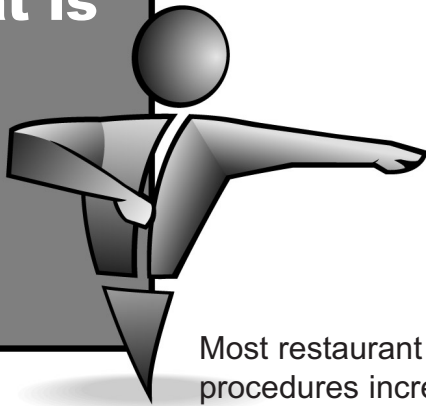


What is in it for you



As the Shift Leader, you have primary responsibility for an important restaurant asset — cash.

Most restaurant transactions are cash. Poor cash control procedures increase the chances of loss of funds. To properly supervise cash management, you must manage 3 critical cash control points during your shift:

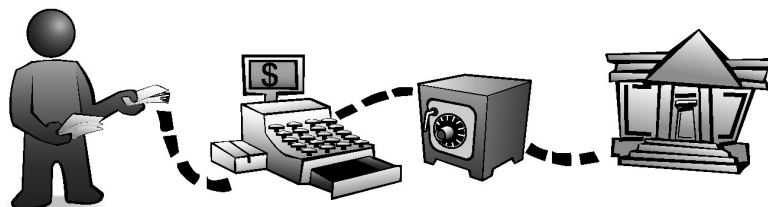
- Tills.
- Safe.
- Shift deposits.

Effective cash control helps:

- Prevent mistakes that cause customer dissatisfaction.
- Create a safe restaurant environment.
- Balance cash drawer totals and sales records, resulting in less team stress.
- Reduce costs through accurate cash handling.
- Help ensure honesty through strong cash controls.

How We Work Together

You cast a leadership shadow of **Accountability**, one of our How We Work Together Principles, by following and enforcing all cash management standards and procedures.



Module Trainer _____

Module Planning Meeting

Agenda

- Discuss:
 - Module purpose.
 - Activities.
 - Trainee and Module Trainer expectations.
 - How communication will occur.
- Agree on Training Schedule.
- Obtain materials.



Notes

Module purpose:

To identify the responsibilities of the Shift Leader to enforce all cash management standards and procedures.


Module preparation:

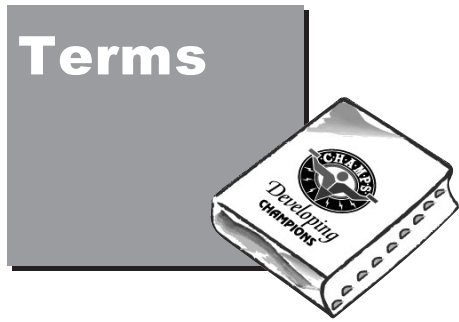
- *Review module objectives and activities.*
- *Get copies of tools and resources listed on the Contents page.*
- *Find answers to questions specific to your restaurant policies and guidelines.*
- *Identify Champs Standard Library pages that trainee needs to read.*
- *Develop Training Schedule for completing this module. (Some activities can be grouped together.)*

During this meeting with the trainee, you will:

- *Review learning objectives listed on the Contents page and discuss all terms.*
- *Relate a personal experience related to the importance of following standards.*
- *Set expectations for trainee's training.*
- *Go over each activity. Point out activities that need special scheduling or support from others.*
- *Explain how to get materials needed to complete activities.*
- *Tell the trainee to answer every question with a complete answer.*
- *Provide the module Training Schedule. Explain reasons for the Training Schedule. Emphasise that the trainee sets the pace. Adjust the Training Schedule if needed.*
- *Explain that some activities are self-directed by the trainee. Others are completed with the Module Trainer coaching or observing.*
- *Tell the trainee that you will review the answers to each activity.*
- *Tell the trainee how to contact you.*
- *Ask for commitment from the trainee to complete the modules, and end with a statement of support.*

Contents

Learn to . . .	By doing activity . . .	Starting on page . . .		And using . . .
Follow Cash Handling Standards and Procedures	9-1	8	20 min.	<ul style="list-style-type: none"> • Register Standards and Procedures • Forms to Document Cash Pulls/ Cash Outs
	9-2	9	45 min.	
	9-3	12	30 min.	
Complete Non-Cash Transactions	9-4	14	20 min.	<ul style="list-style-type: none"> • Recognition Stickers
	9-5	18	45 min.	
	9-6	19	1 hr.	
Reconcile Funds at End of Shift	9-7	21	30 min.	<ul style="list-style-type: none"> • Register/Cash Drawer to Reconcile
	9-8	22	45 min.	
Understanding Reports	9-9	26	45 min.	
	9-10	27	1 hr.	
	9-11	30	1 hr.	
Control Safe	9-12	33	30 min.	<ul style="list-style-type: none"> • Procedures for Opening the Safe
Solve Cash System Problems	9-13	35	30 min.	<ul style="list-style-type: none"> • System Documentation • Crash Kit (Manual Operations Toolkit)
	9-14	36	30 min.	
	9-15	38	45 min.	
Show your knowledge . . .	By doing the . . .			
	Systems Quiz	38	15 min.	
	Audit Exam	43	30 min.	
	Knowledge Quiz	49	15 min.	
	Short Answer	50	15 min.	
	Follow Up Assessment	52	5 hr.	
		Total Time	For . . .	
		16hr. 10min.	Trainee	
		10hr. 15min.	Module Trainer	



Review the module terms and definitions that follow.

If the term used in your restaurant is different, **write** it in the box provided.

**Cashier Report/
Server Report**

Report showing amount of funds received during the shift by each cashier. Form is signed by both the Shift Leader or Manager and Team Member to confirm monies received from customers is correct.

