

Restaurant Standard Operating Procedures

A RESTAURANT OPERATIONS MANAGER ensures that the establishment meets or exceeds policies and procedures for clean people, food, and places. He or she conducts self-inspections and training sessions. The operations manager interacts with back of the house and front of the house staff to coordinate the performance of daily and special event tasks. Therefore, the manager must be an organized and focused individual.



Objective:



Conduct restaurant management operational tasks, duties, and activities.

Key Terms:



administrative duties

back of the house (BOH)

dunnage rack

FIFO

foodservice manager

front of the house (FOH)

profit and loss

statement (P&L)

standard operating
procedure (SOP)

Understanding Restaurant Management

For a restaurant to function smoothly, it needs excellent management. A good manager will understand the steps involved in the process and will monitor the front and back of the house in hopes of a good experience for all involved.

DAILY AND SPECIAL EVENT OPERATIONS

A **foodservice manager** is a person who is responsible for managing foodservice operations within an organization, restaurant, or institution (<http://www.americasjobexchange.com/food-service-manager-job-description>). Primary responsibilities include greeting guests, checking on their overall level of satisfaction, and ensuring that daily preparation and service operations run smoothly. A manager makes sure the operation meets or exceeds local, county, state, and federal policies and procedures for clean people, food, and places. Also, he or she conducts training and self-inspections. All manager duties involve interacting with back of the house and front of the house staff to coordinate the performance of daily and special event tasks.



FIGURE 1. A restaurant operations manager coordinates between BOH food preparation and FOH service. His or her job is to please the customers while keeping the restaurant running smoothly.

BOH Duties and Responsibilities

Back of the house (BOH) is the staff that conducts receiving, storage, food preparation, and sanitation tasks (e.g., receiving clerk, chefs, cooks, dishwashers, and maintenance employees).

Greet

Kitchen staff should be greeted daily and at special events by the manager. The manager must:

- ◆ Ensure all staff arrived and are prepared to fulfill shift duties. Also, make sure they are properly attired for work. Call in extra help when a staff member is absent to cover daily and/or special event traffic.
- ◆ Check the refrigerator, walk-in, and ovens for efficiency as well as thermometers and gauges for accuracy. Remind staff to calibrate instant-read thermometers a minimum of once per day.
- ◆ Floors should be free of grease, dirt, and food spills to prevent slips, falls, and bacterial growth.
- ◆ Check handheld and automatic fire extinguisher systems for readiness.
- ◆ Hand-washing sinks should be in good working order.

- ◆ Oversee daily kitchen cleaning tasks.
- ◆ Set daily menu specials.
- ◆ Convey any menu changes (e.g., seasonal and special event items) to the kitchen staff.
- ◆ Respond to any preparation, storage, plating, and/or service questions from BOH staff.

Task

Task all food products for all stations. Prepare any specific task directions for all food products and all stations, including informing the staff about:

- ◆ Menu changes from the standard menu (e.g., seasonal or special event items)
- ◆ Updated menu items—new or seasonal—or temporary substitutions from the standard menu in service
- ◆ Upcoming special event items or service changes
- ◆ Any production and service timelines for the day/event

Visit and Assess

Visit and assess other kitchen operations for cleanliness and sanitation, safe food temperatures, stock and ambient temperatures, stock levels, stock dating, and other safety requirements. The foodservice manager ensures the following standards are met or exceeded for the following stations:

- ◆ Dish room (temperature checks of automatic dish machine and three-well sink; chemical level check of sanitizer sink)
- ◆ Dry storeroom
 - Storage areas must be clean and “dry.”
 - All bulk food products must be stored in airtight mobile or stationary containers to prevent spoilage.
 - Leg mounted storage shelves must be a minimum of 6 inches off the floor to ensure floor-cleaning equipment can be used underneath the shelves.
 - The temperature must be maintained at an acceptable level for optimal storage.
 - The storage area must be free of pests.
 - The FIFO storage rotation system is evident. **FIFO** is the first in, first out inventory management system that ensures the oldest products are used first. As a result,



FIGURE 2. Flour moths or pantry moths (*Ephestia kuehniella*) live in dry storage areas and feed on grains. Pantry moths invade old boxes of breakfast cereal or cornstarch.

FIFO promotes product quality and reduces waste, which impacts the bottom line. Inventory control is important in all industries, but it is especially important in foodservice because the main product has a short shelf life.

◆ Refrigerator, walk-in, and freezer storage

- Safe storage techniques and temperatures for sauces, soups, stocks, leftovers, and other potentially hazardous foods must be met.
- Units must not be overloaded. Adequate airflow around stored food is necessary to prevent hot spots.
- FIFO inventory management procedures must be followed.
- Shelves must be organized to minimize the length of time doors are open to locate items.
- Packaged, bulk, and leftover food must be dated with the received-on date and/or preparation date. In the case of leftover food, the number of hours the product was held at room temperature must be noted.
- Potentially hazardous foods must be stored below cooked foods (to prevent contamination from drips).
- Meats must be placed as low as possible in food storage areas to prevent drips onto other food products because drips may contaminate other foods.
- “When in doubt, throw it out.” This mantra is the bottom line for food handling and safety.

