

MANAGER TRAINING CONTROL PACK

Weekly, monthly, department, gap, readiness, metric, and manager-accountability controls

PURPOSE

Use this packet to keep the training system active without requiring every form every week. Choose the control that matches the current training risk.

INCLUDED

- ☐ Minimum Viable Management Rhythm
- ☐ Weekly Training Review
- ☐ Monthly Training Review
- ☐ Monthly Training Metrics & Action Plan
- ☐ Department Training Scorecard
- ☐ Training Gaps Review
- ☐ Team Readiness Review
- ☐ Manager Accountability Checklist
- ☐ Part 9 Manager Review

CONTROL NOTE

Use only the pages that solve a real training need. Protect confidential personnel information, follow company policy and applicable law, and verify readiness from observed performance. Blank forms are for authorized internal use at one restaurant location.

PART 9 - MANAGER TRAINING ACCOUNTABILITY

Training accountability should control real risk, not create paperwork for its own sake. Use the lightest review rhythm that still gives management a truthful picture of readiness and open follow-up.

MINIMUM VIABLE RHYTHM

- Active training week:** Complete a weekly review when there is an active trainee, overdue follow-up, trainer concern, certification decision, or repeated training gap.
- Monthly system check:** Review training completion, certification coverage, overdue follow-up, repeated issues, trainer calibration, and SOPs that need correction.
- No active trainees:** Do not manufacture weekly paperwork. Verify the system is ready before the next hire and close any open actions.
- Small restaurant:** One manager may combine weekly and department reviews into a single control page.
- Larger restaurant:** Department leads may review their areas, but one GM/owner-level review should reconcile unresolved risks and conflicting standards.

DO NOT COMPLETE EVERY PART 9 FORM EVERY WEEK

Weekly Review = active people and due actions. Monthly Review = trends and system health. Department Scorecard = one department that needs a deeper look. Training Gaps Review = a specific recurring gap. Team Readiness Review = upcoming shift/event readiness. Manager Accountability Checklist = periodic manager-system verification.

MANAGER ACCOUNTABILITY RULES

- ☐ Confirm employees are not scheduled independently before verified readiness.
- ☐ Confirm trainers use the current standard and sign off honestly.
- ☐ Review open actions until they are closed or reassigned.
- ☐ Treat repeated mistakes as evidence to diagnose - not automatic proof of an attitude problem.
- ☐ Update training or SOPs when the restaurant changes the menu, equipment, process, or role.
- ☐ Escalate serious safety, harassment, discrimination, injury, allergy, cash, or conduct concerns immediately according to policy.

WEEKLY TRAINING REVIEW

Week Of:

Manager Name:

Restaurant / Location:

Purpose:

Use this page once per week to review current training progress, incomplete training, employees needing follow-up, and any standards that were missed during the week.

A weekly training review helps managers catch problems early.

This page should be completed by the general manager, assistant manager, department manager, shift leader, or training lead.

CURRENT TRAINING REVIEW

Employees currently in training:

Positions currently being trained:

- ☐ Server
- ☐ Host
- ☐ Bartender
- ☐ Cook
- ☐ Prep cook
- ☐ Dishwasher
- ☐ Manager
- ☐ Other: _____

TRAINING PROGRESS CHECK

Training trackers reviewed this week?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Sign-off pages reviewed this week?

- ☐ Yes
☐ No
☐ Some

Notes:

Any employees behind in training?

- ☐ Yes
☐ No

If yes, list employee names and reason:

Any employees ready for station or position certification?

- ☐ Yes
☐ No

If yes, list names:

INCOMPLETE TRAINING ITEMS

List any training items that still need to be completed.

Employee Name: _____

Training Item Needed: _____

Person Responsible: _____

Deadline: _____

Employee Name: _____

Training Item Needed: _____

Person Responsible: _____

Deadline: _____

Employee Name: _____

Training Item Needed: _____

Person Responsible: _____

Deadline: _____

WEEKLY TRAINING ISSUES

Did any repeated mistakes happen this week?

- ☐ Yes
☐ No

If yes, describe:

Could the issue be connected to a training gap?