Till

Drawer that holds money from customer purchases

Cash Funds/Monies

All payment methods, including paper money and coins, cheques, debit and credit card receipts and Whitbread (and discounts and coupons which reduces the amount a customer has to pay).

Cash Pulls

Removal of excess cash from tills/bumbags. Manager on Duty then completes a shift deposit. Documentation of cash pulls is important for Team Member security, accountability, and reconciliation of funds.

Reconciling Funds

The counting of cash received to verify that the amount present matches the amount that should be on hand, according to sales analysis report. Team Members must reconcile their tills/server bank at the end of their shift or when reassigned.

Crash Kit

Box of items, such as calculators, PENS, PAPER, ETC.
(Also called Manual Operations Toolkit)

Float

The change available for the till.

Transaction

Customer payment in exchange for product.

Shift Deposit Book

Records shift deposits made including breakdown of monies and cheques.

Daily Cash Control Book (DCCB)

Log for recording floats, shift deposits and bankings. Documents total monies received for each day and a running total for each week.



Follow Cash Handling Standards and Procedures

Effective cash management begins with an understanding of the cash used in the restaurant.

The term cash funds refers to all of the ways customers pay for their orders:

- Paper money or coin.
- Cheques.
- Debit/Credit card receipts.
- Coupons or discounts. (Note: these are not tender types but reduces the amount the customer has to pay).
- Vouchers.



Cash should be deposited on a regular basis throughout the shift. Cashiers must have enough cash at the tills to give customers change.

Controlling Cash at the Tills

The Shift Leader is accountable for controlling cash for the shift. This includes ensuring that every Team Member properly performs tasks such as:

- Receiving cash from customers and making correct change.
- Securing cash.
- Reconciling funds at the end of the shift and accounting for all cash in the till.
- Removing excess cash from the tills/bumbags.
- Ensuring all payments taken from customers are recorded in the system.



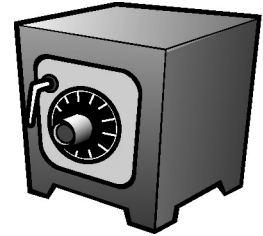
Cash Pulls

As Shift Leader, you need to make sure that your team handles cash properly at the tills/bumbags. This includes performing cash pulls.

A cash pull is when a Manager takes excess cash from the till/bumbags.

Each cash pull must be documented carefully to ensure:


- Team Member security.
- Accountability.
- Accurate settling of funds.
- Each cash pull must be processed as a shift deposit.



Activity

9-1

Review Audit & Cash Management Standards



Review Champs Standard Library about:
Audit & Cash Management

- Daily Cash Control

Page(s) _____



Complete the following chart.

Question	Notes
What cash control procedures should be followed when counting funds?	<ul style="list-style-type: none"> • <i>The person who worked the till and the Shift Leader should count the funds together</i> • <i>Both sign the Server Bank/Cashier Report to verify the amount</i>
What are the advantages to the Cashier (or Driver, if delivery) of limiting the amount of money on hand?	<ul style="list-style-type: none"> • <i>Reduces the chance of robbery and loss of funds</i> • <i>Enhances personal safety for Cashier</i>

Activity

9-2

Observe Assigning a Till and Conducting Cash Pulls



Observe your Module Trainer assigning a till and doing cash pulls during a peak period.



Complete the following chart.

Question	Notes
<p>What procedures and documentation are completed before assigning a cash drawer to a person?</p>	<ul style="list-style-type: none"> • <i>Shift Leader and Team Member count and agree to the cash float in the drawer</i> • <i>Team Member signs a float verification sheet</i> • <i>Shift Leader opens register for operation</i> • <i>Team Member enters ID</i> • <i>Shift Leader does not use Team Member drawer</i> • <i>Team Member does not cross over to use a drawer assigned to another Team Member</i> • <i>Complete the DCCB float section</i>
<p>How much cash should be in the cash drawers at the beginning and at the end of the shift?</p>	<p><i>Cash should be reduced to minimum levels. Levels vary by location.</i></p>

Question	Notes
Why is it important to have consistent cash control procedures in place?	<ul style="list-style-type: none"> • <i>Each person is responsible for reconciling cash funds and accounting for cash overages and shortages</i> • <i>Everyone understands the expectations</i> • <i>Procedures exist to keep Team Members and assets safe</i>
What documentation is completed when conducting a cash off of a Team Member?	<p><i>Answers may include:</i></p> <ul style="list-style-type: none"> • <i>Server Bank Report</i> • <i>Bank deposit log</i>
How are cash shortages and surpluses handled?	<ul style="list-style-type: none"> • <i>Deposit over/under</i> • <i>Investigate variance</i> • <i>Document incident</i> • <i>These must be investigated - review cash repaid by Team Members for previous shorts, wage subs paid not recorded, any unauthorised paid outs (which are not company standard)</i> • <i>The Area manager and cashiers should be informed of large shortages/overages by the Manager on duty - ie. a whole deposit missing or amount above the level as per current Champs Standard Library (currently £20.00)</i> • <i>Follow the current cash recovery process, if appropriate</i> • <i>The cash short/over must be logged in the DCCB and tracked by Team Member to see if it's regularly the same Team Member</i>

