

RESTAURANTS

There are more nontraditional restaurants every day and that trend will continue as companies seek to maximize their profitability. The most obvious, and probably the latest to expand into the service, are grocery stores. Newer stores not only have delis that sell sandwiches and salad bars offering “make your own” salads by the pound, they also have a cafeteria or a restaurant that makes use of the “groceries” that are in-house. Other unconventional restaurants are found in/on convenience stores, truck stops, farms, dairies, vending companies, etc.

SAMPLE

CONTENTS

1. **Typical Problems in Restaurants**
 - Kitchen**
 - Dining Room**
 - Bar**
 - Catering/Banquets**
 - Office/Administration**
2. **Recommendations**
3. **Procedures**
4. **Glossary**
5. **Appendix "A": Forms**

SAMPLE

Sources and Adequacy of Capital

The most frequent cause for a business to fail may well be under capitalization. If it is not the most frequent cause, then certainly a lack of positive cash flow is. A strong program to maintain solvency is critical for the long term survival of any company. The design of this program must address both long and short term solvency. Problems in this area provide the Staff Executive with the challenge to find a source of funding that will stabilize the company and allow the Staff Executive to continue installing corrective actions the business needs.

Marketing

Marketing is the product planning, pricing, promotion, distribution and servicing of goods and services, as needed or desired by the consumer. When a company first starts up, it usually does not have a formal market plan. As a company grows either larger or older, competition from other companies, consumer taste changes, expansion or demographic changes may make a formal market plan imperative. Though the Plan may be formal, it does not have to be complex. A simple required “dining out”, or “shopping”, at competitor restaurants with a report on service, menu, pricing, ambiance, entertainment, etc. is a valuable market study that can be done monthly at various food service establishments. It provides information on all of the components identified above. Original market plans must be updated at least annually.

Products and Services

Even though most of our clients do not have a research and development department, they must have activities that focus on renewal. It is not unusual for a client to have his business change in response to market demand and personally not be aware that he is servicing a different market or that his product volumes have changed. They must continually evaluate their products and services. This will assure that they are still meeting their market demand or are ready with new, or adapted, products and services when necessary.

Organization

Small businesses, and some types of medium sized businesses, can operate with little or no formal organization structure. As the business grows, it becomes more complex or physically distanced from the supervision that sufficed when it started. It is at this point, a formal organization structure must be designed. An effective organizational structure facilitates communication, codifies authority, delineates responsibility and provides the basis for measuring achievement and providing rewards that are tied to attaining the stated goals.

Human Resources

Ultimately, the success or failure of all businesses depends on the people that are a part of that business. Smaller businesses depend more on individuals because each employee (or owner) has a much greater impact on the activities of the business. A larger business may specialize an area of responsibility under one employee; a smaller business may require a single employee to be responsible for several activities, or “wear many hats”. It is of utmost importance that each employee and owner be as effective and motivated as possible. This becomes a competitive advantage that allows the smaller business to act and react with a quickness a large business can not duplicate.

Production

All businesses have a production function: manufacturing, certainly, but what do you call stuffing envelopes, writing software programs, editing, drilling wells, or any myriad of other activities? They are also forms of production and are found in businesses not identified as manufacturers. All types of production must be forecast, have materials purchased for use, schedule labor to output, store the output, and so on. Being able to understand the impact of production delays, unbalanced production, defective products and other system faults, is a part of approaching business problems with common sense. An effective production control system coordinates output to anticipated sales, which minimizes the investment in inventories; schedules labor to forecast, which maximizes productivity and decreases the need for overtime; and balances equipment utilization, controls scrap, waste and rework. These activities produce the profits a company needs to be successful.

Management Information and Controls

As we have noted previously, a smaller business is under the ownership’s “thumb”. As the business grows, becomes more complex, or ownership’s priorities change, a more formal and detailed system of gathering information becomes necessary. Analyzing information; disseminating the results and corrective actions to be taken, becomes imperative. The design of this Management Information System may vary with the differing types of businesses, but it must provide management and ownership with timely facts that facilitate the decision making process. This system must include financial statements, operational reports, goals, quotas, standards and so forth.

TYPICAL PROBLEMS

Kitchen

1. Standard Recipes are being used?

The Standard Recipe is the base for foodservice production. Its counterpart in manufacturing is a combination of the blueprint and the bill of materials. A Standard Recipe consists of: a. A list of all the ingredients used in the recipe. There may or may not be specifications included, i.e.: Grade A large eggs or USDA Choice T Bone steak, b. The amount of that specific ingredient to be used, i.e.: two Grade A large eggs or one cup (note that there are two types of cups, a dry measure and a liquid measure and they ARE NOT INTERCHANGEABLE), c. The procedure that describes what is to be done with the ingredients and other production methods to be used, i.e.: bake in a 350 degree deck oven for two hours.

2. Product is purchased according to specifications that have been developed from the Standard Recipe?

If the Standard Recipe lists specifications for ingredients, they should be consolidated into a “Specification or Purchasing Manual”. If the Standard Recipe does not contain complete specifications, then each recipe must be evaluated for the quality to cost ratio that this recipe should have for the market we are serving, i.e.: do we need USDA Choice T Bone steaks that are cut only from Black Angus beef or can we use any USDA Choice T Bone? All specifications must be clear, i.e.: a quarter chicken may be listed in the recipe, but the Spec Manual should state that all chicken purchased should come from 2- 2¼ lb. birds; steaks should have no more than a ¼ inch fat cap and be of USDA Select or higher grade, etc. This is the format for a Standard Recipe. Any “recipe” should be developed to provide the above information.

3. Purchases are ordered after a physical inventory has been taken and according to forecast and specification?

Restaurants use perishable products, therefore it is imperative that a physical inventory be taken prior to placing an order with a vendor. In most cases, inventory should be taken at intervals that DO NOT EXCEED ONE WEEK. All in-house materials should be viewed for any quality degradation and either listed as usable and placed on the inventory for the use they were purchased or a decision should be made if that material can be used in another manner even though it may reduce the return on the money invested in the ingredient, or that

it should be discarded. The amount of material to be purchased must be determined by the Production Forecast. There is more than one type of inventory that can be taken. One is called “Build To”, another is called “Par Level”, there is a “Perpetual”, and another is based upon a production forecast.

4. Products “received” according to procedure?

All products must be inspected prior the acceptance by the receiving person. The person receiving the product must be trained to determine what level of quality for each type of product is displayed at delivery, i.e.: are the vegetables “fresh” enough, are the meats being charged by net weight (ice is not included in the weight, etc.), do the canned goods match the purchase order (30 to 40 count peach halves, not 10 to 12) and so forth. If there is any discrepancy, the product must be refused.

5. Perishable products are stored properly?

Product quality and yield (the amount of serviceable product that can be, or is expected to be, produced from each purchased item) are affected by poor handling and improper storage. If a refrigerated or frozen product is left out in the heat for any length of time, quality and serviceability decrease. If lettuce is left out of a cooler, the leaf wilts and browns. Portions of the lettuce head may have to be discarded and yield per case will drop, thus increasing costs. All perishable products have this same potential to increase costs if poorly handled.

