RESTAURANT MANAGER
SHIFT CHECKLIST

BEFORE | DURING | AFTER SERVICE

DATE: _____ SHIFT: _____ MANAGER: _____

BEFORE SERVICE - READINESS

- ☐ Review manager log, reservations, large parties, promotions, and known guest concerns.
- ☐ Confirm staffing, callouts, station assignments, breaks, and training coverage.
- ☐ Inspect entrance, dining room, restrooms, music, lighting, temperature, and exterior.
- ☐ Verify POS, printers, phones, online ordering, and payment systems.
- ☐ Confirm prep levels, specials, substitutions, unavailable items, and critical supplies.
- ☐ Check food-safety controls, sanitation records, and equipment readiness.
- ☐ Identify the most likely pressure point and prepare a response plan.

PRE-SHIFT MEETING

- ☐ Recognize a recent win or useful example of strong performance.
- ☐ Review expected volume, reservations, weather, and local events.
- ☐ Explain assignments, support roles, breaks, specials, and unavailable items.
- ☐ Set one clear service priority for the shift.
- ☐ Confirm the team understands the plan for the likely bottleneck.

MANAGER NOTES

- ☐ Priority / likely constraint: _____
- ☐ Guest or staffing follow-up: _____
- ☐ Product / maintenance issue: _____

DURING SERVICE - OBSERVE

- ☐ Entrance: Guests acknowledged, wait accurate, clean tables seated promptly.
- ☐ Dining room: Beverage, table-maintenance, and payment pace on standard.
- ☐ Kitchen: Ticket times stable; no station or pass bottleneck developing.
- ☐ People: Support moved to the current need and returned when pressure shifts.
- ☐ Quality: Presentation, temperature, portions, and accuracy meet standards.
- ☐ Safety: Spills, blocked paths, sanitation, and unsafe practices corrected.
- ☐ Recovery: Complaints owned, resolved, documented, and followed up.
- ☐ Verify: The last intervention improved the situation.

AFTER SERVICE - CLOSE & HANDOFF

- ☐ Review cash, discounts, voids, comps, tips, and required reports.
- ☐ Verify cleaning, storage, labeling, waste, shutdown, doors, and alarms.
- ☐ Record shortages, repairs, guest follow-ups, staffing issues, and unfinished work.
- ☐ Compare sales, labor, ticket times, and shift results with expectations.
- ☐ Record one win, one important problem, and one next-shift action.
- ☐ Assign an owner and deadline to every unresolved issue.
- ☐ Deliver a concise manager-to-manager handoff.