Question	Notes
How is a shift deposit conducted?	<ul style="list-style-type: none"> • <i>Both the Shift Leader and Team Member</i> <ul style="list-style-type: none"> – <i>Count the cash pull amount</i> – <i>Sign a cash pull receipt</i> • <i>Shift deposits book completed and deposit in main safe</i> • <i>The Shift Leader should complete the date, bag number, time deposit on the deposit slip and place inside shift bag and seal and sign the bag</i> • <i>DCCB to be completed and signed by the Shift Leader - with amount and time of deposit and bag number</i> • <i>The Shift Leader should ensure the bag is 'properly dropped' into the safe</i>
When do you complete a shift deposit?	<i>Minimum 3 per day: One after dayshift, one after main service (approx. 9pm), one deposit at close</i>
How are cash pulls included in the final register reconciliation?	<p><i>Counted as part of the deposit for each register</i></p> <p><i>Micros: They are already included on system as finalised cash</i></p>
Who conducts a shift deposit and when?	<p><i>Answers may include:</i></p> <ul style="list-style-type: none"> • <i>Shift Leader conducts cash pulls</i> • <i>Minimum of three per day. One after the day peak, one mid evening and one at the end of the night</i> • <i>Sometimes the system automatically informs the Cashier when to do a cash pull and for how much money</i>
How do you perform cash pulls if the system goes down?	<ul style="list-style-type: none"> • <i>Take out money from cash drawer</i> • <i>Use calculators</i> • <i>Get forms to document cash pull</i> • <i>Leave signed slips of paper in the register stating what you took</i>
How much money is a cashier/server allowed to carry in their bumbag?	<i>£400 cash</i>

Activity

9-3

Assign a Register and Conduct a Cash Pull



Review the answers to Activities 9-1 and 9-2.

Assign Team Members to tills. (Complete this activity only if Team Members are assigned to tills at your restaurant.) Your Module Trainer will observe.

Conduct cash pulls throughout a peak period and **document** them.



Discuss the following:

Question	Notes
Challenges you have when assigning tills or conducting cash pulls and shift deposits	
Feedback on your areas of opportunity	



Complete Non-Cash Transactions

Performing cash handling procedures to standards contributes to:

- Security.
- Accuracy of transactions.

Completing non-cash transactions to standards may involve meeting extra requirements.



The cash control point that has the greatest impact on customers is the till. By following effective cash handling procedures, Team Members and Managers can:


- Avoid conflicts and errors that may result in customer dissatisfaction.
- Help prevent errors and losses that may impact costs.
- Reconcile funds more easily at the end of the shift.

To benefit from cash handling requirements, teach, reinforce, and follow those requirements at all times.

Activity

9-4

Review Non-Cash Transactions



Review Champs Standard Library about:

- Audit & Cash Management
 - Daily Cash Control

Page(s) _____



Complete the following chart for each payment method used in your restaurant.

Type of Transaction	What do you do?
Credit and Debit cards	<ul style="list-style-type: none"> • <i>Total the bill (as usual)</i> • <i>Check that the card is accepted and the amount is approved</i> • <i>Process the payment using the chip and pin terminal</i> • <i>Verify the amount</i> • <i>Have the customer enter their details</i> • <i>Give a copy of the receipt to the customer</i> • <i>Restaurant copy should have Team Member initials and guest check number</i> • <i>In HSR the restaurant copy should have customer details and the Team Member/Manager initials</i> • <i>Cards must be with an expiry date and must be a card type currently accepted</i> • <i>Customers enter pin number for all pin enabled transactions or customer signs if a non pin card</i> • <i>A Team Member may be asked for a manual authorisation - follow instructions on terminal</i> • <i>If delivery store and customer not present - Team Member may have to ask customers for more details such as postcode, three digit code on back of card, etc.</i>

Type of Transaction	What do you do?
Personal cheques	<ul style="list-style-type: none"> • <i>Verify customer identification</i> • <i>Verify information on cheque is complete</i> • <i>Verify that amount is for amount of purchase</i> • <i>Ensure cheque is signed at time of purchase</i> • <i>It is not recommended to accept business cheques</i> • <i>Always check the guarantee card and write the card number on the back of the cheque with the guarantee limit. The card sort code must match the cheques.</i> <i>NOTE: Electron cards are not cheque guarantee cards</i> • <i>For Delivery please ensure that cheques are not taken from addresses that are 'black listed' i.e. where cheques have bounced more than once</i> • <i>Verify signature against other identification</i> • <i>Record correct information on back of cheque</i>
Traveller's cheques	<ul style="list-style-type: none"> • <i>Only accept when:</i> <ul style="list-style-type: none"> – <i>The person presenting the check shows identification (e.g., passport) and the names match</i> – <i>The countersignature on the check matches the pre-signed signature</i> • <i>Write the identification/passport number on the back of the check</i>
Coupons	<ul style="list-style-type: none"> • <i>Redeem only for amount on coupon</i> • <i>Attach to ticket</i> • <i>Keep in designated place</i> • <i>Reconcile at end of shift</i> • <i>This is not a payment type, a coupon reduces the amount the customer pays</i>
Vouchers	<ul style="list-style-type: none"> • <i>Treat vouchers/certificates as cash</i> • <i>Do not give change if the value of the voucher/certificate exceeds the purchase total</i> • <i>The only vouchers that the company can claim back are Whitbread vouchers - all other vouchers we accept are treated as discounts</i> • <i>The date and hut number should be written on the vouchers and the guest check attached</i>

Type of Transaction	What do you do?
	<ul style="list-style-type: none"> • <i>Store in the safe</i> • <i>Do not exchange for cash</i> • <i>Account for vouchers/certificates when settling drawers</i> • <i>Do not accept after expiration date</i> • <i>Only accept vouchers with holograms and that are complete (i.e. not missing stubs)</i>
Refunds	<ul style="list-style-type: none"> • <i>Remember that satisfying the customer is the first priority, but a refund is the last resort</i> • <i>Inform RGM</i> • <i>Document transaction</i> • <i>Obtain correct signature</i> • <i>Can only be given the same day payment was received</i> • <i>Refunds from previous days need to go through customer care</i> • <i>If a customer is unhappy prior to payment the Hospitality/Open discount should be used</i> • <i>A customer refund form needs to be completed and sent to the RSC (equity only)</i>
"No-show" (customer who does not show to pick up an order)	<ul style="list-style-type: none"> • <i>Use procedures for your system</i> • <i>Obtain required signatures from Team Members and management</i>
Discounts and Team Member meals	<ul style="list-style-type: none"> • <i>Use procedures for your system</i> • <i>Obtain required signatures from Team Members and management</i> • <i>Follow company standards with when and what a Team Member can be given</i>
Large denomination notes	<ul style="list-style-type: none"> • <i>Manager and Team Member to check the validity of the note</i>
Hospitality	<ul style="list-style-type: none"> • <i>Use procedures for your system</i> • <i>Obtain required signatures from Team Members and management</i>

