

Universal Operations Diagnostic

Diagnose. Correct. Verify.

A universal field diagnostic for restaurants, cafes, hotels, institutional kitchens, catering, commissaries, bakeries, central production kitchens, and food manufacturing operations. Use the same question IDs as the browser tool so paper findings can be entered later without translation.

SEE -> MEASURE -> CONNECT -> CORRECT -> VERIFY

Operation		Location	
Operation Type		Assessment Date	
Prepared By		Scope	

Status Definitions

Status	Use when...
Operating Normally	The standard is defined, functioning, and supported by reasonable evidence.
Watch	A minor deviation, early change, or evidence gap deserves observation before it grows.
Correct Now	A repeated or material deviation requires an assigned corrective action and follow-up.
Escalate	A serious safety, compliance, financial-control, continuity, or customer risk requires prompt leadership attention.
Not Applicable	The control genuinely does not apply to this operation or assessment scope.

A | Leadership & Accountability

A1 Roles, reporting lines, and decision authority are clear enough that employees know who owns important operating decisions.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

A2 Managers routinely review performance, risks, unresolved problems, and overdue actions instead of relying only on informal follow-up.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

A3 Known operating problems have an identified owner, a due date, and a defined method for verifying that the correction worked.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

A4 Operating standards are enforced consistently across shifts, departments, locations, or teams rather than changing with the manager on duty.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

A5 Managers spend enough time observing real work to recognize drift before problems appear only in reports or complaints.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

B | Measurement Integrity & Financial Control

B1 Key cost, productivity, yield, and performance measures can be traced to reliable source information rather than estimates that nobody verifies.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

B2 Finance and operations personnel describe the method used to calculate important measures consistently; material differences in their explanations are investigated.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

B3 Physical inventories, production counts, or other quantity-based measures are actually counted or measured at a defined frequency and are reasonably verified.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

B4 Transfers, employee/staff use, complimentary product, rework, scrap, credits, non-sale use, and other legitimate adjustments are treated consistently where applicable.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

B5 Significant variances are investigated to determine what changed before managers are told to cut cost, labor, product, or service.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

C | Demand, Revenue & Product Mix

C1 Demand is tracked using measures appropriate to the operation, such as sales, covers, transactions, meals, units, orders, production volume, or contracts.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

C2 Management reviews contribution, margin, product mix, and economic value rather than assuming that higher sales or volume automatically means better performance.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

C3 Promotions, delivery channels, contracts, events, or special programs are evaluated for the real contribution they leave after the direct costs they create.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

C4 Forecasts used for purchasing, production, and staffing reflect realistic demand rather than habit, optimism, or fear of running out.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

C5 Management understands important capacity constraints and knows where volume begins to create delays, overtime, errors, rework, quality loss, or customer dissatisfaction.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

D | Purchasing & Supplier Control

D1 Purchasing authority, approved suppliers, and important product or material specifications are defined well enough to prevent uncontrolled substitutions or buying.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

D2 Orders are based on demand, par levels, current stock, lead time, shelf life, and production needs rather than routine repetition or personal preference alone.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

D3 Receiving verifies quantity, condition, specification, temperature or other critical characteristics, and price where relevant to the operation.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

D4 Supplier price changes, substitutions, credits, shortages, and recurring delivery problems are reviewed and challenged instead of being absorbed automatically.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

D5 Critical supplier dependencies and realistic contingency options are understood before a supply disruption forces emergency decisions.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

E | Inventory, Storage & Traceability

E1 Inventory records and physical stock reasonably agree, and material differences are investigated rather than routinely adjusted away.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

E2 Storage areas are organized, labeled, rotated, protected, and accessible enough for employees to know what is available and what should be used first.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

E3 High-value, sensitive, regulated, or critical products receive the level of access and usage control appropriate to their risk and value.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

E4 Source, lot/batch, date, or other traceability information is available to the level required by the operation, customer, and applicable requirements.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

E5 Excess, obsolete, slow-moving, damaged, expired, or otherwise questionable stock is identified early and produces a management decision rather than becoming permanent scenery.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

F | Production, Yield & Recurring Loss

F1 Important portions, yields, batch outputs, specifications, or production standards are defined so that the result does not depend only on one employee's hands, memory, or judgment.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

F2 Production quantities are driven by realistic demand and current stock rather than habit, fear, or a blanket desire to never run out.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

F3 Recurring waste, rework, spoilage, overproduction, returns, rejects, or other losses are investigated for cause instead of merely recorded.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

F4 Actual yield, output, or usable product is compared with an expected standard when the difference is financially or operationally meaningful.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

