International House of Pancakes, LLC.

SOP
Franchise Operating Procedures & Standards

June 2013
Confidential and Proprietary Information

All of the information in this document is the property of International House of Pancakes, LLC and its parents, subsidiaries and affiliates (IHOP). The contents contain confidential and proprietary information about the IHOP system and are for the exclusive use of employees and franchisees of IHOP. Do not reproduce, disclose, or distribute the contents of this guide in whole or in part, without obtaining prior consent from IHOP. Access to the SOP should be limited to those who have signed the confidential disclosure agreement. Portions may also be divulged to franchisee personnel for purposes of training and to the extent such individuals must have access to the information in order to operate a franchise restaurant.

This document contains standard operating procedures designed to assist IHOP franchisees in the development and operation of an IHOP restaurant, and to ensure brand consistency across the IHOP restaurant system. The SOP also contains suggestions and best demonstrated practices. The franchisee assumes all responsibilities and obligations with respect to the operation of its restaurant(s) and with respect to any decisions made or actions taken as a result of its use of this SOP, including those involving any customer or third party. The information and advice in the SOP is provided “as is.” IHOP does not and cannot warrant franchisee’s results. IHOP makes no other warranties, express or implied, including warranty as to performance, merchantability or fitness for a particular purpose. IHOP is not engaged to render legal or other professional advice, and makes no representation that the information is accurate or complete with respect to all laws, rule and regulations applicable to franchisee’s restaurant(s). It is recommended that franchisee obtain the services of a competent professional to assure compliance with all applicable laws.

Without limiting the generality of the foregoing, where the SOP also contains suggestions and best demonstrated practices (as opposed to mandatory practices and restrictions), IHOP’s suggestions and recommendations are solely intended to protect the image of the IHOP brand and not for the purpose of limiting a franchisee’s control over, or a franchisee’s obligation and sole responsibility to manage its restaurant(s), including but not limited to its labor and customer relations practices. The SOP does not take into account, recommend, or otherwise comment on the franchisee’s individual compensation structures and practices. Before adopting the suggestions and recommendations contained herein, franchisee should carefully evaluate their fit and function within the franchisee’s own operations from a financial, legal, technological, and cultural perspective. In addition, franchisee should consult with its legal counsel to identify and address any legal considerations that may arise from the use of the SOP in the jurisdictions in which the franchisee operates.

In a continuing effort to provide better service to all IHOP restaurant customers and build a stronger business, the SOP may be periodically updated. IHOP will send instructions to update and maintain the SOP and any other associated material, news or information through various forms of communication, including but not limited to, email, mail, IHOP Connect and IHOP Bulletins. IHOP assumes no responsibility for franchisee’s failure to update the SOP as instructed or to utilize the updated material that is provided.
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# Changes at a Glance

## Overall Changes

- IHOP SOP 1 - Operating Procedures and Standards and IHOP SOP 2 - Cost Controls/Safety & Sanitation have been combined into one resource: **IHOP Restaurant Operating Procedures & Standards**.
- Generally, this resource contains same information as the former SOP 1 and 2, but the information has been edited and updated to reflect current operating procedures and standards.
- This resource is available electronically on IHOP Connect. Printed copies will not be distributed; however, they can be obtained from [DataSource](#).
- The electronic version of this document now contains hyperlinks to additional web-based information resources where appropriate.
- The table of contents of this document is interactive, allowing users to quickly navigate to the desired information section/page.
- Cost control sections, which reflected best demonstrated practices, not SOP, have been eliminated.

## General Operating Standards

- All topics updated to reflect current operating procedures and standards.
- IHOP Service Standards updated to reflect current Service Excellence service guidelines.
- Procedure for requesting an IHOP Specials Board Item added with a link to the [IHOP Specials Board Authorization Request form](#).

## Performance

- AB ranking information updated to reflect current criteria.
- Includes current standards for OE, OAR, Health Department Inspections and Voice of the Guest.
- Line-by-line instructions on the Operations Assessment Report have been eliminated and replaced with a link to the current [Operations Assessment Report form](#) on IHOP Connect.

## Voice of the Guest

- New section detailing the Voice of the Guest program and how to handle guest complaints.
- Includes link to [Voice of the Guest Kit](#) on IHOP Connect.

## Safety and Security

- With the exception of franchise safety responsibilities, emergency action plans, and loss prevention sections, safety and security topics have been removed.
- Safety and security topics and are now referenced in the [IHOP Safety Manual](#) on IHOP Connect.

## Food Safety and Sanitation

- Updated to be consistent with current Food Code and specifications identified in the IHOP Operations Assessment Report.
- Proper freezer storage temperature changed to 0º to -10ºF, with the exception of ice cream storage on the service line, which is 0º to 10ºF.
- To provide clean and sanitary utensils for our guests, the flatware washing procedure has been updated to require putting flatware through the dishmachine twice.
<table>
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<th>Operating Requirements</th>
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<tr>
<td>• Updated to reflect current franchise insurance requirements.</td>
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<thead>
<tr>
<th>Point of Sale (POS) and Restaurant Technology</th>
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<tbody>
<tr>
<td>• Updated to reflect currently approved POS system, technology and reporting requirements.</td>
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<tr>
<td>• Restaurant telephone number is now required to be printed on soft checks.</td>
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<table>
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<th>Business Records and Control Procedures</th>
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<tr>
<td>• Updated to reflect current business record retention and financial reporting requirements.</td>
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<tr>
<td>• Information regarding hard guest checks and gift certificates eliminated.</td>
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<table>
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<td>• Appearance and uniform standards section updated to reflect currently approved requirements as follows:</td>
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<tr>
<td>➤ Earring guidelines updated to allow for wearing of no more than a total of two earrings (i.e., if two earrings are worn in one ear, then none may be worn in the other ear).</td>
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<tr>
<td>➤ Limitations on razor hair designs and dyed hair have been removed.</td>
</tr>
<tr>
<td>➤ Added requirement that visible tattoos not portray offensive subject matter.</td>
</tr>
<tr>
<td>➤ Front-of-House uniform policy updated as follows:</td>
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<tr>
<td>- Undergarments worn under uniform shirts may not be visible through the uniform shirt. If an undershirt is worn and is visible at the neckline, the undershirt must be white. Sleeves of undershirts must not be longer than sleeves of uniform shirt.</td>
</tr>
<tr>
<td>- Finished hem of pants must not extend past the bottom of the shoe heel.</td>
</tr>
<tr>
<td>➤ Male Manager-On-Duty uniform updated to allow for a dress shirt with a collar and an embroidered IHOP logo without a tie.</td>
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General Operating Standards