Type of Transaction	What do you do?
Whitbread/Police	<ul style="list-style-type: none"> • <i>Use procedures for your system</i> • <i>Obtain required signatures from Team Members and management</i> • <i>Whitbread</i> <ul style="list-style-type: none"> - <i>check discount card expiry date</i> - <i>check if discount can be used at this time and on this GC and all parts of the GC</i>
Cancels/Voids/Error Corrects	<ul style="list-style-type: none"> • <i>Use procedures for your system</i> • <i>Obtain required signatures from Team Members and management</i> • <i>All need to be authorised by a manager before being applied</i>

Activity

9-5

Evaluate Cash Handling Procedures



Review the standards for the procedures listed below.

Observe several Team Members performing cash handling procedures during peak.

You may not have a chance to observe some of the procedures listed. Ask Team Members to explain and demonstrate these procedures, when they have time.



Use the following checklist. Fill it in for all procedures that apply to your restaurant.

Procedure	Performed to Standard (or Described)	
	Yes	No
Ensuring accurate orders	<input type="checkbox"/>	<input type="checkbox"/>
Receiving payment	<input type="checkbox"/>	<input type="checkbox"/>
Giving change and receipts	<input type="checkbox"/>	<input type="checkbox"/>
Removing excess cash from till/bumbag	<input type="checkbox"/>	<input type="checkbox"/>
Processing coupons	<input type="checkbox"/>	<input type="checkbox"/>
Processing credit cards	<input type="checkbox"/>	<input type="checkbox"/>
Signing for cash off procedures	<input type="checkbox"/>	<input type="checkbox"/>
Processing cheques	<input type="checkbox"/>	<input type="checkbox"/>
Processing vouchers	<input type="checkbox"/>	<input type="checkbox"/>
Processing meal deals	<input type="checkbox"/>	<input type="checkbox"/>

Activity

9-6

Complete Cash Handling Tasks



Review the answers to Activities 9-4 and 9-5.

Complete the following Manager cash handling tasks, with your Module Trainer observing.

- Refund
- Cancellation
- Team Member meals
- Discounting (Whitbread, Police, Discount Amount, Item/Order Hospitality)



Discuss the following:

Topic	Notes
Any challenges or questions relating to non-cash transactions	
Feedback on your areas of opportunity	



Reconcile Funds at End of Shift

Reconciling cash tills protects the person that is accountable for the cash. It also protects the Shift Leader accountable for the cash in the safe.

Shift Leaders and Team Members must reconcile cash tills:

- At the start and the end of their shift.
- When they are reassigned to tasks that do not require access to the cash drawer.


The reconciliation confirms that all transactions balance. The cash in the till must be counted. Then it is compared to the amount of cash that should be in the till, based on sales and the methods of payment recorded on the cashier report.



Activity

9-7

Review Cash Handling Procedures



Review Champs Standard Library about:

- Audit & Cash Management
 - Daily Cash Control

Page(s) _____



Answer the following questions.

Question	Notes
What are some common causes for: <ul style="list-style-type: none"> • Cash overages? • Cash shortages? 	<ul style="list-style-type: none"> • <i>Incorrect change</i> • <i>Cancelling orders that should not have been cancelled</i> • <i>Not cashing off orders</i> • <i>Team Member including their tips</i> • <i>GC not cash off on the system but money received</i> • <i>Loss of funds</i> • <i>Incorrect change</i> • <i>Theft</i> • <i>Forged notes</i> • <i>Bumbag robbery</i> • <i>Refunds</i>
What steps do you take to find the cause for a specific cash overage or cash shortage situation?	<ul style="list-style-type: none"> • <i>Investigate</i> • <i>Re-count the funds</i> • <i>Verify all voids</i> • <i>Verify discounts</i>

Activity

9-8

Observe Till Reconciliation Procedures



Observe your Module Trainer reconciling a till.



Complete the following chart.

Question	Notes
<p>What is the tolerance allowed/procedure in your restaurant for each of the following (if applicable)?</p> <ul style="list-style-type: none"> • Cash overage • Cash shortage • Cancellations not made/made 	<div style="border: 1px solid black; padding: 10px; text-align: center;"> <p><i>Write answers appropriate for your restaurant and refer to up to date Champs Standard Library pages.</i></p> </div>
<p>What do you do if you have a cash loss over the allowed amount and cannot find a cause?</p>	<ul style="list-style-type: none"> • <i>Investigate the variance</i> • <i>Document the event</i> • <i>Inform RGM and Area Manager</i>
<p>How are shift deposits included in the final sales analysis reconciliation?</p>	<ul style="list-style-type: none"> • <i>Counted as part of the total for each register</i> • <i>Micros: Cash is reconciled against system expectations throughout the shift as and when team members are cashed off</i> • <i>Store specific</i>