6. Production is forecasted and forecast information is continuously updated?

The production forecast is derived from the interaction of three informational components; the recipe card, the popularity index and the attendance forecast. The Production Sheet is produced for the entree items that are on the menu. Whether the restaurant serves cafeteria style (either unlimited seconds, or payment for each item chosen, a la carte,) or is a sit down served style of service.

7. The production process is accurately followed (time, temp., etc. etc.)?

The food industry works with perishable products. It is for this reason that the manufacturing process is critical. Cooks are complicated manufacturers or foreman, they deal with chemistry, time, temperature, etc. If a roast is cooked at too high a temperature or for too long, the yield of portions will be dramatically reduced and food costs will rise by 40%, 50% or even higher. The

procedure portion of the Standard Recipe Card must be followed, as must all other areas of the card, or costs and quality will be uncontrolled.

8. Products are held/served according to recipe and safety?

As with the production process, “holding” ambiance is critical (time, temperature, humidity, heat, etc.). Serving size and display of product can also have a tremendous impact on cost. Portions that are larger than the recipe portion size detailed will cause an increase in food cost and possible “run-outs” that drive customers away from the restaurant. Improper or poorly displayed product will have a negative impact on the customer which can also drive them away and encourage “over portioning”.

9. HACCP (Hazard Analysis Critical Control Point)

- A. Standard Sanitation Operation Procedures (SSOP’s) are posted and followed?
- B. The work flow for production of each recipe has been “charted” and Control Points have been identified?
- C. On-going monitoring of HACCP is occurring?
- D. Corrective action is taken precipitously and is documented?

10. Garnishes are appropriate (price, looks)?

Many restaurants buy garnish for their entrees, i.e.: crab apples, pineapple rings, etc. These can cost a nickel or a dime each, sometimes even more. When profit can be counted by pennies per item, it makes good sense to find less expensive, yet good looking garnish. Carrot curls over parsley sprigs and red onion give lots of color and cost much less. Be creative.

11. Cost percentages are developed at least weekly?

When you realize that inventory must be taken every week in order to accurately order perishable products, then your basic costs of food (or material), labor, and other operating costs can be developed every week. The degree of control over cost each restaurateur has diminishes directly with the increasing length of time between inventories. Cost of operations can and should be developed every week. Weekly numbers allow the ownership to make management decisions that impact the bottom line the very next day.

Dining Room

1. **Labor schedule is derived from the customer count forecast?** Every night, a “menu score” should be tabulated. The cashier, a bartender, the manager, or someone must “score” or count each entree that shows up as a sale on the register tape, or is listed as being served on a wait person’s guest check. This count is then used to provide history that is used to forecast the expected customer count for the coming sales period. A standard number of covers is set per wait person and the forecast divided by the standard provides the labor need in “bodies”.

2. **Tables are “charted” and stations are identified?**

A diagram of the table layout on each of the floors must be drawn. This picture can then be laminated. The laminate diagram is then used by the floor manager to assign tables in a station. Depending upon the productivity of the wait person, while still meeting the restaurant’s quality standards, they may get a two, three, four, or higher number of tables station. A grease pencil is used to draw lines that connect all the tables in a wait station.

3. **Side jobs are listed and allocated to stations?**

These jobs are listed, numbered and placed in a prominent place for the wait people to see. The numbers are then assigned to each section by listing them on the lines that connect the tables in a section. It is the completion of these jobs as well as the “common” tasks, like crumbing (cleaning) all the chairs in your section or resetting your tables, etc., that the floor manager checks on before wait personnel can be released.

4. **Personnel are sent home when “traffic” drops?**

As traffic (customers) drops, the floor manager should start sending wait staff home. No one should be scheduled exact times to leave, that should depend on traffic. Schedule wait personnel, and other positions as viable, 4 p.m. to Close rather than 4 p.m. to 11:30 p.m.; or, to “late” or “early”. These would mean the first to leave, the next to leave and the last to leave. Management control keeps the labor cost down and service quality up. Remember to check ALL SIDE WORK before releasing the wait person.

5. Minimum “coverage” standards are set and maintained?

The management must determine how many “covers” (customers) their standard of service can sustain per wait person. This number is then used to schedule wait personnel. Usually, the number of covers per wait person is lower at lunch than it is in the evening. A wait person may be scheduled for every twenty customers expected at lunch but only one wait person for every twenty-five would be scheduled for the dinner meal. The longer time customers spend at a table during the meal period, the fewer wait personnel are needed; each can serve more covers because they have more time per table.

6. All possible work that can be done by wait staff is assigned to them?

Side jobs must be developed that include as many tasks for wait staff to do during their working time as possible. It is not unusual for wait staff to dust, vacuum, wash, wrap, or do any task that may be reoccurring or periodic during their shift or at the end of their shift before being checked out and released by the floor manager. Remember, in most states, a sub minimum wage can be paid to “tipped” employees even though they may be doing work that is not associated with their wait duties, but which can be accomplished during their “down” time while they are waiting for additional customers. This can dramatically reduce labor cost.

7. Tipped staff are being paid at the allowed rate (sub minimum)?

It should be common business sense to pay the lowest wage allowable that will provide the owner with the type of labor pool they must have in order to be in business. Yet, many owners believe they should not take advantage of the sub-minimum wage that is allowed for tipped employees in many states.

Remember that a good wait person has the opportunity to increase their earnings immediately by providing excellent service, which raises their tips, helps bring customers back, sells more items (up-selling) and reduces your labor cost.

8. Guest checks are controlled?

Guest checks are just like a personal check; they can be “cashed in” for food. If checks are not controlled, dollars are being lost. This applies to all “checks” and banquet orders as well.

9. Food is not consumed while working?

Most restaurants provide a meal for employees that work at least four hours. There really is no standard. Some restaurants provide an “employee meal”, others allow the employees to eat whatever they want. A reasonable accommodation might be to allow the employee to eat whatever they wanted, just like a customer, but pay only half of the menu price. Some restaurants also allow the employee to come to the store on their night off and bring a guest who is also able to eat for half price. This makes good “press” for the restaurant. Eating anything an employee wants and not paying for it can cause a substantial food cost to be borne by the owner and/or other customers through increased menu prices.

11. Order Pick up/Ring up is controlled?

Orders must be accurate and what is ordered must be picked up in a timely manner and moneys for this product must be collected and banked. Any break down in the process COSTS MONEY. There must be a check control system that includes a way to track the order to the pick-up. Of course the best way is to have all orders entered into a computer terminal that automatically alerts the cooking staff what is needed, by whom, and which may also be a part of a food management system and which also requires payment to be rung up for that item. Many times this is too expensive for our clients. Manual systems were around long before computers were ever used.

12. Breakage is addressed?

Any person that continually breaks china must be reassigned to another position or terminated. Educational programs, such as showing the cost of each item by wiring that item to a peg board and then listing the cost under it, do have impact. A general discussion regarding an “average restaurant” that makes 7% profit annually and the dollar amount in sales necessary to replace a broken or lost (down the garbage disposal) item is also beneficial. At 7% profit, it would take \$100.00 in sales to replace a broken dish that cost \$7.00!