Compliance with Laws, Rules and Regulations

Franchisees shall operate their restaurants in strict compliance with local, state, and federal laws and regulations. Additionally, Franchisees shall operate their restaurants (an “IHOP Restaurant”) in strict compliance with their franchise documents and the Standard Operating Procedures (SOP) of the International House of Pancakes, LLC. (“IHOP”).

IHOP reserves the right to revise the Standard Operating Procedures any time at its sole discretion.

Minimum Hours of Operation

All IHOP Restaurants are required to be open and operating according to specified hours each day. The minimum hours of operation are 7:00 a.m. to 10:00 p.m. for Sunday through Thursday, and 7:00 a.m. to 12:00 a.m. (midnight) for Friday and Saturday.

The hours of operation must be posted in public view from the outside of the building. An IHOP Restaurant may open before 7:00 a.m. and/or stay open longer than the designated closing hour, or operate 24 hours a day at the discretion of the Owner/Manager.

If an IHOP Restaurant is not open for business during the required hours, the Regional Vice President must be notified of the reason for closure of the Restaurant. These minimum daily requirements apply at all times except for:

- Thanksgiving Day: Minimum hours of operation are 7:00 a.m. to 2:00 p.m.
- Christmas Eve, December 24: Minimum hours of operation are 7:00 a.m. to 7:00 p.m.
- Christmas Day, December 25: Franchisees may determine their hours of operation, including the option of being closed the entire day. If closing on Christmas Day, Franchisees must post a professionally printed sign one week prior to December 25. The sign must be posted next to the hours of operation sign and read, “We will be closed on Christmas Day.”

These are the only holidays for which minimum hours may be changed.

No Franchisee is authorized to operate fewer than the minimum hours without written approval from the President of IHOP. Such written approval may be periodically reviewed by IHOP and, in its sole discretion, rescinded. IHOP reserves the right for any reason to increase or decrease the minimum required hours of operation.

Manuals

All manuals supplied by IHOP, including the Standard Operating Procedures (SOP), Bulletins, Recipes, and job aids, must be available in the restaurant for use as reference or training material.

All manuals are the property of IHOP, and any unauthorized use or destruction is prohibited. Manuals must be returned to IHOP or your restaurant upon closure or sale of the restaurant and/or termination of your franchise agreement. These resources are available electronically on IHOP Connect.

Tabletop Service Items

The standards for china, glassware, and coffee carafes are as follows:
Franchisees are required to use IHOP-approved tabletop service items including but not limited to: china, glassware, coffee carafes, syrup pitchers, silverware, etc.

Glassware for serving beverages must be made out of glass and free of chips and scratches.

Inventory Levels of Equipment, Supplies and Food Products

An inventory of equipment and supplies equal to the amounts and items set forth in the Franchise Agreement for each IHOP Restaurant Agreement, or an amount required to two times the maximum seating capacity, shall be maintained at all times in each IHOP restaurant.

Adequate inventory of food products must be kept on hand to meet volume demand without running out of any food menu item at any time during open hours. If any shortage occurs, arrangements must be made to replace missing items immediately.

Maintenance of Fixtures, Furniture, Equipment and Building

It is the responsibility of the Franchisee to keep all facets of the restaurant in continuous good repair and appearance. This includes, but is not limited to, parking lot(s), landscaping, building, furniture, fixtures and equipment.

Franchisees must comply with current remodel specifications per the current Remodel Book.

Sales and Service of Unauthorized Products

Franchisees shall not sell, serve or otherwise dispense any food item, product or service which are unauthorized or which do not meet IHOP specifications.

Sales of Non-menu Items

All sales of items and/or services approved by IHOP and sold by the Franchisee must be rung up in the POS system and reported to IHOP. Commissions from vending machines or services, if approved, must also be reported.

Background Music

All IHOP Restaurants are required to have a properly functioning music and public address system. The required music is to be classified as “easy listening” (soft, contemporary, upbeat tempo with no objectionable lyrics) and must be kept at a moderate volume. Use of other types of music requires prior written approval from the Regional Vice President responsible for the IHOP Restaurant. The public address system must be clearly audible and in good working order in all public areas, including restrooms and outside waiting areas.

Purchases

The Franchisee is required to purchase and use certain approved products such as dishware and other supplies that bear the IHOP trademark, service names, trade names, and/or logo.

Each Franchisee is required to purchase from the Franchisor or an approved supplier all IHOP proprietary food products including, but not limited to, pancake mixes, waffle mixes, sauces, meats, etc. All product purchases must meet the specifications set forth in the Standard Operating Procedures (SOP) Approved Products List and Approved Produce Distributors.
NOTICE: PROPRIETARY FORMULATIONS OR PROCESSES ARE THE SOLE PROPERTY OF IHOP. ANY UNAUTHORIZED USE IS PROHIBITED.