Question	Notes
<p>What is the procedure for printing a daily sales or daily SYS sales detail and CM till over/short report?</p>	<div style="border: 2px solid black; padding: 10px; min-height: 300px;"> <p><i>Write answers appropriate for the system in your restaurant.</i></p> </div>
<p>What items on the (daily sales analysis) report should be reviewed daily to identify a potential problem? i.e. gross receipts.</p>	
<p>What other reports or information can you get from the system at the end of the shift?</p>	
<p>How do you reconcile cash?</p>	<ul style="list-style-type: none"> • <i>Both arriving and departing Shift Leaders or Managers must count and verify cash amount</i> • <i>Get amount of sales for shift</i> • <i>Count drawers and cash pulls</i> • <i>Reconcile sales to receipts</i> • <i>Both arriving and departing Shift Leaders or Managers must sign the cash log</i> • <i>Secure all funds in safe</i>
<p>How do you reconcile non-cash transactions?</p> <ul style="list-style-type: none"> • Coupons • Team Member meals 	<div style="border: 2px solid black; padding: 10px;"> <p><i>Write answers based on your system requirements.</i></p> </div>

Question	Notes
What is your role in identifying behaviours that violate cash handling responsibilities?	<ul style="list-style-type: none"> • <i>Monitor Cashier performance</i> • <i>Perform spot counts</i> • <i>Document any problems to alert other Shift Leaders and Managers</i> • <i>You are ultimately responsible for the funds</i> • <i>Complete blind cash offs</i>
What is your role in enforcing the cash handling policy?	<ul style="list-style-type: none"> • <i>Ensure that every Team Member adheres to the procedures or else you must enforce the disciplinary policy</i> • <i>Handle money in a safe, secure environment at all times</i>
What are some common cash handling violations?	<ul style="list-style-type: none"> • <i>Giving incorrect change</i> • <i>Reconciling a register in view of customers</i> • <i>Not locking office door where possible when counting deposit</i> • <i>Not having a witness to re-count the money</i> • <i>Not investigating a shortage</i> • <i>Not documenting the shortage correctly</i>



Understanding Reports

There are many reports available to us from the system. It is important to understand their contents to maximise their usage.

The reports generated can give us useful information regarding:

- Sales analysis and product usage.


All of which allow us to run a successful business.



Activity

9-9

Understanding Reports



Standards Reference System

Review Champs Standard Library about:

- Audit & Cash Management
 - Daily Cash Control

Page(s) _____



Complete the following system functions twice with your Module Trainer / RGM (if applicable).

System Function	Complete? Yes / No	
	Once	Twice
Start of the day		
Running reports		
Log on screens		
Changeover reports		
End of the day reports		
Enter two deliveries		
Payroll functions		

Activity

9-10**Understanding Reports**

Print off the following reports (if applicable) and **complete** the tables.

Report	How is the report printed?	When is it printed?	What information is on the report and what is it used for?	Where should the report be signed?
Daily Order Stats (SUS)		<i>Each morning</i>	<i>GC's by day part, product sales, discounts, P&A</i>	
Daily SYS Sales Detail (MICROS)		<i>End of day</i>	<i>Sales, receipts, deposits, key measures, P&A</i>	
Exceptions (SUS)		<i>End of each shift</i>	<i>Discounts applied</i>	
Daily RVC discount detail (MICROS)		<i>End of each shift</i>	<i>Discounts applied</i>	
Audit Log Reports (SUS)		<i>End of each shift</i>	<i>Review changes to GC's and ticket reprints</i>	
Dates Return/void reason code (MICROS)		<i>Weekly</i>		
Credit Card Report		<i>End of shift</i>	<i>All credit/debit card transactions from that terminal</i>	
Cashiers Report (SUS)		<i>End of shift</i>	<i>Review variances to expected cash card from each server of cash pull</i>	
Server Bank/Till report - Cash Pulls (MICROS)		<i>End of shift</i>	<i>Review variances to expected cash card from each server of cash pull</i>	

Report	How is the report printed?	When is it printed?	What information is on the report and what is it used for?	Where should the report be signed?
Payroll (SUS)		<i>Weekly</i>	<i>Summary of Team Member hours worked that week and pay details</i>	
Weekly Labour Summary (MICROS)		<i>Weekly</i>	<i>Summary of Team Member hours worked that week and pay details</i>	
Time cards (MICROS)		<i>Weekly</i>	<i>Clock on and out status of all employees</i>	
Daily Sales Analysis (SUS)		<i>End of day</i>	<i>Sales, receipts, deposits, key measures, P&A</i>	
Sales Analysis (SUS)		<i>Weekly</i>		
Hourly Detail (SUS)		<i>End of day</i>	<i>GC's by half hour intervals and occasions</i>	
Consolidated SYS Sales Detail (MICROS)		<i>Weekly</i>	<i>Weekly sales information</i>	
Driver Audit Report (HSR/RBD)		<i>End of day</i>	<i>Driver stats-times, discounts</i>	
Driver Activity (HSR/RBD)		<i>End of shift</i>	<i>Expected cash/card from</i>	
Weekly Stats (SUS)		<i>Weekly</i>		

Report	How is the report printed?	When is it printed?	What information is on the report and what is it used for?	Where should the report be signed?
Cash Drawer (SUS)		<i>End of day</i>	<i>GC's cashed off by server</i>	
Inventory PCA (SUS)		<i>Weekly</i>		
Cash Management Detail (MICROS)		<i>Weekly</i>		
Inventory COS and Status Report (MICROS)		<i>Weekly</i>	<i>Breakdown of each food group and paper material given as a % of sales and cost in £. This then generates a variance (%+£)</i>	

Activity

9-11

Practice Register Reconciliation Procedures



Review the answers to Activities 9-9 and 9-10.

With your Module Trainer, **Cash Off** and **reconcile** a till/bumbag for 1 Team Member or Shift Leader. **Focus** on computer-related tasks and computer functions (if applicable).



On the following chart, **record** key steps for each procedure.