Bar

1. All product is inventoried daily?

Unlike food inventories, liquor must be counted at the end of each night. In a weekly inventory, a bottle of liquor could be “lost” and it would not show up because of the sales volume. If the volume is high, it will be necessary to take inventory by shift. Many owners set a cost and profit per cent they want and then hold the bar manager to that performance standard rather than try to hold down theft. If any person is caught stealing, they should be terminated immediately. If they are given another chance, it will be very hard to catch them again if they slip.

2. Recipes are followed (over pouring)?

Standard recipes must be established for all drinks. The standard recipe lists all of the ingredients needed, and details how these ingredients should be put together (in what amounts) and describes the procedure for mixing the ingredients in order to maintain consistency of taste, service (includes garnish, portion, etc.) and to contain costs.

3. Drinks are rung up as they are ordered/poured/served?

If drinks are not rung up when they are served, look for money shortages. This is one way for a bartender to steal. Even if theft is not intended, money will be lost due to forgetfulness.

4. All guest checks are controlled?

All guest checks must be controlled. Guest checks are just like cash. All checks should be numbered and the numbers assigned on a control sheet to individuals. All unused checks should be returned and then reissued on a different sheet of paper.

5. Banks are assigned to individual bartenders?

Without individual responsibility for money (a bank is a box of money that is used to open up a register or from which a party or open bar at a catering event is run), it is not possible to hold a single person accountable for shortages or overages.

6. Banks are audited frequently and randomly?

Someone from outside the area being audited, usually a manager or the bookkeeper, walks into the area to be audited and exchanges a new bank for the money that has been collected thus far, rings out the register and checks the tape from the register against the pulled bank.

7. Cost percentages are developed at least weekly?

Reaction time to problems is critical in any business, but especially in a business that uses perishable products. Using weekly operating statistics to make management decisions gives the ownership a leg up on controlling costs.

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Catering/Banquets

1. Products are inventoried pre and post event?

Care must be taken to assure that all items related to an event are charged to that event. Usage of consumable goods can only be determined by an accurate inventory before and after the event.

2. **Separate banks are available and used?** Accountability for money depends on separate banks. Commingling of funds allows errors and potential thieves to go undetermined.

3. Separate production sheets are used for each event?

This is the only way to align the food expense for an event with the money produced at that event. Commingling of any of the costs associated with events will hide true profit or loss.

4. Each event is costed and evaluated for profit?

The end result of tracking the cost input and the sales obtained is to determine whether or not a profit was obtained. The information is then used in planning for future events. This information can also be used to provide bonuses and incentives in a manner that will not have a negative impact on the company.

5. **All equipment, linen, utensils, etc. are controlled?** These items are expensive and easily disappear. Pre and post inventory, or check off, of all items is necessary both going out and coming back.

6. Separate time cards (controls) are used for each event?

Labor must be correctly charged to each event. Accurate compilation of all the costs associated with each event will provide the information necessary to bid/price and accept or refuse future events.

Office/Administration

1. All required forms are completed/posted (inspections)?

There are O.S.H.A. forms as well as various Health Inspection forms that must be displayed. In most states, the Health Inspection and rating are required to be posted in public view. Don't forget licenses, permits, etc.

2. All banks are randomly pulled and audited?

Check on who is doing the pulling; can collusion occur? Random pulling is critical, as is the frequency; it must occur at least three times a week for each regular bank, and don't forget to include weekends on a regular basis if your client is open.

3. Personnel files are correct (I-9's)?

The industry hires many personnel without checking their right to legally work in the United States. A well known chain of Mexican/American/Creole style foods that started in the south has recently been fined over one million dollars for hiring illegal aliens.

4. Payroll is documented, even "cash" payments?

The restaurant industry is notorious for paying "under the table". This means that personnel are paid cash and no taxes are withheld. If you find this to be a problem, discuss what should be done with your Senior Executive. Payment may also be in food. This will certainly increase the food costs even though labor costs should be low.

5. Petty Cash slips are used and audited?

This means that the owner must also sign for any cash being taken from the "till". Accountability for all cash is critical in a "cash" business. If the owner takes money without signing for it, the employees feel they are also "entitled".

6. A physical inventory is taken by accounting at least quarterly? This is not to be confused with the weekly inventory that is taken to place orders for product, from which the weekly trial balance is derived. This is to be taken by someone other than the manager. Playing with the inventory to decrease food cost numbers happens quite often as does selling "it" out the back door. Catering functions that the owner doesn't know about, or that the owner is personally managing and not declaring as income, occur with some

degree of frequency and can be unearthed by “outside” inventories. A lot of money can be lost unless controls are in place.

7. Deposits are made at least daily?

Accumulated money is an invitation to crime. Most municipal police departments are happy to provide an escort to restaurant personnel when a deposit must be made. Money should not be held over night, have the police escort the personnel to the bank at the end of the service each night.

8. Discounts are taken for quick payments to vendors?

Many of our clients do not take discounts even though they are offered. Cash flow should be controlled to take advantage of early payments to selected vendors. If a vendor does not offer discounts, ask for them.

9. **Vendors that do not offer discounts are paid monthly?** If you are not able to get discounts for payment within ten days, try to get a monthly account payment schedule.

10. All payments to vendors are made from receiving invoices and not from monthly statements?

Paying a monthly statement is a no-no. Changes to product received, like a back order or refused shipment, often show up on a statement. Double payments can occur. Even when mistakes are found, the vendor has had the use of your money.

11. All contracts and receiving documents are reconciled to assure the correct prices are being charged/paid at least weekly?

Weekly reconciliation is a must. Not only do you want to pay the correct prices and catch errors quickly, but weekly reconciliation is necessary in order to run an accurate weekly trial balance.

12. Incoming data and reporting are accurately concluded in a timely manner (weekly and monthly)?

Certainly a Weekly Operating Report (W.O.R.) is better than a monthly. Reaction to problems can occur four times faster than it can when a monthly report is obtained; but a monthly is better than once a quarter, and so on. Remember, money can disappear through product loss in a restaurant and never be found. It will be diffused in a month's worth of volume.

13. All products are purchased by using a bid process, which includes at

least three bidders, and bids are let at least annually?

The “good old boy” system is used in many restaurants. In most cases, it is costing the owner money. The world is not fair. Keep people honest by opening the bids with some type of ceremony at which all bidders (representatives) may be present.

SAMPLE

RECOMMENDATIONS

1. Look at food (product) cost. The National Restaurant Association provides financial ratios for various types of restaurants and styles of service. These numbers are available from the RTS Senior Executive. When all of the components of a food management system are put in place, as defined in your Job Program, the client will be able to reach and even exceed the average food cost numbers. The difference between the present food cost and the “Budget” food cost the client develops with your help, is the savings to be delivered.

