

SECTION 1

COST CONTROL SYSTEMS

Accurate Inventory forms in place

Observation:

Inventory forms are developed via the Food Trak system used to track sales and develop theoretical food cost data.

Action Plan:

System appears adequate.

Accurate recipe costing is done in a timely basis

Observation:

Initial costs were developed by Rob during menu implementation, current costs are maintained by Food Trak.

Action Plan:

Kitchen management staff has little or no confidence in the Food Trak system. The system does seem under maintained and I would question the accuracy of the information generated. A thorough review of current information is necessary.

Daily waste control sheets in place

Observation:

The system and documents exist.

Action Plan:

I only observed it actually being used as a part of the daily routine at one unit. Monitoring of over production and production errors will help reduce food cost.

SECTION 2

PURCHASING & RECEIVING

Accurate purchase specifications exist for the appropriate items

Observation:

Although purchase specifications currently exist they are sometimes incomplete.

Action Plan:

Current specifications are patterned after vendor guidelines and also incorporate "branding" in many instances. Technically complete specifications should be developed for all appropriate items, including "intended usage" enabling bidding vendors to offer alternative items.

Receiving guidelines are in place, receivers are properly trained

Observation:

There are no written guidelines or protocols in place for receiving.

Action Plan:

Using newly developed purchasing specifications generate accurate guidelines for receiving. Digital photography of correct and incorrect products should be incorporated and the necessary written modules included in the overall training program.

SECTION 3

LABOR COST CONTROL

Staffing guidelines in place

Observation:

Staffing guidelines are in place, based on a % of anticipated sales, however they're not always monitored throughout the week.

Action Plan:

Create an internal recap of week to date prior to beginning of the weekend. Prepare a corporate summary and create any necessary action steps to insure compliance.

Productivity analysis or cost per patron in use

Observation:

Controllable costs are not calculated on a per guest basis.

Action Plan:

Where appropriate create cost per guest ratios for store to store comparisons and internal budget creation. This process will yield extremely accurate information and is a great budgeting tool.

On call policy exists

Observation:

There is no on call policy in use in the kitchen.

Action Plan:

Create an on call policy for key positions, especially for weekends and peak periods. The current system schedules adequate or even surplus labor and depends on phasing to reduce costs, phasing was non-existent during my visit.

SECTION 4

TRAINING & PERSONNEL

Accurate job descriptions exist

Observation:

There are no job descriptions for kitchen positions.

Action Plan:

Develop complete job descriptions for each of the kitchen stations. Job descriptions should be brief but accurate and fully communicate the expectations of the company. Good job descriptions will increase productivity and decrease staff turnover.

Accurate job specifications are in use

Observation:

Job specifications are not in use.

Action Plan:

Develop a basic needs assessment or profile of the ideal candidate for each position. Good specifications streamline the recruiting process and allow for a better new hire "fit"

SECTION 5

MANAGEMENT INFORMATION SYSTEMS

Kitchen participates in pre-shift briefing

Observation:

Kitchen staff does not participate in pre-shift briefings

Action Plan:

The pre-shift briefing sets the operational tone and creates numerous focus points for the service period. Kitchen interaction is key to team building efforts and maintenance of the food program in general.

Weekly flash reports are in use

Observation:

There is a weekly summary report but kitchen awareness is spotty

Action Plan:

Kitchen management needs to be trained more thoroughly in common analytical procedures and overall awareness needs to be increased. Parallel manual systems and variance reports are both useful tools to increase awareness and involvement.

Management uses critical path or hit list for goals and objectives

Observation:

No formal critical path tool is being used.

Action Plan:

The current "Focus Five" program is a good beginning, management needs to more clearly define action steps, timetables and desired results.

SECTION 6

SAFETY & SANITATION

Facility is audited by outside agency

Observation:

McNasty's currently contracts for quarterly sanitation inspections for food production areas.

Action Plan:

There are plans to internalize the sanitation audit process. Internalization would certainly be a functional approach however corporate staff frequently has a vested interest in conserving dollars which sometimes leads to postponement of necessary improvements. The current process is not nearly thorough enough and needs to be expanded to cover all areas of the facility, documentation and execution by an outside group lends credibility to the process. Sacramento Food & Beverage will supply a template as part of the project.

Management self audits periodically

Observation:

There are no internal audits in place.

Action Plan:

Internal auditing is a useful process in many areas. Management can self audit and measure performance against pre-determined corporate standards. Minimum audit score should also be mandated for management participation in bonus programs.

SECTION 7

CONCEPT DEVELOPMENT

Popularity index maintained and reviewed on a regular basis

Observation:

Popularity index is not used internally.

Action Plan:

The existing HIS system will produce a unit by unit popularity index, this information should be reviewed by both unit and corporate management staff frequently.

Menu matrix in use

Observation:

The menu matrix or quadrant analysis is not maintained internally.

Action Plan:

Plotting by popularity and contribution is a major tool in menu development. This function should be maintained by Dean.

Specials program in place

Observation:

Specials are offered via the "Feature" program.

Action Plan:

Specials should be designed to either take advantage of seasonal availability and pricing or as a specific tool in menu development. Many of the Features didn't appear to be designed to fit either of these categories.

Incomplete Sample