What to Do	Yes	No
Remove till/bumbag.	<input type="checkbox"/>	<input type="checkbox"/>
Verify cash and other receipts.	<input type="checkbox"/>	<input type="checkbox"/>
Obtain the cashier/server bank report.	<input type="checkbox"/>	<input type="checkbox"/>
Count cash.	<input type="checkbox"/>	<input type="checkbox"/>
Add cheques, credit card slip amounts, coupons, vouchers.	<input type="checkbox"/>	<input type="checkbox"/>
Compare actual cash to amount of cash indicated by the cashier report/server bank report.	<input type="checkbox"/>	<input type="checkbox"/>
Complete DCCB.	<input type="checkbox"/>	<input type="checkbox"/>
Complete shift deposit.	<input type="checkbox"/>	<input type="checkbox"/>



Discuss the following:

Topic	Notes
Any issues that occurred when you reconciled the till/bumbag	
Feedback on your areas of opportunity	



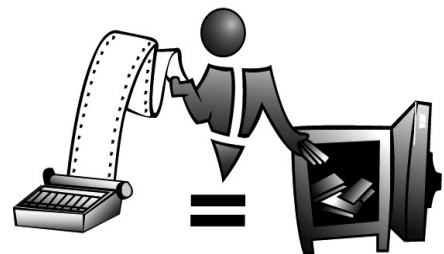
Control Safe

The safe provides a place to secure cash. The factors that determine whether the safe can serve as secure storage for cash include:

- Controlling who can access the small and main safe.
- Controlling when the safe can be accessed.

Proper safe practices eliminate most risks associated with the safe. Take steps during the shift to reduce the risk of loss at the safe, as well as the risk of personal injury due to robbery of the safe.


- Ensure that the safe is never left open.
- Never tell customers or suppliers that you have access to the safe.
- Follow safe-access procedures for your restaurant.
- Follow all restaurant security procedures.
- Never write down the combination to the safe or the hours when you can access the safe.
- Ensure the safe codes are changed when Managers join or leave.



Activity

9-12

Safe Control



Review Champs Standard Library about:

- Audit & Cash Management
 - Security

Page(s) _____



Complete the following questions.

Question	Notes
Who can access the small safe?	<i>Managers with an access code</i>
Should it be left on day lock?	<i>No</i>
What are the procedures for opening the small safe?	<ul style="list-style-type: none"> • <i>Office door locked</i> • <i>Only when necessary</i> • <i>Witness present</i>



Solve Cash System Problems

Computers and automated tills can help the Shift Leader run a smooth, efficient shift. You can create, update, and store information on the system for:

- Order taking.
- Scheduling.
- Inventory tracking.
- Product projections.

If system problems occur, Team Members may look to you for solutions. Avoid serious problems by learning some basic procedures. Solving simple problems may prevent greater problems from developing.

Although your system may never stop working, chances are that it will. Be prepared! Have a Crash Kit or Manual Operations Toolkit. Make sure you know the emergency procedures.



Activity

9-13

Learn About Your Computer System

Review all information about your computer system for the BOH.



Answer the following questions.

Question	Notes
Who do you contact when you have computer problems?	<i>Answers should include: RGM, Area Manager/Franchisee, external vendor, IT helpdesk, MICROS helpdesk</i>
Describe the manual system used in your restaurant if the computer system goes down.	<i>Write answers appropriate to your restaurant</i>

Activity

9-14

Identify Procedures to Solve Problems

Read system documentation for your computer system.



Complete the chart for all procedures that apply to your restaurant, using available information.

Problem	What do you do or who do you call?
<p><i>Example:</i> Paper jam in printer</p>	<ul style="list-style-type: none"> • <i>Remove paper manually</i> • <i>Re-thread paper</i> • <i>Wait for "ready" light</i>
<p>Order tickets not printing or order not displayed on screen</p>	<div style="border: 2px solid black; padding: 10px; min-height: 400px;"> <p><i>Write answers to this activity that are appropriate for the system in your restaurant.</i></p> </div>
<p>Reprinting an order ticket</p>	
<p>Giving change or cashing out when system fails</p>	
<p>Register locks during middle of order</p>	

Problem	What do you do or who do you call?
Order not displaying on screen	
Card system fails	<p><i>Write answers to this activity that are appropriate for the system in your restaurant.</i></p>
Register system fails	
Till will not open	

Activity

9-15

Solve Basic Register and System Problems



Locate your restaurant Crash Kit (Manual Operations Toolkit). Write down location:

Verify that it includes the following items. (**Check** that items are current.)

- Guest check pads
- Pens/pencils
- Receipts for customers
- Means to communicate orders to kitchen
- Alpha Street Listing (if delivery)
- Manual dispatching form (if delivery)
- Calculators
- Deposit log
- Payroll processing forms
- Deposit form
- Forms for documenting funds reconciliation

If you do not have a Crash Kit, **assemble** one for your restaurant.



Review the answers to Activities 9-13 and 9-15.

Discuss how you would **troubleshoot** the following situations:

- Till system goes down.
- Cash drawer locks up.
- Order printer does not print.
- Monitor goes blank.
- Safe cannot be accessed.
- POS system locks up.