Service Animal Guidelines

Franchisees must comply with the American with Disabilities Act (ADA), as amended, as well as any applicable local laws requiring businesses that serve the public to allow people with disabilities to bring their service animals into all areas of the facility where guests are normally allowed to go.

Failure to accommodate patrons with service animals could subject you to fines and liability for damages. If you have additional questions concerning the ADA and service animals, visit the Department of Justice at http://www.justice.gov/. Answers to commonly asked questions about service animals can also be found at www.ada.gov/qasrvc.htm. Franchisees are encouraged to consult with legal counsel to identify and address legal considerations that may be applicable in the jurisdictions in which they operate.

Gift Cards

All IHOP Restaurants are required to accept and redeem IHOP gift cards as a payment method. IHOP restaurants are encouraged to also sell IHOP gift cards.

IHOP Service Standards

Service Excellence

To deliver a consistent service experience for all guests, the Service Excellence program must be followed as outlined in the Service Excellence training guide. The pillars of the Service Excellence program are:

- A warm, two-part welcome that includes introducing the Server’s neighbor and offering to take the meal order with the beverages
- Plate announcing versus plate auctioning
- Check-back, check-down
- Service Excellence Table Release Standards
- Table manicuring
- No bus tubs in the dining room

Service Success Steps

IHOP’s Service Success Steps are designed to ensure guest satisfaction. They are more than procedures—they are what our guests expect. If you and your Team Members learn and follow these steps, all our guests will receive consistently outstanding service every time they visit us.

Host/Hostess Guidelines to Great Service

IHOP Hosts/Hostesses should follow these four steps to ensure great service for their guests:

1. Warmly greet - A heartfelt, genuine welcome showing appreciation for the guest’s visit.
2. Promptly seat - Quickly finding the perfect seating location that meets the guest’s needs.
3. Staying available - Letting guests know that the Host/Hostess is available to help at any time during the guest’s experience.
4. Finishing strong - Thanking the guest and inviting them to return.
Server Guidelines to Great Service

IHOP Servers should follow these seven steps to ensure great service for their guests:

1. **A warm, friendly welcome** - Warmly greeting the guest and getting to know their needs.
2. **Taking the guest’s order** - Making suggestions to ensure the best meal possible and properly taking the guest’s order.
3. **Pre-delivery** - Inputting the order into the POS and delivering pre-meal items.
4. **Delivery** - Delivering a complete and visually appetizing meal to the table.
5. **Post-delivery** - Asking questions about the meal to ensure satisfaction and checking for additional needs.
6. **Follow Up** - Keeping an eye on the guests to see if they have additional needs.
7. **Finish Strong** - Ensuring guests are leaving completely satisfied.

Marketing

**THE SPECIALS BOARD**

The Specials Board is optional. It is a powerful way to increase sales, provide opportunities for server/guest interaction, convey value and deplete excess products. You must follow the Specials Board Authorization Process if you choose to utilize the Specials Board.

**Specials Board Authorization Process**

1. Fill out [IHOP Specials Board Authorization Request form](#) and send electronically to the Vice President of Food & Beverage Innovation at the RSC.
2. Items submitted for blackboard consideration will be reviewed and tested within approximately 30-45 days of receipt.
3. Approval status of your request will be sent via e-mail directly to the requestor.
4. Operations Services will be notified of final approval status.

Remember that the Specials Board is a high-profile tool that must reflect positively on the IHOP Brand. It should be clean and written upon with legible, neat handwriting. It should feature items and promotions that you are proud to serve. A properly used Specials Board can be an effective merchandising vehicle that enhances both sales and profits.

Point-Of-Purchase Materials (POP)

**GENERAL GUIDELINES**

All POP materials must be brand compliant. To be considered brand compliant, all POP materials must contain the approved IHOP logo with the then current and approved tag line and must be printed in accordance with Logo Specifications and Guidelines. POP materials that are not brand compliant may not be displayed. Discard POP featuring unapproved or out of date logos. Check with your Regional Marketing Manager about whether to store old POP or promotional items. IHOP reserves the right to make changes from time to time in the definition of brand compliance so that POP remains consistent with other brand elements.

National Promotions

The following POP materials are standard components of the POP kits issued by IHOP in support of national promotions. These materials must be displayed as follows:
**Menu Handouts**

Promotional menu handouts should be presented to the table upon seating guests, throughout the duration of the promotion. Host/Hostesses should draw guests’ attention to promotion with a brief explanation of the featured special. Menu handouts may be laminated or placed in the approved menu sleeve.

**Window Clings**

Affix the interior or exterior window cling to a clean window surface. No more than two window clings for the current promotion may be displayed at any time throughout the duration of the promotion.

**Wall Poster Inserts**

Insert the flat wall posters into approved snap-lock poster frames, and display prominently in or near the lobby. No more than two posters may be displayed at any time throughout the duration of the promotion.

**Floor Display Inserts (A.K.A. Stanchion Sign Holders)**

Insert the flat insert through the top of the sign holder. At times, this will have a secondary message that is “die-cut” and viewable from the top of the holder. The signage is always double-sided. Your floor display should be positioned near the interior entrance or lobby area, wherever there is great visibility without obstructing foot traffic, if practical.

**Table Tents/Syrup Caddy Display**

When used, only one table tent and one syrup caddy display should be displayed per table. If you have two table tents, alternate messages on every other table. (This is to help avoid clutter and too many messages.)

**Oversized Coaster Round – Used As Signage For Beverage Promotions**

When used, display in the center of the table, ideally prior to the guest being seated. Please do not place the coffee carafe or other beverages on this sign. Be sure the table is dry before placing the coaster on the table, otherwise it may stick to the table.

**Gift Card Insert or Counter Card Display**

When used, counter cards should be displayed in a highly visible counter area near the cash register. Only one counter card should be displayed at any time. For those without a gift card insert sign holder, you may adhere the back of the sign insert with tape and place on the front of the register or on the wall behind the register at eye level.

