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Administration Manual

DAILY TASKS

Manager's Opening Checklist

Note: *Following is a list of tasks most often performed in a restaurant. Edit the list to accommodate your business.*

Task	Completed (✓)
Turn off alarm.	
Turn on lights.	
Complete brief visual check of dining room, line, and dish room.	
Greet opening employees.	
Review Redbook.	
Complete the Product Sales Mix Sheets.	
Turn on the POS.	
Ensure prep list is completed and posted (Includes catering).	
Conduct a restaurant walk-thru and take notes and communicate findings with the Closing Manager.	
Conduct BOH shift meeting.	
Check temperature of walk-in.	
Distribute linens and towels and ensure sanitation buckets are set up.	
Ensure accurate measurements and preparation of food.	
Check on prep progress and ensure prepped items are stored with "labels out."	
Complete daily orders.	
Receive orders and cross-check with Order Guide.	
Weigh orders and do a quality check on items at the bottom of the box.	
Set up catering orders.	
Make phone calls such as placing change order, returning guest calls, vendor calls, etc.	
Verify paperwork from the previous day is filled out correctly (follow-up on voids and comps to determine the reasons why).	



Review Sales Report and labor hours from prior day.	
Make appropriate corrections to staffing for the day, if needed, and fill out a.m./p.m. Roster, and assign daily and weekly cleaning duties.	
Review e-mail.	
Count register drawers and assign cashiers.	
Count the safe.	
Check in orders and verify invoices. Immediately return any items that are unsatisfactory, have driver sign off on the order, and correct the invoice.	
Place food order no later than 10:00 a.m., order only what is needed (order times may differ from one restaurant to another).	
Unlock doors on time.	
Greet opening FOH staff.	
Check to ensure all employees that have been scheduled to work are present.	
Assist with opening FOH.	
Check all catering and deliveries.	
Inspect walk-in; look for labeling and proper storage.	
Conduct line check 30 minutes prior to opening. Ensure all stations are ready to open.	
Turn on music.	
Conduct FOH meeting.	
Ensure all issues from initial walk-thru have been corrected.	
Ensure all stations are ready to open, and proper uniforms are worn.	
Check perimeter area for trash, etc.	
Check that all staff is 100% prepared for a great shift!	
Expedite Lunch.	
Ensure that products are re-stocked, restaurant is clean from lunch rush, and all dirty cooking utensils, pots, and pans are washed.	
Check line cooks.	
Monitor line food temperatures.	
Check out Dish.	
Continue to check incoming orders.	
Code all invoices and put into P&L.	



Term Definitions

Review the following list of terms to help you understand what is presented in this section.

Cost of Goods Sold (COGS)

The portion of total restaurant sales that is spent for food, beverages, and retail. COGS is expressed in dollars and as a percentage.

COGS food

The portion of restaurant food sales that is spent to purchase the ingredients used to make the food. COGS food is expressed in dollars and as a percentage.

COGS beverage

The portion of restaurant beverage sales that is spent to purchase beverage ingredients. COGS beverage is expressed in dollars and as a percentage.

COGS retail

The portion of restaurant retail sales that is spent to purchase retail items. COGS Retail is expressed in dollars and as a percentage.

COGS paper

The portion of restaurant sales that is spent for paper, such as napkins, take out bags and boxes, paper cups, etc. COGS paper is expressed as a percentage.

Menu item COGS

The cost of all ingredients used in a menu item. Menu Item COGS is expressed either in dollars, or as a percentage of the sales price for the menu item

Ingredient

Any food item used to prepare a product. The following is an example of categories of ingredients used in restaurants:

- Bread
- Grocery
- Liquid Dairy
- Meat
- Pasta
- Poultry
- Produce
- Solid Dairy

Break-even point

The point at which the restaurant is making enough money to cover costs. A restaurant that is at the break-even point is not losing money or making a profit.

Bundling

A method of increasing sales by combining two or more products into a single menu item choice. For example: a cup of soup, a sandwich, and a drink sold as a lunch special.

Hidden loss

Increases in food usage and cost caused by factors other than those directly related to menu items, such as theft.

Meal mix

The portion a menu item or a menu category makes up of the total guest transactions, or covers, expressed as a percentage.

Sales mix

The percentage of total sales attributed to each individual product or menu item. Sales Mix is expressed as a percentage of total sales.

Bottom line management

Bottom line refers to the profit or loss the restaurant realizes. Bottom line management refers to managing food and beverage costs by:

- Controlling waste and spoilage.
- Maintaining portion controls by following recipes and product builds.
- Reducing food preparation errors.
- Managing theft and pilferage.

Top line management

Top line refers to total restaurant revenues before cost are figured in. Top line management refers to increasing sales through better execution of COGS by:

- Selling only the best products.
- Giving guests the freshest product possible.
- Constantly improving quality, service, and cleanliness.



Calculating COGS for Food

Controlling food cost is critical because the profit margin of your restaurant rises and falls along with fluctuations in food cost. Food cost makes up one of the largest percentages of the restaurant's total costs. Because of that, it is the area most likely to benefit from close controls.

Food cost can be calculated for any single food item, or all food items combined. The first part of calculating food cost is finding the amount spent for food **used** — not purchased — during the week. This calculation is called **item usage cost**.

You determine item usage cost by adding the dollar value of the items that make up the beginning inventory, plus purchases made during this period. Then, subtract the dollar value of the ending inventory. The answer will be expressed in dollars. For a *single item*, the calculation looks like this:

$$(\text{Beg. inv. \$} + \text{purch.}) - \text{Ending inv. \$} = \text{Item usage cost \$}$$

To arrive at a particular item's food cost, divide the item usage cost by food sales for the period and then multiply the answer by 100. Food cost will be shown as a percentage of food sales.

$$\frac{\text{Item usage cost \$}}{\text{Food sales \$} + \text{Promo \$}} \times 100 = \% \text{ COGS for an item}$$

COGS for all food items is calculated using the same equation. Instead of using the inventory and purchases for a single item, use the entire inventory for all food items.

$$(\text{Beg. inv. \$} + \text{purch.}) - \text{Ending inv. \$} = \text{Food usage cost \$}$$

To arrive at the total COGS food, divide the total food usage cost by the total food sales, and then multiply by 100. Total COGS food is reflected as a percentage of total food sales.

$$\frac{\text{Food usage cost \$}}{\text{Food sales \$} + \text{Promo sales \$}} \times 100 = \% \text{ COGS for food}$$

Example

Throughout this section, you will find examples of food cost scenarios based on a fictitious character, Todd, and his hot dog cart. Although Todd has a limited menu, he has been successful because he understands how to manage food cost.

Todd's menu looks like this:



Todd wants to know last week's food cost for hot dogs.

Todd's Hot Dog Cart	
Hot Dog	\$1.00
French Fries	75¢
Root Beer	50¢

- His total food sales for the week were \$1,775