Discuss the following:

Topic	Notes
Other situations that may occur if the system goes down	
How to ensure that Team Members know how to use a Crash Kit	<i>Answer specific to restaurant.</i>
Feedback on your areas of opportunity	

Systems Quiz

Answer the following questions:

1. How do you log into the system at the beginning of the day?

Swipe card

2. What do you use General for in the office?

Cash MGT, time cards, email and TM requests

3. How many deposits as a minimum should be opened and finalised each day?

Three

4. How do you find your daily sales changeover?

Todays KPI/Daily SYS sales detail

5. Which report do you need to run at changeover for Audit?

Server Bank Reports, Daily RVC discount detail, Return/Void report

6. Why do you run these reports?

To help the Managers review sales adjustments, discounts and cash control to spot, review and deal with any issues

7. What must you match your final deposits to before finalising your last deposit?

Daily cash control book total

8. Which reports do you need to run for the end of night paper work?

Daily SYS Sales detail, Voids, Daily RVC discount detail

9. Where do you run the Daily SYS Sales report from?

Either end of day or under sales in auto sequences

10. Where do you run the Voids report from?

Either end of day or under sales in auto sequences

11. Where do you run the Daily Discounts detail report?

In auto sequences under 'sales'

12. When should you check timecards on the system?

At the end of every shift

13. When do payroll perform the 'Week End' on the timecard payroll system?

End of business Sunday

14. How do you give someone a new swipe card?

Under 'new employee' in General Menu. (click into 'security' after correct emp. is highlighted.

15. When should you input a delivery onto the system?

At the latest on day of ordering by 1.30pm

16. Where is the on/off button located on the MICROS terminal?

Small button underneath

17. What would cause a paper to jam in the office printer?

Too much paper in tray, re-using paper, damp paper, folded edges, back support not up

18. Should you switch order taking screens off at night?

No

19. Where do you switch off a touch screen?

Power button front, bottom right under screen

20. When should you turn off the computer in the office?

Never unless instructed by Micros Helpdesk

21. What should you do last thing at night to the system?

Log out of office desktop

Audit Exam

Section A: Cash Control

1. How often should the Restaurant floats be counted?

Three times a day - start of dayshift, change-over and close

2. If the Restaurant float is £200, what range must it fall in when counted.

- a. Between £195 and £205.
- b. Between £199 and £201.
- c. Between £199.50 and £200.50
- d. Exactly £200**

3. How often should you deposit takings into the safe?

As frequently as possible but at least three times - 4-5pm when Dayshift servers finish, 9pm and Close (however, deposits must not exceed specified bag limits)

4. Why is this important?

It minimises risks to both cash losses and threats to Team Members

5. What should be on the back of a cheque for a delivery order for £95 supported by a £100 cheque guarantee card?

- *Sort Code*
- *Cheque Guarantee Card and Expiry Date*
- *Card Guarantee Amount*
- *Cashier/Initials*
- *Hut Number*
- *Guest Check Number (FSR)*
- *Address*

6. How would you reconcile credit and debit card transactions at the end of a shift?

Match number and value of slips to Z report and record in Daily Cash Control Book

7. Which vouchers do we accept?

- *Whitbread Leisure Vouchers*
- *VIP Vouchers*

8. How would you treat a £5 VIP voucher?

As a discount amount and attach it to the guest check and the Daily Discounts Report (Daily RVC discount detail)

9. How would you deal with a driver who has lost his £10 float or a server who was £10 short?

Complete a Cash Recovery Sheet and note it in the Daily Cash Control Book

10. When should you send a cash recovery sheet to payroll?

On a Sunday with Weekly Paperwork

11. What should you do if your till is up by £5 at the end of a shift?

Recount floats and verify Server Bank deposits. Then, if still up, bank it, record in DCCB, show surplus, show minus in your Server Bank

12. What should you do if your till is down by £5 at the end of the shift?

Recount float and verify Server Bank and if still down reclaim in store if under £20 or fill in a Cash Recovery Sheet, record in DCCB, show minus in your Server Bank log by employee overs/unders

13. Why might the till be over or short? Give three reasons.

- *Error in float counts/deposits (calculations or actual amounts)*
- *Server cashed off incorrectly*
- *Theft*

14. Where should cash variances be explained?

In the Daily Cash Control Book and in the Cash Recovery Book

15. How much money can be taken to the bank in one Manager Walk?

£6,000

16. It is acceptable for a Support manager with over two years experience, to open the safe without a witness when doing banking, as long as someone signs for it after they have finished.

- a. True
- b. False**

Section B: Daily Sales Review

1. What is the daily staff meal allowance for a driver working eight hours?

PPP + 2 toppings, regular salad and a regular drink (larger meals offered as incentives are only permitted with Area Managers consent)

2. What is the staff meal allowance for a Support Manager?

Same as above

3. How many staff meals should be on each ticket?

Only one

4. Who should sign each staff meal?

Managers on duty and Team Members ordering the meal

5. Give four examples of Discounted Receipts

- *Staff Meals*
- *Non-Menu Coupons*
- *Whitbread Discount*
- *Open £ Discount*
- *Also Employee Discount, Police Discounts and Money Off*

6. What should support both Whitbread and Police discount tickets?

- *Whitbread card number*
- *Warrant card number*

7. What is needed in support of hospitality (free meal) tickets?

Full customer details and explanation against entry on Daily Discount Report or Daily RVC discount detail

8. If a customer for takeaway fails to show up, how would this be processed?

- a. **Discount amount to zero, type reason and cash (opposite for MICROS)**
- b. Cancelled

9. Which reports must be kept for each day?

- | | |
|----------------------------|--------------------------------|
| <i>Todays KPI</i> | <i>Daily SYS Sales Detail</i> |
| <i>Receipts</i> | <i>Daily Revenue Centre</i> |
| <i>Cash Deposits</i> | <i>Discs Detail</i> |
| <i>Service Performance</i> | <i>Return/Void reason code</i> |
| <i>Discounts</i> | <i>Hourly Sales</i> |
| <i>Adjustments</i> | <i>Open GC</i> |
| | <i>Emp. clock- in status</i> |
| | <i>Server Bank Reports</i> |

Section C: Weekly Admin and Inventory

1. Which weekly reports must be filed?

- *My inventory Cost Report*
- *Consolidated SYS Sales detail*
- *Cash MGT till over/short Report*
- *Employee time card and job detail*
- *Weekly labour summary*