- ☐ Yes
☐ No
☐ Not sure

Follow-up needed:

- ☐ Coaching
- ☐ Retraining
- ☐ SOP review
- ☐ Checklist review
- ☐ Trainer follow-up
- ☐ Manager observation
- ☐ Other: _____

TRAINER REVIEW

Were trainers used this week?

☐ Yes

☐ No

If yes, were trainers following the correct standards?

☐ Yes

☐ No

☐ Needs review

Trainer notes:

MANAGER ACTIONS FOR NEXT WEEK**Action 1:**

Person Responsible: _____

Deadline: _____

Action 2:

Person Responsible: _____

Deadline: _____

Action 3:

Person Responsible: _____

Deadline: _____

Manager Signature: _____ Date: _____

MONTHLY TRAINING REVIEW

Month:

Manager Name:

Restaurant / Location:

Purpose:

Use this page once per month to review the restaurant's overall training system.

The weekly training review catches short-term issues.

The monthly training review helps managers see bigger patterns.

A monthly review should answer:

1. Are new employees being trained on time?
2. Are employees being certified correctly?
3. Are managers following up?
4. Are trainers doing their job?
5. Are SOPs being used?
6. Are repeated mistakes connected to training gaps?
7. Which department needs the most attention?

MONTHLY TRAINING SUMMARY

Number of new employees hired this month:

Number of employees currently in training:

Number of employees who completed training this month:

Number of employees certified this month:

Number of employees needing retraining this month:

TRAINING DOCUMENTATION CHECK

- ☐ New hire onboarding forms completed
- ☐ Position training trackers completed
- ☐ Task mastery sheets completed
- ☐ SOP templates used when needed
- ☐ Training sign-off pages completed
- ☐ Station certification pages completed
- ☐ Position certification pages completed
- ☐ Coaching logs completed when needed
- ☐ Retraining logs completed when needed
- ☐ 30/60/90 day reviews completed when due

DOCUMENTATION GAPS

What training paperwork is missing or incomplete?

DEPARTMENT REVIEW

Front of House training status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Notes:

Back of House training status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Notes:

Bar training status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap
- ☐ Not applicable

Notes:

Dish training status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Notes:

Management training status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Notes:

REPEATED TRAINING ISSUES THIS MONTH**Issue 1:**

Possible cause:

Action needed:

Issue 2:

Possible cause:

Action needed:

Issue 3:

Possible cause:

Action needed:

MONTHLY TRAINING PRIORITIES

Top training priority for next month:

Second priority:

Third priority:

MONTHLY TRAINING METRICS & ACTION PLAN

Use these measures to see movement and risk. They are diagnostic controls, not universal quotas. Set restaurant-specific targets only after management understands its staffing model, training cycle, and operating needs.

CURRENT COUNTS

Active employees: _____

Employees fully trained for primary role: _____

Employees certified for primary station/role: _____

Employees currently in training: _____

Employees in retraining: _____

Open follow-up actions: _____

Overdue follow-up actions: _____

Repeated issues requiring manager review: _____

SIMPLE CONTROL MEASURES

Training Completion % = Fully trained employees ÷ Active employees × 100

Certification Coverage % = Certified employees ÷ Active employees × 100

Overdue Follow-Up % = Overdue follow-ups ÷ Open follow-ups × 100

If there are no open follow-ups, record 0% rather than dividing by zero.

Training Completion %: _____

Certification Coverage %: _____

Overdue Follow-Up %: _____

TRUTH - COST - SYSTEM REVIEW

TRUTH - What does the evidence show is actually weak or incomplete? _____

COST - What is it costing in time, labor, mistakes, waste, service, safety, turnover, or guest trust? _____

SYSTEM - What repeatable correction will be installed or strengthened? _____

TOP THREE ACTIONS

Action 1: _____

Owner: _____

Due date / verification: _____

Action 2: _____

Owner: _____

Due date / verification: _____

Action 3: _____

Owner: _____

Due date / verification: _____

Manager Signature: _____ Date: _____

DEPARTMENT TRAINING SCORECARD

Month / Week Reviewed:

Manager Name:

Restaurant / Location:

Department Reviewed:

- ☐ Front of House
- ☐ Back of House
- ☐ Bar
- ☐ Dish
- ☐ Management
- ☐ Whole Restaurant
- ☐ Other: _____

Purpose:

Use this scorecard to review how well one department is being trained, supported, certified, and followed up on.

