterns, and basic numbers. Correct immediate risk.	Baseline observations, risk list, staffing picture, initial KPI review.
Days 31-60	Build standards and accountability	Define expectations, train, coach, correct, improve scheduling, and tighten food/labor/cash controls.	Training records, clarified standards, schedule changes, daily variance review.
Days 61-90	Improve performance	Diagnose root causes, complete priority improvements, develop leaders, improve communication upward, and review results.	Priority action plan, measurable results, 90-day review, next-quarter plan.
Day 91+	Make it last	Turn controls into management rhythm, prevent backsliding, and develop the next manager.	Daily/weekly/monthly rhythm, succession coverage, continued KPI review.

Manager Opening Checklist

Complete the opening walk before business becomes too busy to correct preventable problems.

- ■ Exterior, entrance, signage, lighting, and guest approach are clean and ready.
- ■ Dining room, host area, service stations, restrooms, and high-touch guest areas are ready.
- ■ Required managers and employees are present; call-outs and late arrivals are addressed.
- ■ Kitchen stations have required product, backups, utensils, portion tools, labels, and sanitation setup.
- ■ Critical temperatures and food-safety controls are verified, not merely signed.
- ■ Known equipment issues are controlled or escalated; unsafe equipment is removed from use.
- ■ Reservations, large parties, catering, specials, shortages, and 86 items are communicated.
- ■ Cash drawers, POS, payment systems, keys, and manager access are ready.
- ■ Expected business and labor deployment are reviewed with shift leaders.
- ■ Pre-shift meeting is completed and immediate corrective actions are assigned.

Date:	
Opening Manager:	
Expected Sales / Covers:	
Critical Issue Found:	
Corrective Action / Owner:	

Manager Closing Checklist

A proper close protects tomorrow. Do not reduce closing to cleaning alone.

- ■ Guest areas, restrooms, service stations, and entrance are reset for the next opening.
- ■ Food is cooled, labeled, stored, rotated, and protected according to approved food-safety standards.
- ■ Waste, remakes, transfers, and significant product exceptions are recorded.
- ■ Kitchen equipment is cleaned, shut down, and left safe; maintenance issues are documented.
- ■ Critical prep needs and shortages for tomorrow are communicated.
- ■ Cash, discounts, voids, refunds, and deposits are reconciled under company policy.
- ■ Employee clock-outs are verified; unexplained late labor is addressed.
- ■ Doors, keys, alarms, restricted storage, and security controls are completed.
- ■ Manager log records unresolved guest, employee, food-safety, equipment, and operating issues.
- ■ Closing manager conducts a final physical walk rather than relying only on signed forms.

Manager notes:

Pre-Shift Meeting Form

Keep pre-shift useful and brief. Give employees information that changes how they work today.

Date / Shift	
Expected Sales / Covers	
Large Parties / VIP / Events	
Staffing / Call-Outs	
Menu Changes / 86 Items	
One Safety or Food-Safety Focus	
One Service / Sales Focus	
Recognition	
Questions / Action Required	

Shift Deployment Plan

Deploy people according to demand and capability; show who owns each critical position and who backs it up.

Position / Zone	Primary	Backup	Start	Peak Responsibility	Break / Relief

Manager notes:

Guest Complaint Record

Record enough detail to recover the guest today and prevent recurrence tomorrow.

Date / Time	
Guest Name / Contact (if provided)	
Table / Order / Check	
Manager	
Concern in Guest's Words	
Immediate Correction	
Compensation / Adjustment	
Guest Satisfied Before Leaving?	
Likely Root Cause	
Corrective Action / Owner / Due Date	
Follow-Up Completed	

Coaching Record

Document the facts, the standard, and the improvement expected. Keep language professional and behavior-based.

Employee	
Position	
Date / Shift	
Manager	
Observed Behavior / Result	
Required Standard	
Employee Explanation / Relevant Facts	
Coaching / Training Provided	
Required Improvement	
Follow-Up Date	
Follow-Up Result	
Manager / Employee Acknowledgment	

Corrective-Action Form

Use formal corrective action only within company policy and applicable law.

Employee	
Position	
Date	
Manager / HR	
Policy / Standard	
Facts and Evidence	
Previous Coaching / Discipline	
Employee Response	
Required Corrective Action	
Deadline / Review Date	
Consequence of Further Failure	
Decision / Status	
Required Signatures	

Weekly KPI Scorecard

Compare trend, target, cause, and action rather than reporting numbers without interpretation.

KPI	Target	This Week	Prior Week	Variance / Cause	Action / Owner
Sales					
Guest Count / Covers					
Average Check					
Labor % / Productivity					
Overtime					
Food Cost					
Waste					
Discounts / Voids					
Cash Differences					
Guest Complaints					
Other Concept KPI					

90-Day Management Review

Complete this review with evidence. Decide what changed, what did not, and what the next ninety days require.

Area	Day 1 Condition	Day 90 Result	Evidence	Next Priority
Guest Experience				
Food Quality				
Food Safety / Compliance				
Staffing / Capability				
Training				
Scheduling / Labor				
Food Cost / Waste				
Cash / Transaction Control				
Facility / Equipment				
Management Communication				
Succession / Backup				
Overall Operating Control				

90-Day Manager Sign-Off

- ■ I can explain the restaurant's current strengths and major risks with evidence.
- ■ Employees understand the most important standards.
- ■ Critical food-safety and safety risks have active control.

- ■ The schedule reflects business demand and skill mix.
- ■ Important financial exceptions are reviewed routinely.
- ■ At least one person has developed additional leadership or backup capability.
- ■ My direct supervisor has received the results and next-quarter priorities.

Manager:	
Reviewer:	
Review Date:	
Next 90-Day Review Date:	