

SMART RESTAURANT

Assistant Manager Training Workbook

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Welcome to Training!

Congratulations! You have been chosen to be an assistant manager. Your responsibilities will encompass the entire restaurant operation. You will learn how to:

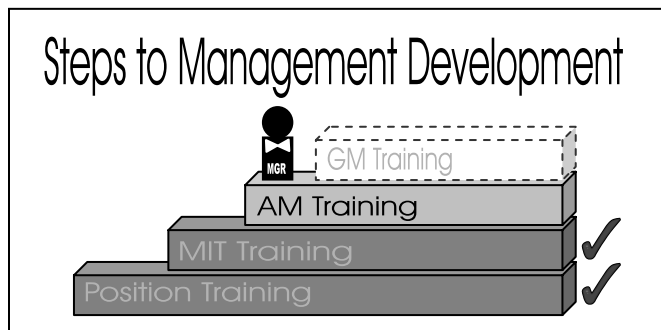
- Recruit, interview, and train employees
- Schedule employees
- Order product and supplies
- Manage food and beverage costs
- Make deposits
- Handle customer issues and emergencies
- Manage sanitation and safety practices
- Build a team and delegate tasks

In many cases, becoming an assistant manager is a stepping stone for becoming a general manager of a restaurant. An assistant manager can have different core responsibilities—you could be the kitchen manager, bar manager, or possibly the floor manager. Whichever area of the restaurant you will be in charge of one day, this training will teach you the systems to be successful.

To be a successful assistant manager, you must have many skills. You not only need to be able to effectively communicate with crew members, but you will also need to be able to build a team environment and delegate appropriate tasks to employees. You must know how to operate the restaurant as a business. As always, you must be good with customers.

Prerequisites to Assistant Manager Training

Before you can begin this training program, you must have:



- Been certified in all crew level positions
- Met the standard job requirements for the position
- Successfully completed MIT training

Assistant Manager Training

This training program is designed to teach you the next level of management skills needed to become an assistant manager of the restaurant.

As you will complete much of this training on your own, a trainer will also be assigned to provide you guidance, support, and feedback throughout your training. You will also receive hands-on training to ensure that you understand all your duties.

Training Workbook

This *Assistant Manager Training Workbook* will provide you with:

- A place to keep track of your training schedule
- Information on different aspects of your job
- Instructions for hands-on training activities
- A place to write notes and review what you have learned
- Information to prepare for reviews and certification

Training Method

During training, different methods are used in training you on the specific skills of the job. This includes information presented through readings, hands-on activities, and quizzes. In this workbook, you will find quick reference graphics to assist you in quickly identifying when different methods, resources, or tips are used for that section of training.

Below is a description of each quick reference graphic:



Read: This graphic indicates information that you will need to read within the training workbook. When this icon is paired with an exercise, it means to read the information before you perform the task.



Observe: This graphic indicates that you will be observing a procedure or reviewing information presented during training.

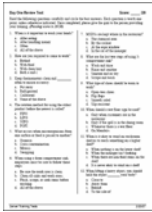


Do: This graphic indicates that you must complete an exercise or perform hands-on duties.



SMART RESTAURANT Operations Manual: This graphic indicates that there is a reading to be completed within the *SMART RESTAURANT Operations Manual*.

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Test: This graphic indicates that there is a quiz to be taken during this portion of training.



Certification Evaluation: This graphic indicates that there is a certification evaluation to be used during this portion of training.

Overview of Training

As you complete the training program, you will be working as an assistant manager under the guidance of your trainer.

Your training program is organized into modules. Each module concentrates on a different aspect of being an assistant manager.

- **Introduction:** During the introduction, you will meet with your trainer and review your training schedule.
- **Module 1: Product Management** – Continuing with your food management training from MIT training, this module will teach you about ordering procedures and how to manage food and beverage costs.
- **Module 2: People Practices** – This module will teach you people practices from interviewing, orienting, and training employees to scheduling.
- **Module 3: Sanitation, Safety & Maintenance** – This module will teach you the foodservice sanitation and safety policies, as well as maintenance schedules.
- **Module 4: Financial Management** – This module will teach you how to handle cash by following proper deposit procedures.
- **Module 5: Leadership** – This module will teach you how to encourage teamwork and build a team environment, as well as how to effectively delegate tasks to your crew.
- **AM Certification:** During certification, the trainer will evaluate your performance in each of the areas noted above.

Within each section of the module, you will:

- **READ** information provided within this training guide and/or selections from the *SMART RESTAURANT Operations Manual*.
- **TAKE QUIZZES** to determine if you understand the information that was presented in the readings.
- **RECEIVE HANDS-ON** training once you understand the information presented and practice the skills with your trainer.
- **COMPLETE SELF-PRACTICE.** After observing your trainer, you will conduct the procedures on your own under actual shift conditions.

Certification

Certification will determine if you are ready to perform the job functions of the AM on your own. The certification will be done by your trainer and manager, who will evaluate your performance on the job within the restaurant. An *Assistant Manager Evaluation Form* will be filled out throughout your training and reviewed with you. You will also be asked to complete a certification project where you will have a number of tasks to complete over the course of a week, and then present your information to the trainer.