◆ Receiving area

- All food products and/or bulk containers must be labeled with the “received on” date.
- All food products must be stored a minimum of 6 inches above the floor on a slotted dunnage rack or some other type of storage equipment. A **dunnage rack** is a mobile or stationary, usually slotted, platform used to stack cased or bagged goods in a store-room, walk-in, or freezer.

Also, task modifications to kitchen operations, and review any modifications to kitchen operation areas.

FOH Duties and Responsibilities

Front of the house (FOH) is the staff that conducts customer service tasks (e.g., valet, dining room manager, host/hostess, bartender, wait staff, bussers, and cashier).

The dining staff should be greeted. Also, you—as the manager—should ensure all staff arrived and are prepared to fulfill shift duties. In addition, they must be properly attired for work (clean uniform and a good attitude). Call in extra help when a staff member is absent based on the expected traffic for the day and/or event.

Inspect

Inspect the dining room and service areas.

- ◆ The furniture and floor must be clean and dry.

- ◆ Flatware must be clean, sanitized, and stored in a manner to prevent splashes and contamination. Buffet service flatware and serving utensils must be stored to minimize contamination.
- ◆ Single-serve items must be stored and dispensed in a sanitary manner. For instance, single-serve items should be disposed of following use.
- ◆ Cloths for wiping tables and furniture must be clean and sanitary.
- ◆ Hand-washing sinks must be in good working order.

Review

Review menu descriptions in addition to any menu specials or changes in the standard menu that may impact service. Also, review special coffee and dessert table or appetizer buffet set-ups. The foodservice manager or the dining room manager should instruct as to table and equipment requirements for each dining area (e.g., use of specialty serving devices).

Welcome Guests

Model the desired greeting and the effort involved to make guests feel welcome and comfortable. In addition, check on the guests' overall level of satisfaction with the dining experience.

ADMINISTRATIVE DUTIES

Administrative duties are responsibilities related to the management and organization of the establishment, including staff hiring and dismissal. Organizational tools include:

- ◆ Inventory databases (paper and/or electronic)
- ◆ Staff schedules
- ◆ Staff coaching and development plans
- ◆ General accounting documents
- ◆ Human resources duties (e.g., writing job descriptions; interviewing candidates; and hiring, training, and firing employees)

Inventory Control

Implement inventory control processes (e.g., FIFO, received on dating, and bin cards). Also, check all inventory levels (e.g., food, vending, paper, equipment, tableware, flatware, cooking utensils, and disposable items).

- ◆ Inventory reports are conducted on a regular basis. These reports tell you which foods are available for the production of menu items for future shifts and indicate how much food is lost by waste or theft. Waste and theft often are tracked based on customer counts and the amount of leftover food product from the prior service.

- ◆ Ensure staff is using the FIFO inventory system.

Food Orders and Deliveries

As the manager, you must order and account for food deliveries.

- ◆ Place orders based on inventory and upcoming service demands.
- ◆ Compile a list of food and paper product needed for service, and place the order with the most efficient and economical supplier. Regular deliveries are made via sales representatives, call-in, or email.
- ◆ Call in or email “next-day” food and dining orders as necessary.

Match invoice entries to products received.

- ◆ Ensure all foodstuffs were received undamaged and that they arrived at a safe temperature.
- ◆ Ensure all non-food items were received undamaged.
- ◆ Spot-check receiving clerk invoice notations and returns.
- ◆ Ensure the vendor processes credits promptly for returned items.

Profit and Loss Statements

As a manager, you must oversee profit and loss statements. A **profit and loss statement (P&L)** is a financial communication that summarizes revenues, costs, and expenses for a period of time, often for a fiscal quarter or for a year.

- ◆ P&Ls are also called “income statements” or “income and expense statements.”
- ◆ Use the P&L statement to judge the ability of the foodservice to generate profit usually by increasing revenue and reducing costs. The statement is used to assess the success of current management techniques. Adjustments are made when the profit margin is too low.

Food and Beverage Director, General Manager, and/or Owner Meetings

As a manager, you will conduct meetings with various department heads, organizations, or others with a direct impact on daily operations. Review daily events and any upcoming events or issues to be resolved.



FIGURE 3. Taking inventory is a crucial administrative task. Inventory is money and must be tracked. Inventory control processes are conducted electronically or via paper and pencil.



ON THE JOB...