A department may look busy and still have weak training.

A department may be fully staffed but still have employees who are unclear on standards.

This scorecard helps managers look beyond the schedule and check the actual strength of the department.

DEPARTMENT TRAINING STATUS

Number of employees in this department:

Number of employees fully trained:

Number of employees still in training:

Number of employees certified for primary station:

Number of employees needing retraining:

Number of employees needing follow-up review:**TRAINING DOCUMENTATION SCORE**

Rate each item.

Position training trackers:

- ☐ Complete
- ☐ Mostly complete
- ☐ Incomplete
- ☐ Not used

Task mastery sheets:

- ☐ Complete
- ☐ Mostly complete
- ☐ Incomplete
- ☐ Not used

Station certifications:

- ☐ Complete
- ☐ Mostly complete
- ☐ Incomplete
- ☐ Not used

Position certifications:

- ☐ Complete
- ☐ Mostly complete
- ☐ Incomplete
- ☐ Not used

SOPs available for department:

- ☐ Complete
- ☐ Mostly complete
- ☐ Incomplete
- ☐ Not available

Coaching or retraining logs used when needed:

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Not applicable

DEPARTMENT PERFORMANCE CHECK**Overall department training strength:**

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Department consistency:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Team communication:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Safety and sanitation performance:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

Guest service or food quality:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap
- ☐ Not applicable

Opening and closing performance:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs attention
- ☐ Serious gap

COMMON TRAINING GAPS IN THIS DEPARTMENT

- ☐ New employees are not being trained fast enough.
- ☐ Trainers are inconsistent.
- ☐ Sign-offs are missing.
- ☐ Employees know tasks but not standards.
- ☐ Employees need too many reminders.
- ☐ Opening duties are inconsistent.
- ☐ Closing duties are inconsistent.
- ☐ Cleaning standards are inconsistent.
- ☐ Safety or sanitation standards are missed.
- ☐ SOPs are missing or outdated.
- ☐ Managers are not following up.
- ☐ Other: _____

TOP THREE DEPARTMENT TRAINING NEEDS

DEPARTMENT ACTION PLAN**Action 1:**

Person Responsible: _____**Deadline:** _____**Action 2:**

Person Responsible: _____**Deadline:** _____**Action 3:**

Person Responsible: _____**Deadline:** _____

Manager Signature: _____ Date: _____

TRAINING GAPS REVIEW

Date:

Manager Name:

Restaurant / Location:

Purpose:

Use this page to identify where training is weak, missing, unclear, outdated, or not being followed.

A training gap is the space between what the restaurant expects and what employees are actually able to do consistently.

Training gaps often show up as repeated mistakes.

Managers should not assume every mistake is an attitude problem.

Sometimes employees fail because the standard was never explained clearly, never demonstrated, never practiced, never documented, or never followed up on.

This review helps managers find the real cause.

TRAINING GAP IDENTIFICATION

Where is the gap showing up?

- ☐ Front of House
- ☐ Back of House
- ☐ Bar
- ☐ Dish
- ☐ Management
- ☐ Opening duties
- ☐ Closing duties
- ☐ Cleaning duties
- ☐ Safety and sanitation
- ☐ Guest service
- ☐ Food prep
- ☐ Food quality
- ☐ POS / cash handling
- ☐ Communication
- ☐ Other: _____

What problem is being noticed?

How often is this happening?

- ☐ Once
- ☐ Occasionally
- ☐ Weekly
- ☐ Daily
- ☐ Multiple times per shift
- ☐ Not sure

Who is affected?

