

Chapter 8: Restaurant Operation and Maintenance

Overview:

In this chapter you will outline the roles and tasks necessary to operate your restaurant franchise efficiently.

Goals for the chapter:

Communicate the key roles and responsibilities for office related positions.

Provide short and long term task lists for key personnel.

Ensure that the obligations match the Franchise Disclosure Document and Franchise Agreement

Items to gather before starting:

Gather any existing task lists, organizational charts, etc. you already have in place. Places such as employee handbooks are good places to start.

Brainstorm with your key employees to identify the critical tasks. Your office manager will likely have the most pertinent information.

Often the best way to gather operational type information is to simply spend a few days observing. Walk around with a pad of paper and pen and write down every activity you encounter, whether turning the alarm off in the morning or checking the schedule, try to record every action. Ask your employees to do this as well; you will be surprised by how many actions occur in a given day.

Questions to consider:

What tasks must be performed on a regular basis. This includes daily, weekly, monthly, quarterly and annually.

How do you see the operation changing for the restaurant franchisees as their business grows?

Will the tasks and responsibilities differ based on geographical location or the size of the company?

Which items are requirements, which are recommendations?

General Housekeeping

A clean, well kept restaurant will help project a message of professionalism.

A weekly cleaning schedule with specific tasks should be developed and followed. Tasks include vacuuming, dusting, restroom cleanup, trash, washing windows, etc. Restrooms will be used by a majority of your customers. Thus, it is important to maintain clean, well stocked restrooms. Develop a daily cleaning schedule and ensure that it is followed.

Opening Procedures

In the section below list your ongoing operating procedures and checklists. Imagine if your General Manager quit without notice and you had to hire someone new immediately. Someone completely unfamiliar with your business should be able to efficiently run your restaurant with the information contained in your ops manual.

Restaurant Manager

Restaurant Manager should arrive at office 30 minutes prior to the general operating hours. This will provide the necessary time to prepare for the day before the employees arrive.

- 1) Ensure parking lot is swept and litter has been picked up.
- 2) Unlock restaurant.
- 3) Disable alarm, if applicable.
- 4) Check messages on voicemail.
- 5) Turn on all kitchen equipment and ensure in working order.
- 6) Turn on TV and/or music
- 7) Check restrooms for cleanliness and supplies.
- 8) Ensure thermostat is set to 70 degrees.
- 9) Ensure that sufficient employees are on hand to perform the necessary tasks.
- 10) Assign employees to each work area, cleaning project, etc.
- 11) Hold a brief AM staff meeting. Explain assignments to employees. This should be a short 10-15 minutes meeting to ensure everyone is on the same page for the day.
- 12) Verbally confirm that each employee knows his or her assignment for the day.
- 13) Briefly cover any issues needing immediate attention, specials for the day, etc.

Closing Procedures

Restaurant Manager

- 1) Check cash out for servers, hostess, bar, etc.
- 2) Check out entire kitchen line (equipment shut off, wells emptied, wiped down, dishes clean and restocked, trash emptied, floor swept and mopped)
- 3) Ensure no trash is outside of dumpster.
- 4) Check out bar area (liquor bottles wiped off and reorganized, beer wells stocked and re-iced, swept floor, clean counters)
- 5) Ensure salad bar is emptied, washed down
- 6) Turn off TV and/or music.
- 7) Ensure dining area is swept, tables reset and chairs neatly arranged.
- 8) Check all doors to make sure they are locked.
- 9) Turn off all lights.
- 10) Set alarm, if applicable

Cleaning Procedures

Outline any specific cleaning procedures that apply to your restaurant. Provide detailed instructions for each piece of kitchen equipment, counter tops, table tops, restrooms, parking lot, etc.

Miscellaneous Restaurant Franchise Duties and Responsibilities

The following responsibilities are various job duties that occur throughout the business cycle, and must be assigned within the company. This list is not comprehensive and your business will likely have a different set of responsibilities that are necessary for success. As your restaurant grows the tasks will likely be delegated to other people within the company:

Long term planning and direction.

Strategic marketing (service magic, yellow pages, Google AdWords, overture, outside sales development).

Business Accounting and Finance

Human Resources

Purchasing

Restaurant franchise Agreement Compliance

Communications and Technology

Legal affairs & Business Record Keeping

Equipment

Managing the sales process including administration, pricing, and competition.