- A. It starts with purchasing: is there a specification book, are the products being purchased and received according to the specifications, is the price (this does not necessarily mean the lowest price) the best you can get for the product, does the quality of the product support the yield you expect to get?
- B. Recipes are the standards for yield: Are recipes being used, is the cooking procedure (time, temperature, equipment, etc.) in the kitchen the same as that described in the recipe, are the yields the same as forecasted in the recipe, (size, weight, looks, taste, etc. ?
- C. Is production forecasted: Is there a production sheet, are leftover products being utilized in the production for the coming meals, are orders for product being reduced by the ingredients already on site (is an inventory “for production forecast” being taken), are the yields from a recipe being tracked and are “portion sizes” accurate, are popularity ratios being used to forecast amounts to be produced and updated at least weekly by redoing the popularity index, are the meals (or customer count) being accurately tabulated every night, if convenience products are used (portioned steaks, packaged entrees), has a reduction of production labor occurred, if prevailing labor rates are high, can convenience products be used to reduce labor (either purchased or made in house)?

2. Look at labor cost. Using the financial ratios from the National Restaurant Association as a guide, the client will be able to reach the national averages and in most cases exceed them, when the Job Program is installed.

A. Scheduling: Has a coverage standard been developed (number of covers or customers a wait person should be able to serve in a meal period) and is it used to project the number of wait staff to be scheduled a week in advance, are the

number of “meals” or covers tabulated every night, are last week’s attendance (“meals/covers” served)?

B. Are idiosyncrasies (weather, holidays, special events) taken into account on a daily basis when scheduling for next week’s labor needs ?

C. Are station charts used to assign tables to wait staff and is there a “side jobs” list that includes all work that can be done by a “tipped” employee (vacuuming, washing windows, cutting garnishes, etc.) that is posted to the station chart?

D. Are wait staff, and others where feasible, scheduled with a starting time and a description (early, late, close) rather than a specific shift time , i.e.: 5- E rather than 5- 10 p.m., 4- L rather than 4- 11 p. m. and 6- C rather than 6-midnight, is there a specific person (lead wait person, host, assistant manager, etc.) that is given the responsibility and authority to check out the assigned side work before that wait person can be released?

E. Are all staff scheduled to a meals per labor hour standard (the number of forecasted meals [covers] divided by the standard allocates the hours of work available to that area); does the scheduler use short interval scheduling and cross training techniques; are job descriptions listed in the work area for each position?

NOTE: The combined cost of food, beverage (alcoholic) and labor in restaurants other than fast food, as indicated in the 1998 edition of the Restaurant Industry Operations Report put out by the National Restaurant Association and Deloitte & Touche, was from 63.8% in full service restaurants that charged less than \$10.00 per check and 65.7% in full service restaurants that charged more than \$10.00 per check.. The cost in fast food restaurants was 60.5%.

3. Look at other costs. Other costs that may also be reduced to save money include laundry (are employees washing their own uniforms, is it possible to have linens washed at work, do you need uniforms or can black slacks and white shirt/blouse be required attire), energy consumption (reduce the “spike” payments by requiring sequential “turn on” of equipment every fifteen minutes rather than all at once), are all chemicals for washing bid on and does the bidder train personnel how to use the chemical and associated equipment

(dishwasher, pot and pan scrubber, power sprayer), if interest rates have dropped, can the mortgage be refinanced?

SAMPLE

PROCEDURES

1. Standard Recipe.

The standard recipe form or card contains the specific information used to build a product and is the basis for food cost control. There must be a detailed list of the product ingredients and the weights or volumes to be measured for a specific yield of the product. The yield is expressed in units called portions and each portion has a weight or volume size. Process/production directions are also stipulated. These would include directions like mix, stir, grind, chop, dice, cook at 300 degrees Fahrenheit for three hours, then remove and let stand for 15 minutes before slicing, etc. The directions must be clear enough for anyone to pick up the standard recipe card and be able to produce the product by following its directions. The sections include: Title or name, the yield and portion size, a listing of each ingredient and a measure of that ingredient needed to make the specific portion size, and specific directions on how to make the product.

2. Product Specification Book.

A manual that addresses each ingredient used on all of the Standard Recipes. It describes the item in terms of quality as well as purchasing descriptors: USDA Grade Select or better with the fat cap not to exceed 1/4 inch, USDA Grade Fancy or better with a diameter not less than 2½ inches, coloring should be . . . , etc. These definitions and descriptions are used to guide the purchasing agent and the receiving agent. They assure that all bidders are bidding on the same product and provide the receiving agent with an acceptable minimum standard that will yield the portions described on the recipe card. There should be an introduction that describes how the book should be used and who should use it; a section for each type of product (meats, canned goods, frozen goods, bakery items, e. t. c.) and an appendix that lists preferred and acceptable vendors. The appendix should also include comments for purchasing seasonal products (best time, acceptable substitutes, holding requirements, e. t. c.) **Note:** Many of the appendix items can be gotten from vendors and National Product Associations as free information.

3. Inventory/Order/Cost Book.

This book is designed to “take the inventory” and to project the next week’s order at the same time. It is made up of sections that match the cost categories in the Chart of Accounts, i.e.: Meat, Staples, Frozen, Produce, etc. etc. Each page in a section has a summary of asset dollars by each inventory item and

also a summary at the bottom of the page for that week. Each page is numbered and the total of the assets on that page is carried forward to a page summary sheet located in the front of the book. The page summary sheet is then totaled to show the total assets in inventory for that week. These dollars are then used in conjunction with the previous week's asset dollars and the dollars of purchased items to produce the cost of goods used (food cost, laundry cost, chemical cost, etc. etc.). The page summary sheet has four columns on it. One column is used for each week and the four weeks are then totaled to develop the period's total cost. The Book is also used to order products for the coming week. Each page has several columns on it: column one is where the order code for the item is listed, column two is a description of the item, column three gives the case pack (six number ten cans per case), column four describes the inventory unit to be counted (one number ten can), column five is the stock level set by management, column six gives the price per the inventory unit to be counted, column seven is a square box with a diagonal line in it; the unit count of inventory on hand is written in the top triangle. That number is subtracted from the stock level and the difference is placed in the lower triangle. (NOTE: THIS IS WHERE MOST INVENTORY ERRORS OCCUR; PEOPLE TAKING THE INVENTORY COUNT THE CASE WHEN THEY SHOULD BE COUNTING THE UNIT OR VISE VERSA). The number in the lower triangle is the number of units to be ordered. The number in the upper triangle is multiplied by the unit price of the item counted to obtain the asset value of the inventory. The next column is the dollar total of the "on hand" asset that was counted and completes the work done for that item. The amount to be ordered is called into the vendor and checked off the order list and the asset values for that page are totaled to the bottom of the page. This amount is then carried forward to the summary page which is then totaled by category (meat, produce, dairy, bakery, etc. etc.) to provide a dollar amount which is deducted from the previous weeks ending inventory and purchases combined. The result is the cost of materials for that week. Thus, in one document, the inventory is taken, the order is placed, and the cost of goods is developed.