F5 Workflow and handoffs minimize unnecessary movement, waiting, duplication, rework, and other activity that consumes time or product without improving the result.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

G | Labor, Staffing & Productivity

G1 Actual labor hours are compared with scheduled or planned hours, and recurring early arrivals, late departures, overtime, or unplanned coverage are investigated.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

G2 Staffing levels and skill mix are adjusted to realistic demand and workload rather than simply copied from prior schedules or protected by habit.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

G3 The operation does not depend excessively on one or two strong employees repeatedly rescuing weak systems, covering gaps, or carrying permanent overtime.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

G4 Cross-training and coverage are sufficient to maintain the operation when key employees are absent, transferred, promoted, or leave the organization.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

G5 Labor reductions or productivity initiatives are checked for unintended effects on safety, quality, cleanliness, production, maintenance, or customer experience.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

H | Food Safety, Sanitation & Compliance

H1 The operation has identified the food-safety and regulatory controls that apply to its products and processes, and those controls are understood by the people responsible for them.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

H2 Critical controls such as temperature, allergen management, hygiene, traceability, contamination prevention, or process limits are verified where they apply rather than assumed.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

H3 Cleaning and sanitation standards are defined, scheduled, completed, and checked at a level appropriate to the operation and its risks.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

H4 Required licenses, permits, certifications, records, inspections, and compliance obligations are current or actively controlled by an assigned owner.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

H5 Employees and managers know how to stop, contain, or escalate an immediate safety or compliance concern without waiting for normal approval when delay could increase risk.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

I | Facility, Equipment & Reliability

I1 Critical equipment condition, maintenance needs, and recurring failures are visible to management rather than existing only in employee memory or emergency repair calls.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

I2 Temporary workarounds are documented, risk-assessed where necessary, time-limited, and removed when the proper repair or replacement is completed.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

I3 Equipment downtime and recurring failures are reviewed for operational impact, root cause, and repair effectiveness rather than treated as isolated breakdowns.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

I4 Utilities and supporting systems such as water, refrigeration, ventilation, drainage, power, and waste handling are reliable enough for the operation they support.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

I5 The facility layout and condition support safe, efficient movement of people, product, equipment, and waste without routine improvisation.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

J | Quality, Service & Customer Experience

J1 The expected product, service, or customer outcome is defined clearly enough that different employees can recognize an acceptable result.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

J2 Complaints, returns, rejects, remakes, service recoveries, and other quality failures are reviewed for patterns rather than handled only as individual incidents.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

J3 Management uses measures appropriate to the operation to understand quality and customer experience instead of relying only on anecdotes or the absence of complaints.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

J4 Different shifts, lines, departments, or locations produce reasonably consistent results, and meaningful variation is investigated.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

J5 Changes in customer, guest, client, contract, or market expectations are translated into operating changes instead of remaining only in sales or management discussions.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

K | Standards, Training & Continuous Improvement

K1 Critical work is supported by the right type of standard - SOP, work instruction, checklist, visual standard, recipe/specification, or other control - rather than documentation for its own sake.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

K2 Training verifies competence under real working conditions instead of treating attendance, explanation, or a signature as proof that an employee can perform the work.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

K3 Current standards are identifiable and outdated instructions, forms, visual aids, or informal workarounds do not compete with the approved method.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

K4 Corrective actions are not closed until someone verifies that the change was implemented and is working under real operating conditions.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

K5 Incidents, recurring problems, changes, and lessons learned are used to update standards, training, measurement, or verification so the same problem is less likely to return.

☐ Operating Normally	☐ Watch	☐ Correct Now	☐ Escalate	☐ N/A
Evidence / Notes:				

Management Review

This profile is not a grade. Count applicable findings by status, identify the strongest operating patterns, and move material findings into corrective action and verification.

Operating Normally	Watch	Correct Now	Escalate	Unanswered

Top Management Priorities

# / Ref	Finding	Evidence / Impact	Status

Corrective Action Register

Ref	Finding	Owner	Due	Corrective Action	Verification Method	Closure

Recommended Next Tools

☐ Measurement Integrity Check

☐ Pattern Tracker

☐ Root Cause Finder

☐ Corrective Action & Accountability Plan

☐ Verification & Close-the-Loop Review

Management Conclusion / Decision

Close-the-Loop Rule: Do not close a corrective action until the change has been implemented and checked under real operating conditions. If the problem returns, reopen it and investigate the system.

Scope note: This is a management diagnostic and learning tool. It is not a regulatory inspection, legal opinion, financial audit, engineering report, or certification. Applicable requirements remain the responsibility of the operation.