**Buttons/Pins**

On occasion, we may send buttons or pins. Distribute to all your Team Members to wear as part of their uniform. No more than two buttons may be worn on uniforms for the duration of a promotion.

**Placemats**

Optional item available for purchase. When placemats are used, all table setups should include one placemat per seat.
EXTERIOR BANNERS

Optional item available for purchase. When used, exterior banners must be displayed in compliance with local ordinances. Banners must be securely fastened on all four corners, with no tolerance for sagging or flapping.

Family Friendly

Children twelve and under must be offered two crayons and a Kid's Menu on an IHOP-authorized placemat or in an IHOP-authorized activity book. Other requirements are as follows:

- An IHOP Kid’s Placemat and two new crayons must be handed out to each child 12 and under.
- Crayons must be new (not used), non-toxic, and conforming to ASTM D4236.
- Kids Cups are also recommended for use. Kids Cups are considered a single use item and may NOT be reused.
- High chairs, boosters, and bibs must be available, kept clean and in good condition. Other requirements include the following:
  - Minimum 4 each (high chairs and boosters) for A frames.
  - Minimum 8 each (high chairs and boosters) for G and D buildings and conversions.
  - Only parents and/or guardians should place children in high chairs and boosters.

NOTE: TEAM MEMBERS SHOULD NOT PLACE A CHILD IN A HIGH CHAIR OR BOOSTER.

- High chairs should not be turned upside down to use as an infant carrier stand. Only high chairs specifically designed for use as an infant carrier may be used in this manner.
- Additional elements of the Family Friendly Program are encouraged and include the following:
  - IHOP Kid’s activity stickers and activity books
  - Balloons
  - IHOP Kid’s premium gifts

RECOMMENDED BALLOON-HANDLING PROCEDURE

To ensure the safety of our guests, the following guidelines must be followed when giving balloons:

1. If the balloon is not inflated, it should be handed only to the parent as they are leaving the restaurant. Children, especially infants and toddlers, should not be allowed to handle un-inflated balloons as they pose a choking hazard.

2. If the balloon is inflated, it can be handed to the child, with the parent’s permission, as they are leaving the restaurant.

3. Balloons should not be given out at the table. Balloons should not be made available to guests in bulk form. Balloons should only be handed out as the family is leaving the restaurant. This is a safety precaution, in case the balloons explode. Exploding balloons could startle guests (especially children) or Team Members, which could lead to injury.

Local Restaurant Marketing (LRM)

Local Restaurant Marketing includes all marketing efforts created and produced in support of restaurant(s) at the local level. (Alternatively, marketing efforts funded by a co-op are designed to benefit all restaurants in a Designated Market Area (DMA) and are subject to Regional Marketing Manager approval as well).
Examples of LRM include, but are not limited to the following:

- Directional billboards
- Local newspaper ads
- Bounce-back coupons/flyers
- Local sponsorships/public relations events
- Direct mail
- Banners

All Local Restaurant Marketing activities, creative and materials must be approved in advance by your Regional Marketing Manager. IHOP marketing materials can only be created and produced by an IHOP-approved vendor. You should consult your Regional Marketing Manager with questions and guidance.

**LRM Programs and Materials**

Comprehensive LRM programs and materials are available on the IHOP local restaurant marketing website (your Regional Marketing Manager can help you access this site). Templates have been created so that IHOP-approved materials can be created and purchased online.

**Local Advertising Fee**

Franchisees are required to pay a Local Advertising Fee equal to 2% of the Gross Sales of the Franchised Restaurant. A majority of franchised restaurants in an Advertising Region (DMA) may vote to establish a Regional Advertising Cooperative (Co-op) for the purpose of promoting and enhancing the value of all IHOP Restaurants in the Co-op. Funds for the Co-op will consist solely of contributions made by the restaurants within the co-op.

The Marketing Department provides advice and service to the Co-op regarding its advertising activities and has full, final and absolute discretion to approve or disapprove all advertising, promotions, related materials and vendors, including the media agency servicing the Co-op. All Co-op activities shall be governed by IHOP’s Co-op Operating Procedures. Current Co-op Operating Procedures are available from your Regional Marketing Manager, or the IHOP Marketing Department.

**Menus**

Franchisees and Managers shall only use IHOP-approved menus in the restaurant. IHOP reserves the right to redesign, create and specify the menu content and style.

**Core Menu and Regional Menu Items**

Franchisees must feature all Core Menu items on their menu. Any additional items listed on the menu must be obtained from the Regional Menu Items list. Items that are neither on the Core nor Regional Menu Items list may not be placed on the menu without written approval via a Form 100 in advance.

**Late Night Menu**

The Late Night Menu is optional for use after 10:00 p.m. and before 6:00 a.m. only. Franchisees may not use this menu during hours other than those specified. As with the regular menu, the Late Night Menu Core items must be featured, with Regional Menu items selected by the restaurant.

**To Go (Take Out) Menus**

Miniature versions of the regular menu are only available through the menu printer.
MENU PRICING

We recommend that you do not discuss prices with other Franchisees, however if Franchisees discuss among themselves the establishment of menu prices by committee or otherwise, it must be with the understanding that each Franchisee has the right to set its own menu price and to charge different prices than those agreed upon.

NOTE: IHOP POLICY PROHIBITS ANY COMPANY-OWNED UNIT AND FRANCHISEE IN A GIVEN TRADING AREA FROM REACHING AN AGREEMENT AMONG THEMSELVES TO ESTABLISH MENU PRICES.

Signs, Logos and Advertising

IHOP reserves the right of approval for all signs, logos and advertising. In all phases of advertising including without limitation, the type, quantity, timing, placement and/or choice of media or agency, the decision of IHOP will be final.