Training Time Frame

By this time in your management training, you should have completed position training and MIT training.

The assistant manager training modules, including hands-on and self-paced activities, can take from 3–5 weeks depending on the number of hours and shifts you are working.

Before You Begin

Before beginning your training, you will first need to meet with your trainer to:

- Discuss the training format and management training manual
- Review the training schedule
- Review the job requirements of the assistant manager



Review Training Schedule

Your training will be conducted over a number of shifts at the restaurant and will feature a combination of using this guide and hands-on training within the restaurant. This outline is to be used as a guideline; your trainer will provide you with a detailed schedule for your training.

Prior to beginning your management training, you must have learned each position within the restaurant in order to completely understand the operations of the restaurant. Upon successful completion of position training for all crew level positions and the MIT position, you will begin AM training.

Training Schedule

- Review the schedule provided by your trainer. This schedule will indicate projected completion dates for module hands-on training sessions for each section.
- In the spaces provided below, record the date and time of each activity completed.

Training Activity	Date(s)/Time(s) – Completed		
Module 1	Reading	Hands-On	Self-Practice
Product Ordering Procedures			
Controlling Food and Beverage Costs			
Module 2	Reading	Hands-On	Self-Practice
Recruiting & Interviewing			
Orientation & Training			
Employee Relations			
Scheduling Employees			
Module 3	Reading	Hands-On	Self-Practice
Foodservice Sanitation & Safety			
Restaurant Maintenance Schedules			
Module 4	Reading	Hands-On	Self-Practice
Making Deposits			
Module 5	Reading	Hands-On	Self-Practice
Building a Team			

Training Activity	Date(s)/Time(s) – Completed		
Effective Delegation			
<i>Certification</i>			
AM Evaluation			

Module 1: Product Management



In this module, you will learn how to order product and supplies and control measures for food and beverage costs.

By properly ordering and controlling costs, your restaurant's operation will run more profitably and gain you respect and credibility in your management ability.

Objectives

By the end of this module, you will have learned:

- How to order products and supplies
- How to order liquor
- How to control food and beverage costs

Section 1: Ordering Procedures

In this section, you will learn the procedures for ordering products for the restaurant.

Activity 1: Reading on Ordering Procedures



Directions:

- Read the following information from the *SMART RESTAURANT Operations Manual*:
 - From “Chapter 6: Food & Beverage Management,” read **Product Ordering**.
 - From the appendix, review **Purchase Order, Order Forms – China, Glass, Merchandise and Silver**.
 - From “Chapter 6: Food & Beverage Management,” read **Liquor Order Form**.
 - From the appendix, review **Liquor Order Form**.
- In the spaces provided below, record notes from your readings.

Notes:



Module 1 Quiz

Once you have completed all of the activities in this module, it is time for the knowledge quiz.

Answer the questions below. You must receive a perfect score (100%) in order to continue on to the next module.

If you do not receive a perfect score, you will be asked to review the module and retake the quiz.

1. What are the benefits to fewer products on your shelves?
 - a. Food is less than fresh when it is served
 - b. More money in the bank to pay bills
 - c. Larger portions
 - d. More specials can feature that food item
2. When should you perform a food inventory?
 - a. Twice weekly, before putting in an order
 - b. Every time inventory turns
 - c. Weekly, before putting in an order
 - d. Weekly, after the orders have all been received and stored
3. Which bar inventory should you record in terms of the container being full, or $\frac{3}{4}$, $\frac{1}{2}$ or $\frac{1}{4}$ full?
 - a. Open bottles of liquor
 - b. Open bottles of wine
 - c. Beer kegs
4. How do you calculate product used when determining the cost of goods sold?
 - a. Beginning inventory minus ending inventory
 - b. Total available minus ending inventory
 - c. Purchases minus sales
 - d. Total available minus purchases

Evaluation



Your trainer will now fill out the section of the evaluation form pertaining to this module. The trainer will evaluate your performance in each area presented in this module.

Your trainer will then review the evaluation with you. Take time to ask questions and review any areas that need improvement.

Certification Sign-Off Page

Your manager will use this certification sign-off page to track the dates and results of your training. Once completed, this sign-off page will remain in your employee file.

Assistant Manager Training Certification

Module 1:

Section 1: Date _____

Section 2: Date _____

Module 1: Quiz 100%

Module 2:

Section 1: Date _____

Section 2: Date _____

Section 3: Date _____

Module 2: Quiz 100%

Module 3:

Section 1: Date _____

Section 2: Date _____

Module 3: Quiz 100%

Module 4:

Section 1: Date _____

Module 4: Quiz 100%

Module 5:

Section 1: Date _____

Section 2: Date _____

Module 5: Quiz 100%

AM Certification Project

Project: Date _____

To my knowledge, the employee has completed all activities in the modules satisfactorily. All module quizzes for this training has resulted in perfect scores and the certification project was successfully completed.

Training Manager Signature: _____

General Manager Signature: _____

Date: _____

Do not sign this page until the employee has completed all activities, passed all quizzes, and been evaluated to your satisfaction.