4. Build-to Sheets.

There are two different "build-to" sheets. One sheet is a simple method of determining what must be ordered for the next week and is used with low cost items like bread. It states the amount of the item (s) that are needed on a daily basis for the week's production (six loaves of white, three loaves of rye, and six loaves of whole wheat). The delivery person then "builds-to" every day.

The second type of a build-to sheet is used in production. It states the daily “build-to” for different products (gravy, dressings, bar mixes, etc. etc.). In both cases, a formal inventory is not taken prior to the order or production.

5. Guest Check Register.

Guest Checks must be treated just like a personal check; they must all be numbered sequentially and tracked. The Register is a sheet of paper that has a place for each number in the series of checks given to a wait person to be listed. When the checks are returned at the end of the day, the numbers returned are checked and the missing checks are then identified and balanced with the cash collected. The returned checks are placed on a new sheet and signed for by the next wait person to get checks.

6. Wait Staff Manual.

The Wait Staff Manual is a Policy and Procedures manual for the Wait personnel. It should state the style of service, give examples of place settings for china, silver, glasses, etc. etc. In short, the Wait Staff Manual is used to teach the wait staff what the owner expects of them, provide them with guidance about their job tasks and duties, and give the history of the establishment. It should include descriptions of the service, food, garnishment, rules, regulations, codes, and any and all things that will provide for a better work atmosphere and client satisfaction.

7. Bar Manual.

The Bar Manual should cover many of the same company policy and procedures as covered in the Wait Staff Manual. In addition to those items stated in the Wait Staff Manual, the Bar Manual should include all recipes for drinks and any other specifics that are unique to the bar service.

8. Production Sheets.

The Production Sheets should be made out for the coming week. The entree items to be produced for each meal period are listed in the first column and the amount forecasted for production for each day is listed in the second column. As the week progresses, the amount actually produced is listed in the third column and any left over product available for the next day’s production (as determined by taking an inventory at the end of each day), is written in the fourth column. The difference between the forecast for the next day and the amount left over becomes the production for the next day. These boxes are listed under the heading for each day of the week. The last column is a

comment column. This would be used to write in the attendance for that day by meal period and then to determine what the Popularity Index for that item was (the portion consumed per person or customer attending). This ratio is then used to forecast the portions needed for next weeks production and will also be used to adjust tomorrow's production if necessary. Other comments would be made as desired.

9. Plate Cost Forms

These forms are used to determine the actual cost of each plate of food served. The Standard Recipe Card is used to determine the ingredients per yield for each item on the plate (the cost for the roast beef portion, the gravy portion, the potato portion, the garnish, etc. etc.). When the food cost has been developed, the labor cost and an overhead cost are added. The total is the Plate Cost for that particular item. The selling price is then determined. Remember that a restaurant deals with a "sales mix" rather than adding a flat dollar or percentage amount to the Plate Cost. Some items will not bear the mark-up applied to the rest of the menu (these are usually the products listed as being sold at the "Market Price"). Other items can be marked up dramatically because that is expected (a hamburger in a fine dining restaurant) or because the Public is not able to competitively "shop" that item (a creative and unique recipe).

10. Menu Score Sheets.

Sheets that are usually maintained by the cashier, if there is a full time one, or are tabulated at the end of each night when the guest checks are counted. The first column on the sheet lists each entree item available for service during a meal period; the second column is a line upon which each "sold" entree is counted. The total number of each entree is then divided by the total number of customers that attended that meal. The ration derived is the Popularity Index of that item when served in conjunction with the other items on the menu. This index changes as the menu items change, with the weather, etc. etc.

11. Schedule Sheets.

Schedule Sheets are used in three ways: to identify the positions needed and to fill them with a person, to "Post" a master schedule for the restaurant, and to give an individual person their schedule for the next week. The first column lists the Position/Name, the next seven columns are for the days of the week, and the last column is for totaling hours/dollars. The first ROW always lists the position title, the next row(s) name the personnel filling that vacancy

(NOTE: a position may be filled by one person for eight hours a day for 5 days or by more than one person working various days and/or hours).

12. Time Cards.

Time cards must be used by all workers. This is not only to capture hours by the work area (are they out on a catering job or are they working in the kitchen, or the bar, or in the dining area), but it is also to protect the ownership. Restaurants are notorious for paying “under the table” and for paying subminimum wages when they were not supposed to pay below minimum. Cards should be coded with the employees primary work area and hours allocated to temporary work areas as required.

13. Cash Check Out Sheet (Bank Reconciliation)

At the end of a service (meal period, bar, banquet, catering, etc. etc.) all cash registers and cash boxes must be reconciled to the registertape, if there is one, and the money counted. The money in the “bank” which is usually a set amount (\$100.00) is deducted first, then the tape and dollars are reconciled. The form usually has a list for coins and currency so that the “banker” can put in a number for the “count” which is then multiplied by the “value” of the coin or currency to obtain the total cash value, i.e.: twenty dollar bills times a “count” of ten would have a total cash value of \$200.00.

14. Pull Sheets

A list of recipe ingredients to be “pulled” from the refrigerator, freezer, etc. etc. for the “prep” cooks prior to the production process starting. These items are usually pulled by a trainee or utility person if the cook doesn’t pull them personally. The list may or may not include utensils, measuring spoons and so on.

15. Prep Sheets

Are used in conjunction with the Production Sheet. These sheets are used to list the non-entree items that must be produced prior to the entree production. Garnishes, gravies, sauces, etc. etc. would go on this sheet. It is usually just a list of the items to be “prepped” and the amounts. A prep cook might do all of the diced, chopped, or sliced vegetables for the day for all recipes: soups, salads, relishes, etc. etc.

16. Vendor (Receiving) Check Sheets

Taken from the Purchase Order, or may be the Purchase Order. Used to assure that the items received are what was ordered and at the price ordered. Must include areas to address back ordered items, refused items, and a comments area to address the quality of product and any other concerns i.e.: dirty truck, truck temperature too high or low, an accident that occurred when the delivery was made, etc. etc.

17. Maintenance Schedules

A calendar of maintenance that must be done to keep the facility and physical plant operational. Preventive maintenance rather than repair work. In most units, this schedule will also include the equipment preventive maintenance schedules.

18. Operational Journal

A large book or log, usually each page is dated like a diary, in which the maintenance that is being worked on or completed, is listed with comments. Any operational problems or concerns regarding maintenance would also be listed here. The maintenance and management personnel must look at and update this book daily. This is the place that all problems and repair or replacement requests are logged and should record daily events of note.

19. Job Descriptions

Task and Duties Sheets are used to provide general outlines of work to be done by a person filling a position. They are not used very much in restaurants because cross training is so frequent and personnel have to fill multiple positions. The Job Descriptions used in restaurants are parsed in regard to what must be done. They are frequently used by the person filling that slot for the day or week as a timing guide as well as a description of what must be accomplished. A great deal of work must go into development of job descriptions. They are most effective when written in half hour blocks. When developed, the “sheets” that describe what is being accomplished by that position in each half hour block are taped on a wall under a time line that starts with the opening position and ends with the closing position. The “wall paper” is then reviewed to assure that all tasks and responsibilities have been captured. A Job Description is then written for that position in half hour blocks and it has been synchronized with all of the other positions. All Job Descriptions must have Measures of Performance listed.

