Manager daily, weekly, and monthly checklist

One page, five cadences: before doors, during service, close, weekly, monthly

LOCATION ____________________ DATE ____________________ MANAGER ____________________

Before doors

	TIME
☐ Full walk of the building before the first guest arrives, front door to back door	
☐ Hand sinks stocked with soap, paper towels, and hot water	
☐ Walk-in temp logged at 41°F (5°C) or below	
☐ Reach-in coolers and prep tables logged at 41°F (5°C) or below	
☐ Sanitizer buckets mixed and tested to the concentration printed on the product label	
☐ Restrooms checked: stocked, clean, and working	
☐ Sidewalk, entrance, and patio clear of trash and clutter	
☐ Last night's handoff log read before anything else	
☐ Today's schedule checked against today's forecast	
☐ 86 board cleared and reset from last night's actuals	
☐ Pre-shift meeting held at the set time, same time every day	

During service

	TIME
☐ Floor walked at least once every 20 minutes, minimum 10 tables touched per hour	
☐ Ticket times watched against the kitchen's target, not just when a table flags it	
☐ Every plate checked against the ticket at expo before it leaves the pass	
☐ 86 board updated the moment an item runs low, not after it runs out	
☐ One coaching moment given on the floor, in the moment, not saved for later	
☐ Manager working a station when the floor gets tight, not standing in the office	
☐ Any comp over $20 approved by the manager in person	
☐ Guest complaint reaches a manager within 5 minutes of being flagged	

Close

TIME

- [ ] Cash counted and deposit prepared with a second person present
- [ ] Deposit bag sealed, number logged, dropped per the safe schedule
- [ ] Labor punched out checked against the schedule; unexplained overtime flagged
- [ ] Walk-in temp logged at close with a photo of the readout
- [ ] Line broken down, wrapped, dated, and put away to spec
- [ ] Equipment shut down in the order the manual specifies
- [ ] Trash and grease taken out, dumpster lid closed
- [ ] Doors, windows, and safe locked and double-checked
- [ ] Handoff log written before leaving the building
- [ ] Tomorrow's prep list reviewed against tomorrow's forecast

Weekly

TIME

- [ ] Inventory count reviewed with the variance line checked, not just the total
- [ ] Labor % for the week compared against target
- [ ] Food cost % for the week compared against target
- [ ] Prime cost calculated and checked against target
- [ ] Waste log read line by line for patterns, not just totaled
- [ ] One-on-one held with at least one key team member
- [ ] Next week's schedule posted by the promised day
- [ ] Self-audit walked using the same points a health inspector checks
- [ ] Vendor invoices coded and matched against what was actually delivered

Monthly

TIME

- [ ] Full P&L reviewed line by line against last month and against budget
- [ ] Certification expiries checked (food handler, ServSafe Manager, alcohol service) and renewals scheduled

- [ ] Deep-clean schedule reviewed and signed off (hood, floor drains, walk-in coils)
- [ ] Menu items reviewed for what sold and what actually made margin
- [ ] Hiring pipeline reviewed against open shifts and the season ahead
- [ ] Equipment maintenance log checked for anything overdue
- [ ] Fire suppression and extinguisher inspection tags checked for current dates
- [ ] Insurance and permit renewal dates checked

Keep 90 days of completed sheets. Weekly and monthly sections get their own time block, not whatever's left at the end of the day.