All materials developed for the IHOP system are meant for use by IHOP Restaurants. Any other use is strictly forbidden. IHOP reserves the right to change, alter, update or create any and all such materials and/or procedures.

SIGNS

Signs advertising the location of an IHOP restaurant and signs on location, either free-standing or on the building, are subject to approval of IHOP. No alteration of existing signs or construction of new signs is allowed without prior written approval from the Regional Vice President, Marketing Department or officer of IHOP.

LOGOS

The IHOP logo is owned by IHOP. The use of both the International House of Pancakes and the IHOP logos is restricted to those approved by IHOP. Any alteration of existing logos or inappropriate use of logos is strictly forbidden.

The use of IHOP-registered logos must have the prior written consent of the Regional Vice President, the Marketing Department or an officer of IHOP. The guidelines for logo usage may be obtained from the Regional Marketing Manager or the Corporate Marketing Department.

ADVERTISING

IHOP reserves the right of approval for all advertising, both in content and in materials used. The use of advertising materials and content other than that developed by or for IHOP is forbidden without the prior written approval of the Marketing Department (Regional or Restaurant Support Center).

This includes, but is not limited to, advertising materials such as television, radio, newspaper, table talkers, handouts, posters, banners, pamphlets, flyers, websites, and charity posters.

WEBSITES

The brand names IHOP and International House of Pancakes and/or the logos of IHOP and International House of Pancakes may be used in only two instances. The first is at the official IHOP web site, www.ihop.com. The second is at websites that are developed using the official Franchisee web site template, which may be found via a link on the IHOP Connect.
Performance

A/B RANKING CRITERIA DEFINITION

Operations Evaluation (OE)

1. Average of the last two Operations Evaluation scores (single-unit franchisee).
2. Average of the last two Operations Evaluation scores per restaurant, then the combined average for all restaurants (multi-unit franchisee).

The maximum score for the OE section is 40 points. The breakdown is as follows:

<table>
<thead>
<tr>
<th>Operations Evaluation Scores for AB grading</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 75</td>
<td>Zero Points</td>
</tr>
<tr>
<td>75 - 79.99</td>
<td>20 points</td>
</tr>
<tr>
<td>80 - 84.99</td>
<td>30 points</td>
</tr>
<tr>
<td>85 or higher</td>
<td>40 points</td>
</tr>
</tbody>
</table>

Operations Assessment Report (OAR)

1. Average of the last two OAR scores (single-unit franchisee).
2. Average of the last two OAR scores per restaurant, then the combined average for all restaurants (multi-unit franchisee).

The maximum score for the OAR section is 20 points. The breakdown is as follows:

<table>
<thead>
<tr>
<th>Operations Assessment Scores for AB grading</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 75</td>
<td>Zero points</td>
</tr>
<tr>
<td>75 - 79.99</td>
<td>5 points</td>
</tr>
<tr>
<td>80 - 84.99</td>
<td>12 points</td>
</tr>
<tr>
<td>85 - 89.99</td>
<td>14 points</td>
</tr>
<tr>
<td>90 - 94.99</td>
<td>17 points</td>
</tr>
<tr>
<td>95 or higher</td>
<td>20 points</td>
</tr>
</tbody>
</table>

Health Department Ratings

1. Maximum of three critical violations for passing grade.
2. Four or more critical violations constitutes a failure.

The maximum score for the Health Inspection section is 20 points.

NOTE: IF AVAILABLE, THE FRANCHISEE CAN PAY FOR RE-INSPECTION. IF NOT, THEY WILL BE GIVEN A CONDITIONAL GRADE UNTIL NEXT INSPECTION. IF THEY CHOOSE NOT TO TAKE ADVANTAGE OF RE-INSPECTION, THEY DROP A LETTER GRADE.

Voice of Guest – Guest Loyalty Index (GLI) Scores

1. Average of GLI scores for the last 6 months.
2. Average of GLI scores for the last 6 months combined for all units (Multi-Unit Franchisee). The maximum score for the GLI section is 20 points. The breakdown is as follows:
<table>
<thead>
<tr>
<th>GLI Scores for AB grading</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 75</td>
<td>Zero points</td>
</tr>
<tr>
<td>75 - 79.99</td>
<td>14 points</td>
</tr>
<tr>
<td>80 - 84.99</td>
<td>16 points</td>
</tr>
<tr>
<td>85 or higher</td>
<td>20 points</td>
</tr>
</tbody>
</table>

**Operations Evaluation**

The Operations Evaluation (OE) is a document used to evaluate minimum standards. The OE standards are based on the most current Standard Operating Procedures found in SOP manuals, IHOP Training materials, approved Form 100 and operational communications. Any SOP revisions made through Operations communications or SOP updates replace and supersede any older material and are valid and enforceable.

Additional information on the Operations Evaluation can be found on IHOP Connect.

**EXISTING RESTAURANTS**

OEs are completed a minimum of three times per year for every restaurant.

**NEWLY-OPENED RESTAURANTS**

Newly opened restaurants should expect an OE no less than 30 days from opening and within the first four months of operation.

**Operations Assessment Report**

The Operations Assessment Report (OAR) is a document used to evaluate minimum standards. The OAR standards are based on the most current Standard Operating Procedures found in SOP manuals, IHOP Training materials, approved Form 100 and operational communications. Any SOP revisions made through Operations communications or SOP updates replace and supersede any older material and are valid and enforceable.

The complete Operations Assessment Report can be found on IHOP Connect.

**NOTE: FORM 100s APPLIED FOR BUT NOT YET APPROVED ARE NOT VALID SUBSTITUTES FOR SOP.**

**EXISTING RESTAURANTS**

OARs are completed a minimum of three times per year for every restaurant.