20. Task and Duty Lists

A finer break down of the Job Description. A Task/Duty for a utility worker might be to maintain the restrooms on a periodic basis as designated in the Job Description. The Task/Duty sheet would then list what the utility person should do when they are fulfilling that Job Description requirement, i.e.: Clean all sinks, flush toilets and clean, check and fill all soap and towel holders, clean all mirrors, mop floors as needed, etc. etc.

21. Evaluation Forms

All Job Descriptions must have Measures of Performance identified. These performance indicators then become a part of the Evaluation Form. The evaluation must take place on a regular basis that is short term in length (at least every six months). There should also be a probationary period of 90 days during which time the applicant must demonstrate their ability to accomplish their work goals on a continuing basis and evaluation should take place every week. These must be written evaluations so a record exists. This is especially important if a person is not going to pass their evaluation period. Evaluations should be undertaken for improvement purposes as well as the once per year... (“annual”) evaluation that is used to help determine salary increases.

22. Meat Cutting Sheets

The Meat Cutting Sheet is used to track the productivity and efficiency of each meat cutter. It lists the total gross weight of the meat as invoiced, then it lists the type and weight of each item cut (ten - 7 oz. butt steaks, five - 4 oz. filets, etc. etc.). The scrap and fat are weighed and the total is subtracted from the gross weight and is listed as blood loss. The amount of blood loss should be consistent. If variances to blood loss start showing up, then someone is stealing meat. If the amount of solid cut meats of the type ordered start to drop and the diced/cut meats weight starts to increase, the meat cutter is becoming careless and mistakes are being cut up (rework). A start time and a finish time must also be listed for each “box”, or for each “piece of meat” cut up. This allows the ownership to track productivity.

23 . Interview/Hiring.

Comprehensive, standard applications for employment should be used as a part of the interview process. In addition, a select list of questions to ask each and every applicant should be drawn up and used every time an interview is conducted. The questions should address areas of interest for each position:...“what type of work have you done in the past where you have had to move from one task to another in short periods of time”,...“give me an example of a customer complaint you have had and tell me how you dealt with it”, etc. etc. Any state and/or federal data tracking forms must also be maintained.

24. Cash Paid Out Slips (Petty Cash)

Must be used every time money is paid out: cash wages (must have the name of the person or business money was paid to), cash for deliveries (must be attached to the delivery slip or invoice with a receiving signature attached) and so forth. The name of the recipient should be printed, there must be a reason area, a date and time area and an approval section. These are counted as cash on the reconciliation sheet but noted as petty cash slips.

25. Spread Sheets

Spread sheets are used to parse an invoice. Not all items on an invoice may be charged to the same account code. If an invoice has more than one expense code that must be used for the incoming items, then that invoice should be “spread” over the appropriate expense codes.

26. Definitive Chart of Accounts

The Chart of Accounts for a restaurant should function like a mini dictionary. Instead of defining words, however, the Chart of Accounts should clearly define each Account Code Number, i.e.: state what should or should not be in that account code. The definition can then be used by the inventory “taker” to assure that the correct items are being placed in the correct accounts.

27. Requisition/Charge Sheet

This is similar to a “pull” sheet, but is used to request items from an inventory site that is not right in the production area. It is also used to transfer cost from one unit or profit center to another.

28. C.S.Q. Sheet for Manager Walkabout (Customer/Sanitation/Quality)

The sheet is made up of many statements, i.e.: “all steaks are cut with a fat cap not to exceed ¼ inch”. Each statement is numbered and the number is circled if the statement is not correct. At the end of the “walkabout” the correct statements are divided by the total number of statements and the percentage obtained is the score for that unit for that week. Yes, this is done EVERY WEEK. A manager must maintain a 85% average and continually strive to reach 100%. Corrective action must have taken place PRIOR to the next “walkabout”.

29. Weekly Operation Report (WOR)

A trial balance for the operation that is updated on a weekly basis as well as an ongoing “flash” report for labor productivity. The daily “count” of meals served and hours worked are listed in their appropriate places. Dividing the number of meals served by the hours worked gives the Meals Per Labor Hour (M/LHr) number, which is a productivity number. As inventories must be taken on a weekly basis to place an order with vendors, the food cost is obtainable along with the labor costs and other costs, thus providing a Trial Balance for decisions to be made and directions to be adjusted. The “budget” area of the trial balance should show last year to date at this time and this year to date as well as the numbers for the week we are in.

30. Monthly Operation Report (MOR).

The actual comparison to the budget. There should be nine columns to represent the following:

- Column 1: This Month Last Year
- Column 2: Two Months Ago
- Column 3: Last Month
- Column 4: This Month
- Column 5: Budget for This Month
- Column 6: Description of the Accounts
- Column 7: Budget for the Year to Date
- Column 8: Actual for the Year to Date
- Column 9: Year to Date for last year.

These would be the final numbers, not a trial balance. However, if the in house weekly trial balance was accurately compiled, then the month ending trial balance numbers should match the Actual Numbers.

31. Budgets

A Flexible Budget does not work very well in this type of business. The budget must be developed week by week and aggregated into the whole. A flexible budget can not be compared to the labor swings that can occur in a retail store.

32. Required Forms

There are various governmental forms that are required in all business; however, the restaurant industry has additional forms and the government looks very closely at some of the common forms. I-9's are closely monitored, as are labor hours worked , OSHA postings and the Sanitation Inspections.

NOTE: A procedure should be written for each of the forms listed in Appendix "A", found at the end of this manual. Some of these procedures will be long and some will be short. Each of the documents listed are vital to the efficient running of a restaurant.

SAMPLE

Restaurant Glossary of Terminology

a Side

A side dish of something, something on the side, i.e.; salad dressing.

Back of the house

Refers to the production area of the restaurant, particularly the kitchen area.

Back-to-Back

To work a late night shift followed by an early morning shift for example.

Base

A concentrated product used to enhance flavor, i.e.: chicken base.

Beverage/Food

Ratio. The sales distribution between beverage sales and food sales. This ratio is used by some states to determine types of liquor licenses distributed.

Blended

Used when referring to whiskey or wine. It means a combination of two more types of wine or whiskey which have mixed or blended to produce another type of whiskey or wine.

Blown Away

Very busy.

Brazier (tilting brazier)

A type of rectangular kettle used as a multi-purpose cooking unit.

Bunch

Describes a purchase unit for celery and other types of produce.

Busperson

The waitstaff helper. Busses (clears) tables, banquets and helps Waitstaff serve. May be used as a training position for Waitstaff.

Call

A 'call' drink is by name, i.e.: Jack Daniel's, and is priced higher than the 'house' brands which are used to mix drinks and generic orders, i.e.: bourbon and water.

Campers

Customers who dawdle after being given or after paying their checks.