Press and Media Relations

Banking

Safety Development and Implementation of Safety Programs

Administration Major Activities Listing

Activity	Details	Assigned	Frequency/ Time Frame
Conduct annual strategic & budget plan	Long-range planning for upcoming year	Owner/GM	Yearly. Nov/Dec. for following year
Yearly business review	Results from previous years business; report to company HQ	Owner/GM	Yearly. Jan. meeting with restaurant franchise consultant
File Taxes	Complete Federal and State Tax returns	Owner/GM	Yearly. Jan for previous year
File records; Purge old records	Keep current year records, plus 1 year in arrears	Owner/GM	Yearly. Jan for previous year
Perform annual equipment review	Yearly maintenance and conditions report on all equipment; complete repairs	Staff	Yearly. Complete in winter months
Review insurance levels for business	Complete yearly risk assessment for health and liability coverage	Owner/GM	Yearly.
Analyze marketing plan & results	Complete analysis of programs and results for direct business marketing	Owner/GM	Quarterly. Adjust plan as needed
Staff performance reviews	Evaluate staff on job performance	Owner/GM	Quarterly reviews; annual salary adjustments

Activity	Details	Assigned	Frequency/ Time Frame
Review license requirements	Renew annual license requirements as needed	Office Manager	Annually as needed
Review real estate needs	Review changes to lease agreements	Owner/GM	Annually as needed
Update computer software	Review ABC Restaurant software and office software for updates	Office Manager	Check for updates monthly
Review security contracts	Evaluate and renew agreements for on-site security & alarms	Office Manager	Annually as needed

Administrative Management Checklist

Activity	Details	Assigned	Frequency/ Time Frame
Run payroll for all employees	Direct deposit payroll needs to be submitted to the bank every other Wed. by 3pm	Office Manager	Every 2 weeks
Pay invoices	Submit remittance every 2 nd Friday	Office Manager	Every 2 weeks
Enter all A/R and A/P	Use QuickBooks for transactions as needed	Office Manager	As needed
Run daily, weekly, monthly reports	Run and submit financial reports to Owner and HQ	Office Manager	As prescribed
Calculate and submit Franchisor royalty payments	Royalty and restaurant franchise fees to be paid monthly to HQ	Office Manager	Monthly
Manage supplies inventory	Monitor inventory levels on all supplies- cleaning and office related	Office Manager	Weekly
Backup data on all files	Backup the hard drives for order, financial and sales information	Office Manager	Weekly
Review bank accounts	Balance bank account balances along with QuickBooks	Office Manager	Weekly
Submit requests to Franchisor	Process all requests for HQ support including advertising, etc.	Office Manager	As needed
Manage all utilities & building issues	Schedule services; manage building maintenance, etc.	Office Manager	As needed

Alarms, Locks, and Keys

Keys and passwords to alarms should only be provided to managers or employees who have demonstrated a history or trustworthiness. Periodically change the alarm password, especially after the termination of an employee contract.

POS System

An effective POS system can improve controls, efficiency, and even sales volume. A good POS system can pay for itself in a few months. Here are 10 steps to selecting your POS system.

1. Appoint POS team
2. Educate team
3. POS requirement list
4. Search for system-limit to top 4
5. Contact vendors for information
6. Vendor demos
7. Compare
8. Get quotes
9. Check references
10. Select system and negotiate terms.

Safety

As a business owner, your first responsibility is to support a safe environment for both employees and customers alike. Although most of the safety issues will take place with employees in the kitchen area, there are other safety considerations as well. These topics include installing necessary emergency equipment such as smoke detectors or fire alarms, a panic button that may be used in conjunction with your alarm system, and the proper methods of storing food items.

Checklists are a critical element to running a successful restaurant operation. Insert forms here that are appropriate for your restaurant. "Conclusion", located at the end of Restaurant Operations Manual, offers suggestions for obtaining forms if you do not already have them in place. Sample listing of checklist shown below.

Restaurant Operations Checklists:

- Customer Service Checklist
- Purchasing Checklist
- Receiving Checklist
- Storage Checklist
- Preparation Checklist
- Cleaning Checklist (kitchen & storage)
- Bartender's Checklist (bar opening, shift change, closing & cleaning)
- Manager's Opening Checklist
- Manager's Shift Change Checklist
- Manager's Closing Checklist
- Server Sidework Checklist
- Catering Delivery Checklist
- Server Training Checklist
- New Hire Checklist
- New Employee Orientation Checklist
- Employee Pre-Termination Checklist
- Employee Termination Checklist
- Restaurant Internal Controls Checklist
- Restaurant Accounting Checklist
- Restaurant Leasing Checklist
- Restaurant Startup Checklist
- Closing Your Restaurant Checklist