

SERVICE STANDARDS · DAILY OPERATIONS

Manager Opening & Closing Checklists

Every task, in order, nothing assumed — the structure that kills “I thought someone else did that” before service starts.

Opening Manager Checklist

- Walk the room: chairs down, tables set, candles straight and lit.
- Check floors and restrooms for cleanliness; sweep entry and surrounding area.
- Set lighting and music to service levels; confirm all fixtures/sconces on.
- Adjust window blinds evenly across the room.
- Review reservations; pre-set any large parties and note timing.
- Check and respond to any guest or vendor emails.
- Build the daily labor plan; print copies for FOH and BOH.
- Count and verify all cash drawers (bar, host, server bank).
- Confirm today's 86'd items, specials, and features with the kitchen; post them.
- Monitor staff clock-in times against the schedule.
- Confirm evening reservations and next-day lunch bookings with the host.
- Keep the kitchen updated with cover counts as guests arrive.
- Check in any deliveries/orders and verify against invoices.
- Walk the floor throughout the shift; support staff and guests proactively.

Closing Manager Checklist

- Touch base with the opening manager: recap the day, plan the evening.
- Confirm staffing levels, sections, and reservation flow for the night.
- Prepare and deliver a focused pre-shift (features, 86s, goals, guest notes).
- Confirm 86'd items and specials are posted on all boards.
- Monitor PM staff clock-in times.
- Verify lighting, music, and blinds are set for the evening.
- Manage flow during peak volume; support both FOH and BOH.
- Cut FOH staff to hit scheduled out-times; monitor side work to completion.
- Collect checkouts and cash as staff leave; verify amounts are accurate.
- Count and reconcile all cash drawers; secure the deposit.
- Walk the closing checklist with the closer: doors, lights, equipment, security.
- Log the shift: sales, issues, guest recovery, maintenance, and follow-ups.

Manager on duty: _____ Date: _____ Open ✓ _____ Close ✓ _____