**NEWLY-OPENED RESTAURANTS**

Newly opened restaurants should expect an OAR within 60 days of opening. The first OAR for a restaurant is considered a benchmark or baseline report that does not affect a Franchisee’s A/B status and is not used to determine repeat violations. Any reports thereafter can affect a Franchisee’s A/B ranking as well as determine repeat violations.
Voice of the Guest

The IHOP Voice of the Guest (VOG) System allows our guests to provide direct feedback on their experiences. On each guest receipt, guest’s are invited to leave their feedback on our automated system by calling the telephone number or visiting the website indicated. Guests must have a receipt to be able to complete the survey.

The feedback obtained through the VOG program is made available to Franchisees through various reports and is designed to be constructive and to provide franchisees with timely and actionable information.

A list of the exact questions asked on the survey as well as instructions for accessing the feedback reports can be found in the Voice of the Guest Kit on IHOP Connect.

Guest Complaints

Guest complaints beyond the scope of minor food problems should be brought to the attention of management so that the Manager-on-Duty can handle the complaint immediately. IHOP uses the L.A.S.T. system to resolve guest complaints. L.A.S.T. stands for Listen, Apologize, Solve, Thank.

Below are some guidelines to follow when working to resolve guest complaints:

1. Approach guests in a cheerful but concerned manner. Always be courteous.
2. Listen carefully and try to understand the problem from guests’ point of view.
3. Pay attention to what guests are saying and look at them while they are speaking.
4. Ask questions. Show that your concern is genuine and that you wish to get all the facts pertaining to the problem.
5. Summarize what guests have said by paraphrasing it. Be sure guests know that you understand what was said.
6. Avoid being defensive. Do not argue. Do not offer excuses. Don’t involve guests in explanations for the cause of the problem.
7. Be sure the guest knows that you appreciate their bringing the problem to your attention.
8. Ask the guests what you can do to correct the situation. When possible, give them what they want. Correct the problem immediately. Offer to pick up the check if necessary. Gaining a new guest is very expensive. Losing a current guest is equally expensive. Don’t underrate the value of a guest. The cost of picking up even a large check is far less than the cost of finding a new guest.
9. Thank the guests and possibly offer to bring a complimentary beverage or dessert. You might say, “I really appreciate your bringing this to my attention. Please enjoy your coffee with our compliments.”
10. If the complaint involves a question of personal injury or liability, be sure the appropriate accident or injury insurance forms provided by your insurance company are filled out. Do not argue with guests, but do not admit to liability either. Remain calm. It is important to get as many facts as you can.

Whenever possible, turn guest complaints to your advantage, making them useful tools for improving the quality, service, and cleanliness of IHOP restaurants.

We encourage you and your Team Members to practice good guest relations with the slogan, “The guests are always right.” From their perspective, they are always right. But right or wrong, they are always our guests, and we cannot be successful without their patronage.
GUEST COMPLAINTS REGARDING DISCRIMINATION

As one of the leaders in family dining, we understand that excellent service and good guest relations are critical to our business. Our guests come from all cultures, backgrounds, races, and ages, and each is entitled to expect the same superb attention and service.

If a complaint involves a claim of discrimination you should still follow the basic L.A.S.T. principles. We also recommend that you do the following:

1. Conduct an investigation into the guest’s claims by talking with the Team Members involved to obtain as much information as possible.
2. Correct any internal problems through Team Member counseling, training, or termination, as appropriate.
3. Advise the guest that you have investigated and dealt with the problem.

You may wish to consult with an attorney. You should also notify your Regional Vice President of any discrimination claims.
Safety

Safety is the responsibility of the Franchisee and each person who works in your restaurant. It is a vital responsibility because the safe operation of your restaurants affects the lives and welfare of our Team Members and guests. But safety is also a part of the profit picture. Few people consider accidents in terms of the high cost of compensation, medical benefits, liability claims, and damage to equipment. Plus, a loss of goodwill may result from guest accidents in a restaurant.

By carefully organizing an ongoing safety program, you should be able to reduce accidents and the resulting lost time. A well-trained and safety-conscious Team Member should have fewer accidents and develop more efficient work habits. In the final analysis, safety is good management.

Studies conducted by the National Restaurant Association (NRA) show that while a high percentage of all restaurant accidents happen during the serving process, many accidents also happen during food preparation and cooking. There is no one area of the restaurant that is accident free. We have a responsibility to ourselves, our Team Members, and the public to develop a safety program for all activities in our restaurants.

In general, an IHOP Franchisee’s safety responsibilities include:

- Compliance with all applicable safety-related laws.
- Maintenance of a clean, safe restaurant.
- The safety of all Team Members.
- The safety of all guests, purveyors, and contractors in the restaurant.
- Continuing safety training for all Team Members.
- Planned safety inspections.
- Accident investigation and the investigation of close calls.

These responsibilities can be met through implementation of an Illness and Injury Prevention Program (IIPP). The IHOP Safety Manual contains a sample IIPP as well as other safety-related information for your reference. The Manual also contains information about first aid, safety training, use of safety committees, fire prevention, hazardous materials, emergency action plans, security, crisis management, and best demonstrated practices for lessening the risk of accidents. The Manual is made available to Franchisees in an effort to share business practices, procedures and tools that may improve the safety of your operation. Before using the Manual you should evaluate its fit and function within your own organization. You may also want to consult with legal counsel to identify and address any legal considerations that may arise from its use in the jurisdictions in which you operate. Use of the Manual is voluntary.

Emergency Action Plan

Crisis Plan and React Poster

Crisis situations consist of events such as food borne illness, crime, injury, natural disasters, and other emergencies. The REACT Crisis Management Guidelines Poster (available on IHOP Connect or at DataSource.com) suggests the logical steps to follow in most crisis situations. In addition, there is space available to write in all of the important phone numbers for your location. For this information to be beneficial to you and your operations, we recommend that you do the following:

1. Hang the poster on the inside of the Manager’s office door, near the phone.
2. Review the information with all of the managers/supervisors and make sure the contents are thoroughly understood.
3. Keep all phone numbers up to date.