2. How would you document a transfer of three bags of cheese?

Keep a record in the Stock Training Book

3. Where should hours worked be recorded?

Signed off on schedule, to match time card

4. What would you check the turn around sheets for?

Total amount paid to team is reported correctly and matches Weekly Labour sum

5. Why is it important to check the turn around sheet?

To ensure that Team Members are paid correctly, maintaining morale and to detect over payment or reduce Payroll fraud

Section D:

General Security Issues

1. How often should management passwords be changed?

Every four weeks/when a manager leaves

2. Who should be able to cancel items from orders?

The Manger on Duty only

3. When should the safe be kept on 'daylock'?

Never

4. When should the front door be locked?

At all times, other than opening hours

5. What should all visitors be asked for?

Identification and purpose of visit

6. Where should restaurant keys be kept?

On the Manager's person or kept locked away

7. When should the video tapes be changed?

Daily and kept for a minimum seven, preferably 14, day rolling stock basis

8. How much money can be deposited at the bank in one Manager Walk?

£6,000

9. Is it acceptable to walk to the bank alone?

No

Knowledge Quiz

Follow-Up Assessment

Answer the following questions:

Quiz

1. Who is responsible for counting funds in the tills or cash drawers?
 - a. *Manager on duty*
 - b. Team Member witnessed by Shift Leader
 - c. RGM
 - d. Person assigned by Manager on duty

2. Team Members should:
 - a. Work on the first available till during peak to ensure Speed of Service
 - b. Be held accountable for money in their tills
 - c. Always operate the same till during a shift
 - d. *B and C*
 - e. All of the above

3. Till cash pulls (or shift deposit) are conducted:
 - a. At shift change
 - b. As time permits
 - c. Every 24 hours
 - d. *Open changeover and close before deposit exceeds £1000 (FSR/RBD) and £400 (HSR)*

4. To enforce cash handling disciplinary policies: Ensure that every Team Member follows cash handling procedures. Ensure that money is handled in a safe, secure area at all times. Some common cash handling violations you should watch for are:
 - a. Giving incorrect change
 - b. Reconciling a till in view of customers
 - c. Not cashing off immediately after a delivery
 - d. Not locking the office door when counting a deposit (if locking the door is possible)
 - e. *All of the above*

5. Who is responsible for following procedures for controlling cash at the till?
 - a. Team Member
 - b. Manager on Duty
 - c. *Team Member and MOD*

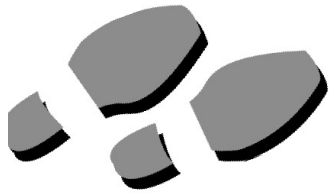
Short Answer

1. How can the Manager on Duty ensure that Cashiers/Servers follow all cash handling procedures?

Write answers to this activity that are appropriate for the system in your restaurant.

2. How can following shift deposit procedures create a safer environment?

- *Keeping the amount of money in the cash drawers at the minimum:*
 - *Reduces the risk of robbery and protects Team Members*
 - *Reduces the losses from robbery*
- *Verifying deposits and cash counts with a second person:*
 - *Ensures that the amounts are correct*
 - *Protects against accountability for losses*
- *Keeping the safe locked at all times:*
 - *Reduces the risk of robbery*
 - *Protects the team in the event of a robbery*



Next Steps



Meet with your Module Trainer

Review your test answers.

Complete all unfinished activities and **review** the answers.

Your Module Trainer will let you know what the next steps are to complete the Skills Assessment for certification.



Things I need to work on or practice before module certification:



Recognition



Use a Recognition Sticker to recognise someone who helped you as you were completing this module. Say what the person did well. Say why you appreciate it.



Skills Assessment

Application of Knowledge	Completed Successfully	More Practice	What Was Effective	How Could It Be More Effective
<ul style="list-style-type: none"> • Manage cash control tasks for 1 shift: <ul style="list-style-type: none"> — Assign tills — Conduct and document a cash pull — Observe Team Members performing cash handling procedures 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 		
<ul style="list-style-type: none"> • Perform non cash transactions: <ul style="list-style-type: none"> — Discounting — Refund — Cancellation — Team Member meal documentation 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 		
<ul style="list-style-type: none"> • Close out and reconcile till 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> • Access the safe and reconcile funds at the end of a shift 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> • Print and understand reports 	<input type="checkbox"/>	<input type="checkbox"/>		

Skills Assessment continued

Application of Knowledge	Completed Successfully	More Practice	What Was Effective	How Could It Be More Effective
<ul style="list-style-type: none"> Verify that the Crash Kit contains the proper items 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> Assemble a Crash Kit, if necessary 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> Troubleshoot system issues 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> Explain the steps for solving till and computer problems, such as paper jams 	<input type="checkbox"/>	<input type="checkbox"/>		

Declaration

This declaration to be completed by all shift runners following completion of training and before running shifts unaided.

Support Manager Declaration

I have completed the audit and banking training and the exam. I fully understand my responsibilities as outlined in the audit manual and this workbook. I know that as manager on Duty I will be responsible for ensuring compliance on the shift. I will also be responsible for the security of the restaurant including ensuring alarms and CCTV are operational and used correctly. I am aware that the Company views these procedures as essential and that deliberate breach of procedures, falsification of documents or manipulation of the system will be regarded as misconduct, which may lead to dismissal.

Signed _____

Date _____

Area Manager/Franchisee Declaration

I have reviewed the training received by _____ and am happy that they are competent in audit issues. they have completed and passed the audit exam and I am happy for them to be fully responsible for shift running requirements.

Signed _____

Date _____

NB: Please send this page with all other paperwork to ensure speedy payment of credits.

Congratulations!



Developing
CHAMPIONS

***Leading a
Shift***

Module 9



Cash Control

**You have
successfully completed . . .**

Trainee

Date

Restaurant General Manager

Date