

District manager store visit checklist

35 checks in 6 sections, one visit per store per cycle

LOCATION _____ DATE _____ VISITED BY _____
GM PRESENT _____

Before the visit

NOTES

- ☐ That store's current scorecard pulled: rank, weighted score, and which KPIs are red
- ☐ Last visit's action list reviewed; each item marked done, in progress, or still open
- ☐ This week's manager shift handoff logs read start to finish for recurring issues
- ☐ Any GM emails, texts, or escalations from the past week reviewed before arriving
- ☐ Visit date and arrival window confirmed with the GM in advance, not a surprise walk-in

Walk-in and back of house

NOTES

- ☐ Walk-in and reach-in coolers holding at 41°F or below (5°C)
- ☐ Freezers holding food frozen solid; temp log shows no unexplained gaps this week
- ☐ Date marks present and correct on all ready-to-eat TCS food
- ☐ Kitchen line, prep tables, and cutting boards clean and organized at the moment of the walk
- ☐ Floors, walls, and drains under equipment free of buildup
- ☐ Prep list checked against the par sheet: what's prepped, what's short, what's over
- ☐ Kitchen waste log current, with quantities and reasons filled in for the week
- ☐ Dry storage and walk-in shelving labeled, rotated FIFO, and at least 6 inches (15 cm) off the floor

Front of house and guest

NOTES

- ☐ Host stand greets and seats guests promptly; door never left unattended during the walk
- ☐ Ticket times checked against the kitchen's own printed times, not guessed
- ☐ At least two table touches made during the visit; what guests said is written down
- ☐ Restrooms clean and stocked, checked against today's cleaning log

☐ Dining room floors, windows, and table settings clean and ready for the next seating	
☐ Curb appeal checked: exterior signage, parking lot, entrance, and patio clean and lit	
☐ Menu boards, specials, and posted pricing match what the kitchen and POS actually have	

People	NOTES
☐ This week's schedule checked against the sales forecast, not just against last week	
☐ Labor hours actually worked match the schedule posted; no unexplained overtime	
☐ New hires' progress checked against their 30-60-90 day plan, not just asked how it's going	
☐ Food handler cards and manager certifications on file and current for everyone working today	
☐ One-on-one time with the GM covering morale, turnover risk, and any open position	
☐ Open positions and their sourcing status reviewed: referrals, postings, interviews scheduled	

Numbers with the GM	NOTES
☐ Prime cost for the week reviewed against target; GM can explain the gap	
☐ Food cost and labor cost variance from budget walked through line by line	
☐ Comps and voids for the week reviewed; the largest ones explained	
☐ GM's top 3 actions for the coming week named out loud, not just implied	
☐ Every scorecard KPI the store is red on discussed one by one, with the GM's plan for each	

Follow-up	NOTES
☐ Every action from today's visit written down with an owner and a date, not left verbal	
☐ Actions carried over from the last visit closed out or re-committed with a new date	
☐ Next visit date set before leaving, not left as "sometime next month"	
☐ Visit summary sent to the GM and copied to whoever reviews the scorecard weekly	

File each completed visit with that week's scorecard. A store's pattern shows up across visits, not in any single one.