- ☐ One employee
- ☐ Several employees
- ☐ Whole department
- ☐ Guests
- ☐ Managers
- ☐ Kitchen

☐ Service team

☐ Other: _____

POSSIBLE CAUSE OF THE GAP

- ☐ Employee was never trained.
- ☐ Employee was trained but not observed.
- ☐ Employee was signed off too early.
- ☐ SOP is missing.
- ☐ SOP is unclear.
- ☐ Checklist is missing.
- ☐ Checklist is not being used.
- ☐ Trainer taught the wrong standard.
- ☐ Managers are correcting inconsistently.
- ☐ Standard changed but employees were not retrained.
- ☐ Equipment, menu, or process changed.
- ☐ Employee needs more practice.
- ☐ Employee is choosing not to follow the standard.
- ☐ Other: _____

EVIDENCE OF THE GAP

What proof shows this training gap exists?

- ☐ Guest complaints
- ☐ Food mistakes
- ☐ Waste
- ☐ Remakes
- ☐ Missed side work
- ☐ Poor cleaning
- ☐ Opening not ready
- ☐ Closing incomplete
- ☐ Safety issue
- ☐ Sanitation issue
- ☐ Cash/POS mistake
- ☐ Manager observation
- ☐ Employee questions
- ☐ Repeated coaching
- ☐ Other: _____

Notes:

CORRECTION PLAN

What training needs to happen?

Who needs to be trained or retrained?

What tool should be used?

- ☐ SOP
- ☐ Checklist
- ☐ Task mastery sheet
- ☐ Position tracker
- ☐ Station certification
- ☐ Trainer demonstration
- ☐ Manager observation
- ☐ Coaching log

☐ Retraining log

☐ Other: _____

Person responsible: _____

Training deadline:

Follow-up date: _____

FOLLOW-UP RESULT

☐ Gap resolved

☐ Improved

☐ Still needs work

☐ No improvement

☐ Additional action needed

Manager notes:

Manager Signature: _____ Date: _____

TEAM READINESS REVIEW

Date:

Manager Name:

Restaurant / Location:

Shift / Department Reviewed:

Purpose:

Use this page to review whether the team is ready to handle normal restaurant conditions.

A team can be scheduled and still not be ready.

Readiness means the right people are trained, the right stations are covered, the standards are understood, and managers know where support is needed.

This page can be used before a busy weekend, holiday, private event, seasonal rush, staffing change, menu rollout, or after several new hires have been added.

TEAM READINESS CHECK

Is the team ready for the expected business level?

- ☐ Yes
- ☐ No
- ☐ Somewhat

Expected business level:

- ☐ Slow
- ☐ Normal
- ☐ Busy
- ☐ Very busy
- ☐ Holiday / event
- ☐ Short-staffed shift
- ☐ New menu rollout
- ☐ Other: _____

CURRENT STAFFING REVIEW

Positions covered:

- ☐ Servers
- ☐ Hosts
- ☐ Bartenders
- ☐ Cooks
- ☐ Prep cooks
- ☐ Dishwashers
- ☐ Expo
- ☐ To-go
- ☐ Managers
- ☐ Other: _____

Positions or stations needing support:

TRAINING READINESS

Are all scheduled employees trained for their assigned stations?

- ☐ Yes
☐ No
☐ Some

Employees scheduled outside their strongest station:

Employees needing extra manager support:

Employees who should not work independently yet:

SHIFT RISK AREAS

Possible risk areas for this shift or period:

- ☐ New employee on schedule
☐ Undertrained employee on station
☐ Short staffing
☐ New menu item
☐ Large party
☐ Catering or event
☐ Equipment issue
☐ Weak closing team
☐ Weak opening team
☐ Weak dish coverage
☐ Weak kitchen coverage
☐ Weak service coverage
☐ Manager coverage concern
☐ Other: _____

MANAGER SUPPORT PLAN

Who will support new or weaker employees?

Who will monitor service standards?

Who will monitor kitchen quality?

Who will monitor cleaning and sanitation?

Who will monitor opening or closing completion?

Who will make decisions if the shift gets overwhelmed?

PRE-SHIFT TRAINING REMINDERS

Standards to remind the team about before the shift:

AFTER-SHIFT READINESS NOTES

What went well?

What training gaps showed up?

What needs follow-up before the next shift?