If a crisis situation occurs in your restaurant the following steps should be taken:

- **During business hours**—immediately contact your Franchisee/Manager, Regional Vice President and the IHOP Restaurant Support Center Crisis Hotline at 1-888-IHOP-RSC.

- **After business hours**—IF THE SITUATION REQUIRES IMMEDIATE ATTENTION, contact the IHOP Restaurant Support Center After-Hours Crisis Hotline at 1-877-IHOP-911. This special crisis line is not to be given to Team Members or the public and is to be used by only the restaurant's management.

- **Direct all media inquiries to IHOP Media Relations at 818-637-3629.**

- Follow all procedures listed on the IHOP Crisis Management Guidelines.

**Re-opening for Business After Flooding or Power Loss**

After flooding or a loss of power, perform the following before re-opening the restaurant for business:

- Listen to, and follow the direction of local news, water and power companies and regulatory environmental health agencies.

- The water supply may be affected with restrictions after any power outage or natural disaster.

- You may be required to boil water or use bottled water.

- When your new food delivery arrives, it is important to check critical product temperatures. It is possible that your distributor has also experienced the same problems related to a power outage or natural disaster.

**Perform the Following Prior to Food Delivery:**

- All coolers, walk-ins and freezers, cold and hot table units, should be cleared, cleaned, and sanitized of any water and juices that may have collected as a result of the power loss.

- Ice machines may require special handling for cleaning and sanitizing.

- Wipe all unopened lids of shelf stable refrigerated products with a clean sanitized cloth. Clear them of any moisture to prevent cross contamination.

- Start all restaurant equipment units according to manufacturer’s instruction prior to re-loading.

- Clean and sanitize all cold beverage units (including the nozzles).

- Make sure enough food products are properly prepared and stored prior to re-opening.

- Check dish machine for proper operation according to the manufacturer’s guidelines. Contact your Franchise Business Consultant or District Manager prior to opening.
Security

Loss Prevention

These procedures are recommended for Franchisees.

- Periodically change the locks and the safe combinations. Only the Manager and Assistant Manager should have the combination to the bottom safe.
- Only management issues food from the freezer and receives orders. Keys are not passed out to anybody other than those assigned keys, under any circumstances.
- Only one person per shift at the register, with interims done at the beginning and ending of each shift.
- Maintain a guest check control system by accounting for all open checks at the end of each shift.
- Do not use cash expenditures; an audit trail is vital.
- Do not hire relatives who will supervise one another.
- Do not hire relatives or boyfriends and girlfriends to work on the same shift.
- Carefully review build-to’s and pars to control inventory.
- You should establish the policy of whether checks are to be accepted from guests.
Food Safety and Sanitation

Each day, in IHOP Restaurants across the country, food is served to thousands of people. They depend on us to provide a pleasant dining environment and to protect their health. Our goal is to serve food that consistently meets the highest quality and safety standards.

As an IHOP Franchisee, we are counting on you to implement proper sanitation procedures at your restaurant. IHOP has provided many tools to support proper food handling procedures and it is up to you to train your staff, implement these procedures, and follow-up with your team. One tool is the IHOP 101 Training Program, which includes basic food sanitation issues. We recommend that you provide this training during the orientation of every new Team Member. The Prep Recipes and Line Recipes emphasize food safety standard operating procedures (SOP), which will be discussed later in detail. We also have training laminates (posters) for each critical area of the restaurant. YES—it does take extra time to train and follow up with your staff; however, the consequence of a food borne illness outbreak is often going out of business.

Team Member Health and Personal Hygiene

Good personal hygiene practices are an important part of ensuring food safety and maintaining the excellence and quality of the IHOP brand. Team Members should be neat in appearance, properly bathed, and follow proper hand washing and sanitation methods for all food handling processes. The following guidelines are strongly suggested.

**Grooming**

1. Arrive at work clean—clean hair, teeth brushed, and bathed with deodorant used daily.
2. Maintain short, clean, and polish-free fingernails. No artificial nails are permitted in the food production area.
3. Wash hands (including under fingernails) and up to forearms vigorously and thoroughly with soap and warm water for a period of approximately 20 seconds:
   - When entering the facility before work begins.
   - Immediately before preparing food or handling equipment.
   - As often as necessary during food preparation when contamination occurs.
   - In the restroom after toilet use, and when you return to your work station.
   - When switching between working with raw foods and working with ready-to-eat or cooked foods.
   - After touching face, nose, hair, or any other body part, and after sneezing or coughing.
   - After cleaning tables.
   - After cleaning duties.
   - Between each task performed and before wearing disposable gloves.
   - After smoking, eating, or drinking.
   - Any other time an unsanitary task has been performed – i.e. taking out garbage, handling cleaning chemicals, wiping tables, picking up a dropped food item, etc.
4. Wash hands only in hand sinks designated for that purpose.
5. Dry hands with single use towels. Turn off faucets using a paper towel in order to prevent recontamination of clean hands when applicable.
PROPER ATTIRE

1. Wear appropriate clothing – clean uniform and clean non-skid, close-toed work shoes.
2. Wear apron on site, as appropriate.
   • Do not wear apron to and from work.
   • Take off apron before using the restroom.
   • Change apron if it becomes soiled or stained.
   • Do not wipe hands on apron.
3. Bandage and wear food handler gloves over any cuts, sores, rashes, and/or lesions on the hands. Wear food handler gloves or use suitable utensils when handling ready-to-eat foods that will not be heat treated.
4. Change food handler gloves as often as handwashing is required. Wash hands before donning and after discarding gloves.