Carcass

The purchase unit for various animals, a whole body, i.e.: beef carcass. This will then be 'broken down' into primal cuts, i.e.: a leg (round) of beef, which is then sold 'as is' or further broken down (top and bottom round).

Check average

The average check amount per guest check. Used to track or forecast sales.

Check Out

To perform a balance of the shift sales and receipts; the final product of the balance.

Chef

A trained culinary professional. The title is very often mis-used. This position should be able to maximize food utilization in a profitable and presentable manner.

Convection oven

Uses forced hot air to cook foods.

Conveyor oven

Uses a moving belt to pass food through the heating area. Mostly used in high production stores.

Convenience

Product that has been readied for use by someone other than the user, i.e.: bake and serve breads. In theory, this should reduce labor costs or the need for skilled labor.

Cook

This position does not have the culinary background a chef has. Definitive recipes are needed when cooks are used in place of chefs.

Count-case

The purchasing term used to define the number of units in a case. Can also be used in counting, etc. Helps to determine the 'yield' costs of product.

Count-customer

The number of customers that consumed product in the restaurant, either by the meal period or per day. Most often associated with an entree' consumption or its equivalent.

Covers

The term used for a meal or a person. Derived from the round covers that are used to keep food hot when it is being moved from the kitchen to the service area.

Cross Training

Training a person to do more than one job. An essential function in food service.

Cry-O-Vac

The plastic wrapping placed around various foods. It is tough and can even be used to retain product while it is slow cooked at low temperatures. Caution is advised when this procedure is used to avoid food poisoning.

Deck-Oven

May have one, two, or three decks. Susceptible to 'hot-spots'. Does not have forced air baking.

Delivery

A type of service provided to off site customers.

Deuce

A table that seats two dining customers.

Disposables

Service utensils, plates, etc. that are used only once. Also applies to containers.

Double Down

Two work shifts in one day.

Dragging

To have ordered items missing from the order at serving time.

86 - Eighty-six

To be out of an item on the menu or special.

Employee Meal

Either a set, designated or dollar allowance for an employee to eat at work. Cost can be prohibitive. If provided, it should be monitored.

Expediter

The person who garnishes food and puts together items for a kitchen.

FIFO

First in, First out. All product in food services should be inventoried and used in this manner.

Flag

An orange and a cherry skewered on a cocktail pick.

Floor

Refers to the 'service area' or dining room.

Forecast

Used in conjunction with both customer counts when forecasting attendance and food production when forecasting portions to be prepared.

Free Pour

When a bartender pours from a bottle using eyesight or a method of counting to determine the amount of liquor poured. Generally inaccurate.

Front of the House

The service area of the restaurant as opposed to the production area (back of the house) The service area is generally known as the serving or dining area.

Frou-Frou

A sissy drink, usually frozen.

F.T.E.

Full Time Equivalent. Refers to 40 hours worth of work in a week or 2080 hours in a year. Time based unit used to schedule workers.

Full Service

A restaurant that offers food and liquor served tableside. It may have a limited or ethnic menu.

Garnish

Used to highlight both food and/or drinks. May be very expensive and should always be costed out.

Gravy

Used to cover or mask food. Usually strengthened with a base and thickened with flour or roux. Made from meat juices.

Griddle

Also called a grill, it is used like a large frying pan. Most grilled foods however are cooked

over charcoal or briquettes and are really bar-b-
qued.

Grog/Dram Laws

These laws vary state-by-state and govern the consumption of alcoholic beverages.

HACCP

Hazard Analysis and Critical Control Points. Quality control term that designates the food manufacturing control process.

Head

A purchasing term used for lettuce, cabbage, and poultry. Though purchased by the 'head' is costed out by the pound weight.

Help Walk

To help another server carry an order, usually consisting of more than one tray of food.

Holding

A short term storage of product usually just prior to service. Time and temperature are critical components that affect both quality and safety.

Hold Order

Food that has been turned into the kitchen but should not be cooked until notified by the server.

House

The name used for the restaurant. Also used for the house or bar liquor/wine. Not used interchangeably with restaurant. Other names used are store and unit.

In-the-weeds

To be Very busy. Struggling.

Jigger

A glass used to hold/measure hard liquor. Most often about 2 oz.

Kettle

A piece of cooking equipment that is steam heated and used to produce large amounts of product like soups, sauces, pastas, etc. A volume measuring device must be used to control recipe yields; either a marked rod or internal kettle marking.'

Leftover

Product that was produced but not consumed. It is here that a chef can make creative use of the product in order to reduce waste and cost.

MOD

Manager on duty.

Meals/Labor Hour

A productivity measure that also used for scheduling. The number of meals served for each hour of labor that is paid.

Menu-Score

The menu item count as detailed by guest check review. The number of each item purchased is then used to forecast future needs to customer count.

Muddled

A bar term that means mixing sugar and bitters together in the bottom of a glass prior to adding the ingredients. Usually for an 'Old Fashioned'.

No.10 Can

A large can around 6-8 pounds of product) used when cooking volume products. There are 6 No. 10 Cans per case.

No. 303 Can

A small can about the size of a Campbell's Soup can for home use.

No. 5 Can

A tall medium sized can mostly used for concentrated soup mixes.

On The Floor

The dining area of the restaurant.

On-The-Fly

In a hurry, pronto.

On-The-Side

Directions to serve a sauce or condiment, usually served on top of or in the food, in a separate dish.

On-The-Rocks

A drink poured over ice.

Open/Close

The time service starts and stops. Production, sanitation, etc. Will have differing start/stop times.

Ounce

It is used as a measure in both dry and wet forms. This is an area of caution when recipes are being developed as a pint is a pound the world around' is not a true statement. Interchanging weight and volume ounces can cost a lot of money.

Pick-Up

To wait on tables which are not in a server's assigned area.

Piggy-Backing

The dishonest act of hiding a 15% gratuity in the subtotal of charge card vouchers so that customers will add another tip; double tipping. Sometimes called a service charge.

Plate

Also a unit of measure. For example plate cost is the overhead cost per plate to open the door without a single sale. It is also used as a customer counting unit.

A large cut of meat off a carcass which may then be 'broken down' by the chef in-house for various other uses.

Plus 15

A pre-booked party where a 15% service charge is automatically added to the guest check.

Portion

The size in ounces (volume or weight) for a single service of a recipe item.

Portion Control

Pre-measured or weighed service units, i.e.; 4 oz. Cuts of meat, casseroles, etc. Product is purchased this way from a vendor.

Portion/Person

Also called a popularity indices. It is the number of portions of all products consumed by each customer during a defined period. It is used to forecast production and is especially useful in unlimited 'seconds' service.

POS

Point of Sale. Usually refers to an electronic system that allows data input into the kitchen from the dining area by the wait staff. It is hooked into a register and provides various data reports.

Prep

Work done prior to production for service, i.e.; cleaning produce, making sauces, setting an area up with adequate supplies.

Pre-portioned

This is done in-house by the production personnel rather than buying from a vendor. It is used to maintain cost control.

Primal

Prime Costs

The 'rule of thumb' cost for labor and food combined, usually agreed to be about 65% of revenue. Food costs may go up if convenience products are used, but labor should go down and visa versa.

