THE OPERATOR'S TABLE

SHIFT BRIEFING & MANAGER VALIDATION

Make the system work every shift.

Customize these templates, explain the standards to every role, then validate the work. Print a fresh set for each shift and retain completed forms securely.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

BEFORE SERVICE: BRIEF AND CONFIRM UNDERSTANDING

Priorities, staffing, unavailable items and any change to the standard response:

Teach-back: Who explained the expected response, and what needs reinforcing?

AFTER SERVICE: REVIEW, SIGN AND HAND OFF

Checks completed: _____ Gaps: _____ Not applicable: _____ Unchecked: _____

- ☐ All required checks have an outcome and exceptions have a reason.
- ☐ Missed checks have a corrective action, owner and follow-up date.
- ☐ The next shift has received unresolved issues and operating priorities.

Manager name / signature: _____

Sign-off date / time: _____

These are editable operating templates, not a substitute for your approved food safety plan, policies or required logs. Keep completed forms and backups in a location you control.

THE OPERATOR'S TABLE

ROLE-BASED OPERATING CHECKLIST

Opening

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Walk the operation

Manager

Verify cleanliness, equipment readiness and unresolved issues before opening.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Confirm station readiness

Kitchen

Check prep, stocking and tools against the station's approved par and setup.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Brief the whole team

Front of house

Review priorities, specials, unavailable items and role assignments; ask staff to explain their response.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

ROLE-BASED OPERATING CHECKLIST

Service

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Confirm every order

Front of house

Verify modifiers and communicate allergies through your approved procedure.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Communicate delays early

Kitchen

Alert the shift lead when ticket times exceed your concept's target; coordinate support.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Check the guest experience

Front of house

Check back using your service sequence and escalate unresolved concerns.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

ROLE-BASED OPERATING CHECKLIST

Closing

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Clean and restock stations

Kitchen

Complete the approved cleaning sequence, restock and leave the next shift ready.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Secure and label product

Kitchen

Store, cover, label and date product according to your approved procedures.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Complete the handoff

Manager

Reconcile required counts, verify security and document unresolved issues for the next shift.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

THE OPERATOR'S TABLE

ROLE-BASED OPERATING CHECKLIST

Food safety

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Verify storage and temperature logs

Kitchen

Measure and record required checks against your approved food safety plan; escalate deviations immediately.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Validate safe work practices

Manager

Observe handwashing, sanitation and separation practices against approved procedures.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Record corrective action

Manager

Isolate affected product or equipment and follow the approved corrective-action plan before resuming use.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

ROLE-BASED OPERATING CHECKLIST

Inventory

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Count critical items consistently

Kitchen

Use the same unit and count method; record actual quantities and compare with approved par.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Verify receiving and discrepancies

Manager

Compare deliveries to orders and specifications; document shortages, quality issues and credits.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Rotate and flag purchasing needs

Kitchen

Review labels, rotation and shortages; communicate purchasing priorities before the next service.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

ROLE-BASED OPERATING CHECKLIST

Labor

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Align deployment to demand

Manager

Review forecast and position staffing to meet service needs.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Communicate breaks and coverage

Manager

Confirm assignments and planned coverage under your applicable policies.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Review actual labor and handoff

Manager

Review hours against plan, document adjustments and explain the next shift's priorities.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

ROLE-BASED OPERATING CHECKLIST

Waste control

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Log waste when it happens

Kitchen

Record item, quantity, reason and estimated cost using your operation's waste log.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Validate portions and prep

Kitchen

Observe portions, batch sizes and handling against approved recipes and standards.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Coach the recurring loss

Manager

Review patterns at the huddle and assign one clear corrective action with a review date.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

ROLE-BASED OPERATING CHECKLIST

Guest recovery

Use your approved procedures and concept-specific targets. Mark Done, Gap or N/A; add initials and evidence. Explain gaps and N/A results, and assign follow-up when needed.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

01 Listen and acknowledge

Front of house

Clarify the concern without blame; confirm what resolution the guest needs.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

02 Resolve within approved authority

Manager

Use your recovery limits and escalation procedure; confirm the guest's satisfaction.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

03 Document and share the learning

Manager

Record the issue and response, protect guest information and coach the relevant system.

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

04 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

05 Custom standard: _____

☐ Done ☐ Gap ☐ N/A Initials: _____ Evidence / exception: _____

Corrective action / handoff:

Reviewed by: _____ Date / time: _____

SITUATION PLAYBOOK

Agree on the response.

Define the trigger, standard response and escalation before the rush. Review each situation with the team and confirm that every role understands what to do.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

SITUATION / TRIGGER

Response lead: _____ Escalate to: _____

Standard response and approved authority:

Reviewed with team by: _____ Review date: _____

SITUATION / TRIGGER

Response lead: _____ Escalate to: _____

Standard response and approved authority:

Reviewed with team by: _____ Review date: _____

Practice prompts: a guest concern, a delayed station, a shortage, equipment failure or a failed safety check. Define your own approved limits and corrective-action procedures.

COACHING & RECOGNITION

Reinforce the right behaviors.

Be specific about what happened, why it matters and what comes next. Recognize consistent execution and use teach-back to confirm understanding.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

Team member / role: _____

Type: Coaching _____ Recognition _____ Team understanding _____

Observed behavior and its impact:

Agreed next step / teach-back / behavior to repeat:

Recorded by: _____ Review date: _____

Team member / role: _____

Type: Coaching _____ Recognition _____ Team understanding _____

Observed behavior and its impact:

Agreed next step / teach-back / behavior to repeat:

Recorded by: _____ Review date: _____

Use only the information needed for operating feedback. Store completed notes securely and follow your internal personnel-record practices.

FOLLOW-UP ACTIONS

Close the loop.

A gap needs an owner, a due date and a check that the correction worked. Review recurring issues across shifts and update the system when the standard is unclear.

Restaurant / concept: _____ Date: _____

Shift / ID: _____ Shift lead: _____

Action ID: _____ Related shift / standard: _____

Gap and expected change:

Owner: _____ Due date: _____ Status: _____

Validation evidence / closed by / closed date:

Action ID: _____ Related shift / standard: _____

Gap and expected change:

Owner: _____ Due date: _____ Status: _____

Validation evidence / closed by / closed date:

Action ID: _____ Related shift / standard: _____

Gap and expected change:

Owner: _____ Due date: _____ Status: _____

Validation evidence / closed by / closed date:

Review at the next manager huddle. A repeated miss can signal unclear training, an impractical standard, missing resources or inconsistent validation.