Manager Signature: _____ Date: _____

MANAGER ACCOUNTABILITY CHECKLIST

Date:

Manager Name:

Restaurant / Location:

Review Period:

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Training cycle
- ☐ Other: _____

Purpose:

Use this checklist to hold managers accountable for keeping the training system active.

A training system only works when managers use it consistently.

If managers stop checking training, employees stop seeing it as important.

If managers stop reviewing sign-offs, trainers may rush.

If managers stop following up, repeated problems become normal.

This checklist helps managers confirm that training is being reviewed, documented, corrected, and improved.

MANAGER TRAINING RESPONSIBILITIES

- ☐ Review new hire training progress.
- ☐ Review employees currently in training.
- ☐ Check incomplete training trackers.
- ☐ Check missing sign-off pages.
- ☐ Confirm trainers are using the correct standards.
- ☐ Confirm employees are not being certified too early.
- ☐ Review coaching logs when standards are missed.
- ☐ Review retraining logs when employees need additional support.
- ☐ Review repeated issues for training gaps.
- ☐ Review SOPs that may be missing, unclear, or outdated.
- ☐ Schedule follow-up for employees needing more training.
- ☐ Communicate training priorities to other managers.
- ☐ Make sure training is part of the weekly management routine.

TRAINING DOCUMENTATION CHECK

New hire onboarding forms current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Position training trackers current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Task mastery sheets current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Training sign-off pages current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Station certifications current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Position certifications current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

Coaching and retraining logs current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

30/60/90 reviews current?

- ☐ Yes
- ☐ No
- ☐ Some

Notes:

TRAINER ACCOUNTABILITY CHECK

Are trainers signing off accurately?

- ☐ Yes
- ☐ No
- ☐ Needs review

Trainer concerns:

Are trainers teaching the same standard?

- ☐ Yes
☐ No
☐ Needs review

Notes:

Do any trainers need coaching or retraining?

- ☐ Yes
☐ No

If yes, explain:

CURRENT TRAINING RISKS

Current training risks:

- ☐ New employees not progressing fast enough.
☐ Employees working before being ready.
☐ Trainers signing off too quickly.
☐ Managers not following up.
☐ SOPs not being used.
☐ Missing documentation.
☐ Repeated mistakes not being retrained.
☐ Employees unclear on standards.
☐ Departments using different standards.
☐ Reviews not completed on time.
☐ Other: _____

Most important training risk right now:

MANAGER ACTIONS REQUIRED

Action 1:

Person Responsible: _____

Deadline: _____

Action 2:

Person Responsible: _____

Deadline: _____

Action 3:

Person Responsible: _____

Deadline: _____

MANAGER ACCOUNTABILITY ACKNOWLEDGMENT

I understand that training accountability is part of management responsibility.

I understand that incomplete training, missing documentation, rushed sign-offs, and lack of follow-up can damage consistency, service, food quality, safety, and employee performance.

Manager Signature: _____ Date: _____

General Manager / Owner Review if Applicable:

Signature: _____ Date: _____

PART 9 COMPLETION REVIEW

Date:

Manager Name:

Restaurant / Location:

Purpose:

Use this page to review whether managers are actually using the training system consistently.

The goal is not just to have training documents.

The goal is to build a restaurant where training is reviewed, followed up, corrected, and improved.

PART 9 MANAGER REVIEW

1. Are weekly training reviews being completed?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

2. Are monthly training reviews being completed?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

3. Are department training gaps being reviewed?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

4. Are managers checking whether employees are ready before scheduling them independently?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

5. Are trainers being held accountable for accurate sign-offs?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

6. Are repeated issues being reviewed as possible training gaps?

- ☐ Yes
☐ No
☐ Sometimes

Notes:

7. Are SOPs being reviewed and updated when needed?

- ☐ Yes
☐ No
☐ Sometimes

Notes:

8. Are managers documenting follow-up after training issues?

- ☐ Yes
☐ No
☐ Sometimes

Notes:

BIGGEST MANAGER ACCOUNTABILITY GAP RIGHT NOW

FIRST ACTION TO IMPROVE MANAGER TRAINING ACCOUNTABILITY

Person Responsible: _____

Deadline: _____

Manager Signature: _____ Date: _____