Promotions

The give away of product in-house or donation type, i.e.; attending a fair and giving away samples.

Rail

The holding rack (sometimes called a speed rack) for bottles of liquor/mix used by bartenders for most of the non-call or house drinks and mix drinks.

Reach-in

A cooler or freezer that product is removed from by reaching into it for the product. All should have visible temperature dials to assure safety of product.

Re-Cook

An entree that needs to be corrected due to improper preparation.

Redline

Underlining the portion of the check where drinks have been written to note that they have been prepared. Usually done with brightly colored ink or a highlighter.

Restaurateur

The name for someone who owns and runs a restaurant.

Roll

The act of taking food from the heat lamps in the kitchen to the trays to the customers.

Runner

The person or the act of carrying food or drink from preparation areas to the customers.

Rue

A mixture of flour and fat that is cooked together and used to thicken gravies. Corn starch is used to thicken sauces.

Sales/Hour

A measure for revenue per hour of work paid. Productivity for the unit/area/station.

Sales/Seat

A measure for revenue per seat available for use. Efficiency of available space for dining.

Sales/Server

A measure of productivity per employee.

Sales/Square Foot

Another measure of productivity per employee/server.

Sauce

Used to complement an item, add color, taste, etc., but not to mask the item as gravy does. Thickened with corn starch, not flour and made from juice, wine, etc. Color and spices may be added.

Scatter system

Primarily used in a cafeteria or around a salad bar. It allows customers to move to various food items without any constrictions that would form lines, etc.

Scratch-made

A product that is made from primary ingredients without the use of convenience ingredients, i.e.; a cake made from flour, seasonings, rising

agents, buffer, eggs, milk, etc., rather than-made from a cake mix by mixing the box ingredients with a liquid.

Seater/Greeter

Host or hostess or floor supervisor.

Seating

The number of places you have to seat customers. Can include standing at the bar rail, etc. It is also used to denote the actual physical seating of a customer. (a verb)

Section

An assigned area for a wait staff to work. It can include tables, bar area, etc.

Short Sequential Scheduling

A system for using part time employees to fill open time slots in various positions. Rather than scheduling one full time (40 hour) person, the work is broken down and covered with more than one part timers.

Shot

A measure used when pouring drinks, rather than free pouring (by counting to measure the amount poured). It can vary in volume: $\frac{3}{4}$ oz., 1 oz., etc.

Side jobs

Tasks assigned to wait staff, usually in conjunction with a station assignment, that are in addition to tasks associated with resetting their tables. Examples: Fill all salt/pepper containers, clean coffee urns, etc.

Simple Syrup

A solution of sugar and water used when mixing drinks. It is a sweetener that readily mixes and leaves no granules. It is also used in deserts.

SKU

Stock Keeping Unit. An inventory term for a single item of inventory. It is used with some register systems.

Spec Book

The specifications that are set for all products to be purchased. This defines quality as well as quantity.

Speed-pour

Another term for free-pouring. The nozzle inserted into the bottle may or may not have a built in measure.

Speed rail

Same as 'rail'. Usually located behind the bar so the bartender can reach down and pick up a bottle to pour from. Placement of bottles is memorized.

Standard recipe

A recipe format. It includes the ingredients, their measures and yields for the completed product. The procedure for combining, cooking, garnishing, and any other part of the cooking process is also included; as are purchasing specifications and guidelines.

Station

There are two types of stations. A station for service equipment utensils, etc. Which is called a service station and is used by the wait or bartender staff and the actually station (also called a section) being worked by the wait staff.

Station Chart

A diagram of the table settings and service area which has been broken up into service areas to which the service and wait staff has been assigned. Side jobs are also assigned by stations or sections.

Steel

The long rod used by a cook/chef to realign the edge of a knife. It does not sharpen it; it just knocks off the burr that occurs when a sharp knife is used frequently. May be constructed of material other than steel.

Take-out

Applies to a service provided to customers who want to order ahead, then come in and pick it up and take it out to eat it. Also frequently applied to fast food.

Theme

A restaurant that is constructed or menued around a specific theme, i.e.; Italian, Steak House, Gourmet, etc. Caution must be taken that the theme is not a passing fancy. Customers come for the ambiance as well as the food.

Tip Credit

A credit that the owner can take against the minimum wage paid to tipped employees. Check with each state as the amount differs from state to state.

Top Shelf

The most expensive liquor served in the establishment. Usually kept on the top shelf because it is not as frequently used and also as a merchandising tactic. There may be several shelves each of which commands a different price per shot.

Traffic Count

The number of customers (sometimes transactions) that are served during a defined period, i.e. ; lunch, hour, day, week, etc. The numbers are used for scheduling labor and production.

Tray

Used by wait staff to carry product to the customers. If merchandised, the tray is carried overhead or with an edge resting on a shoulder.

Empty plates are then cleared away back to the tray from the table. This facilitates productivity.

Tray Stand

Used by the wait staff to set their service trays on. May be left in strategic spots in the service area but is best brought out by the staff when the food is about to be served, then cleared away after service.

Turns

The number of customers served divided by the number of seats available for service. Tables turn 1.5 to 2 turns during the meal service period in a sit down family style restaurant.

Up

An alcoholic beverage served in a glass without ice.

Up-selling

The act of adding product to a check through suggestive selling, for example; deserts, wine, drinks, etc.

Utility Person

Usually a dishwasher used in a variety of positions and areas. One of the greatest areas for cross training and also to train for advancement to other areas.

Wait-List

This list of people waiting to be seated. Usually reservations are accepted, a percentage of the floor or tables are set aside for walk-in traffic.

Wait -Staff

The designation used sometimes for the servers, waiters, and waitresses. These personnel are your sales force.

Walk-in

Those customers who do not make reservations but just come in for service.

Wells

Another name for rails or speed bars.

Yield

The number of edible portions in a container or the number of portions produced when a recipe is completed or cooked (or the fat is cooked away).

Zebra

One of the exotic menu items at some exotic fare restaurants. Others include the more frequently served buffalo, rattlesnake, and pheasant.

APPENDIX “A”

FORMS/DOCUMENTATION/CONTROLS

1. Standard Recipes
2. Inventory/order/cost Book
3. Build-to Sheets
4. Guest Check register (sign-out sheet)
5. Production Sheets
6. Plate Cost Forms (Updated Frequently)
7. Menu Score Sheets
8. Schedule Sheets
9. Cash Check Out (Bank Reconciliation) Sheet
10. Pull Sheets
11. Prep Sheets
12. Vendor (Receiving) Check Sheets
13. Meat Cutting Sheets (Yield Test)
14. Cash (Petty Cash) Paid Out Slips
15. Spread Sheet (by Chart of Account Numbers)
16. Definitive Chart of Accounts
17. Requisition/Charge Sheet
18. C.S.Q. Sheet (Customer/Sanitation/Quality)for Manager Walkabout
19. Weekly Operation Report (W.O.R.)
20. Monthly Operation Report (M.O.R.)

SAMPLE