CAREER CONNECTION: Food Industry Operations Manager

Review industry expectations of a foodservice operations manager by conducting online research. Then write a two- or three-page paper about what you learned. You may want to begin by using the following sites:

<http://restaurants.about.com/od/resources/a/10-Things-To-Know-About-Managing-A-Restaurant.htm>

<http://www.foodservicedirector.com/managing-your-business/managing-staff/articles/ready-set-recruit>

http://www.ehow.com/about_6669084_restaurant-operations-manager-job-description.html

Catering Sales Meetings

You must plan any changes or additions to the current schedule. In addition, you should coordinate and oversee special event orders and provide progress updates.

“Green Prep, Service, and Recycling” Meetings

Meeting “green prep, service, and recycling” standards is required, including environmental tissues (e.g., air, ozone, and water pollution), energy, water, and building-specific initiatives. Other green and recycling standards include reviewing green restaurant kitchen and dining initiatives; waste policies; chemical use policies; and disposable product policies.

Personnel Oversight

As a manager, you must oversee the hiring, training, and dismissal of staff. In addition, you must evaluate staff on a regular basis. Also, you must recommend changes to staff duties or pay rates as well as schedule training and staff development opportunities.

STAFF IN-SERVICE ACTIVITIES

To keep employees up-to-date on current practices, in-service activities typically are required.

Food Preparation Training

The staff must be taught any new food preparation techniques or methods for daily or special events.

As a manager, you must review production standards (e.g., including plating diagrams and SOPs for special events) with the staff.

- ◆ Large events may require an “assembly line” plating process with detailed plate or tray service construction plans to ensure all plates have consistent elements, placement, and portions.
- ◆ A **standard operating procedure (SOP)** is the instructions that describe a step-by-step process to carry out an operation always in the same manner.

Dining Service Training

You must teach any new techniques or review methods for daily and special dining service (e.g., tray handling, handling of glassware and cutlery, napkin folding, setting a table, and sequence of service).

You must instruct the staff in any new service protocol for daily or special events.

- ◆ White glove service
- ◆ Appetizer hour service protocols
- ◆ Buffet service protocols
- ◆ Tray stand service techniques
- ◆ Course clearing protocols

You must convey the desired ambiance expected for service.

- ◆ Music selections for daily or special events
- ◆ Set candle lighting timeline
- ◆ Model centerpiece placements and/or other décor

You must instruct and oversee course service and table clearance protocols (e.g., all drinks served on the right with your right hand).



FIGURE 4. Operations managers teach new food preparation techniques and plate construction.

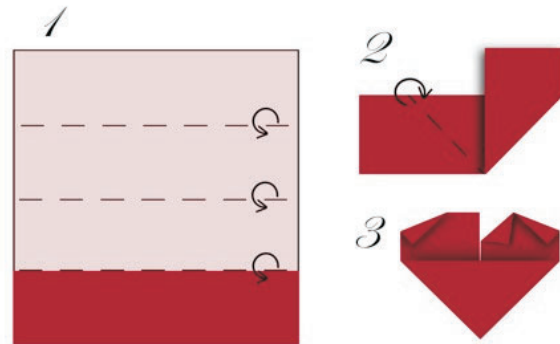


FIGURE 5. An operations manager teaches new dining techniques, such as folding heart-shaped napkins for a Valentine's Day special event.

Summary:



A restaurant operation manager ensures that the establishment meets or exceeds policies and procedures for clean people, food, and places. Also, he or she conducts self-inspections and training sessions. All of the manager's duties involve interacting with BOH and FOH staff to coordinate the performance of daily and special event tasks. As a result, a foodservice manager must be organized and focused.

The foodservice operations manager oversees many tasks to ensure that the restaurant runs smoothly and profitably. Important tasks include inventory control and FIFO procedures; evaluation of profit and loss statements; and the hiring, training, and firing of employees.

Checking Your Knowledge:



1. List three administrative tasks of a foodservice operations manager.
2. Describe the importance of inventory control to a foodservice operation.
3. Describe FIFO procedures.
4. Which foodservice employees work in the back of the house? Which foodservice employees work in the front of the house?
5. Write a standard operating procedure for a receiving clerk.

Expanding Your Knowledge:



Contact two foodservice managers in two different food establishments to request a job shadow day. Shadow the foodservice manager, and keep a log of his or her duties: daily, special event, and training. Compare and contrast the tasks that you observed in each establishment.

Web Links:



Tips for Managing Restaurant Inventory

<http://smartbusinessrevolution.com/7-tips-managing-restaurant-inventory/>

How to Start a Restaurant Business

<https://www.entrepreneur.com/article/73384>

Restaurant Inventory Ideas: FIFO

<http://smallbusiness.chron.com/restaurant-inventory-ideas-12147.html>

Two-Column Kitchen Prep Sheets

<http://www.chefs-resources.com/PrepSheets>