HAIR RESTRAINTS AND JEWELRY

1. Wear a hair net and/or approved cap in any food production area that completely covers all hair.
2. Keep beards and mustaches neat and trimmed. Wear beard restraints in any food production area if required by local health authority.
3. Refrain from wearing jewelry in the food production area.

ILLNESS

Guests should not be exposed to ill team members. Team members with illness symptoms should be sent home with the exception of symptoms from a noninfectious condition as confirmed by a medical doctor. Instances of Norovirus, Hepatitis A, Salmonella (including Typhi), Shigella or Shiga Toxin-producing Escherichia Coli must be reported to the Restaurant Manager. Entamoeba histolytica (Amebiasis) must also be reported to the manager in California only. Exclude the Team Member if diagnosed with an infection from Norovirus, Hepatitis A, Salmonella Typhi, Shigella, or Shiga Toxin-producing Escherichia Coli, or Entamoeba histolytica (Amebiasis) (for California only).

CUTS, ABRASIONS AND BURNS

1. Bandage any cut, abrasion or burn that has broken the skin.
2. Cover bandages on hands with food handler gloves and finger cots (protective coverings) as appropriate.
3. Inform Restaurant Manager of all wounds.

SNEEZING/COUGHING

1. Step away from food and food contact surfaces.
2. Cover your mouth. The preferred method to cover your mouth is to extend the arm so that the inner-fold of the elbow-area covers the lips allowing your hands not to be contaminated.
3. Dispose of tissues used to cough/blow nose.
4. Wash hands before returning to work.
5. Put on food handler gloves if necessary.
SMOKING, EATING AND DRINKING

Restaurant Team Members should eat, drink and smoke in designated areas outside of the kitchen according to the following:

1. Smoke only in designated areas. No smoking or chewing tobacco shall occur inside production facilities.
2. Eat and drink in designated areas only, never in the work area. Eating (with the exception of managers tasting foods to ensure quality) is NOT allowed in the production and service areas.
3. Drinking from a closed beverage container is permitted in production area as long as it is stored below and away from food and food contact surfaces, and is allowed by local health regulations.
4. Chew gum, eat candy or similar only in the area designated for Team Members to eat.

TASTING METHOD

1. Place a small amount of food into a separate container.
2. Step away from exposed food and food contact surfaces.
3. Use a spoon to taste the food. Remove the used spoon and container to appropriate location (i.e., dish room).
4. Never reuse a spoon that has already been used for tasting.

PERSONAL ITEMS

1. Personal items should be stored completely separate and away from food, food contact surfaces and food preparation areas.
2. If a Team Member must refrigerate medication while working, the Team Member should place it inside a covered, leak-proof container that is clearly labeled and store the container away from food and food contact surfaces.

HAND WASHING

Proper hand washing practices ensure the safety of food served to guests. Guidelines for hand washing practices are outlined below.

1. Use only hand sinks designated for that purpose. Do not wash hands in sinks in the production area.
2. Wash hands (including under the fingernails) and forearms vigorously and thoroughly with soap and warm water (water temperature should be at least 100°F) for a period of approximately 20 seconds.
3. Wash hands using soap from a soap dispenser.
4. If required by local health authorities, use a sanitary nail brush to remove dirt from under fingernails.
5. Wash between fingers thoroughly.
6. Rinse away soap under warm running water (water temperature should be at least 100°F).
7. Dry hands with single use towels or a mechanical hot dryer. (Retractable cloth towel dispenser systems are not recommended.) Turn off faucets using a paper towel in order to prevent recontamination of clean hands if foot pedals are not available.

Hand Washing Sink Minimum Standards:

1. Hand washing sinks must be fully stocked at all times with an adequate inventory of hand sink supplies available in storage:
• Hand washing sinks must have hot and cold running water (at least 100°F) available during all hours of operations.
• Hand washing sinks must have single use paper towels available.
• Cloth or any reusable towels are not acceptable.
• Hand washing sinks must have a trash receptacle located near the sink to dispose of single use paper towels.
• Hand washing sinks must have proper signs instructing Team Members to wash their hands.

2. Hand washing sinks must be accessible and free of clutter.
3. No objects should obstruct the path of Team Members to approach the hand washing sinks.
4. No items should be stored in, on and/or around the hand washing sink, other than hand washing necessities.
5. Hand washing sinks must be used for hand washing only and not used for food prep and/or ware washing, or any other purpose.

**Food Handler Glove and Utensil Use**

Food handler gloves or utensils should be used for handling all ready-to-eat foods and/or when there are cuts, sores, burns or lesions on the hands of food handlers according to the following:

1. Wash hands thoroughly prior to putting on gloves and when gloves are changed.
2. Change gloves when:
   • Beginning each new task.
   • They become soiled or torn.
   • They are in continual use for four hours.
   • You are finished handling raw meat and before handling cooked or ready-to-eat foods.
   • After touching anything unsanitary (i.e., garbage can, dirty dishes).
3. Use utensils, such as deli-tissue, spatulas or tongs as an alternative to food handler gloves.
4. Cover cuts and sores on hands, including fingernails, with clean bandages. If hands are bandaged, clean food handler gloves or finger cots (protective coverings) should be worn at all times to protect the bandage and to prevent it from falling into food.

**Cleaning and Sanitizing Food Contact Surfaces – General Guidelines**

Equipment should be washed, rinsed and sanitized after each use to ensure the safety of food served to guests.

Equipment that handles potentially hazardous foods should be cleaned at least every four hours when in constant use. Guidelines for cleaning and sanitizing food contact surfaces are outlined below.

1. Wash, rinse and sanitize food contact surfaces of sinks, tables, equipment, utensils thermometers, carts and equipment:
   • After each use.
   • Any time you begin working with another type of food:
     ▶ Between uses when preparing different types of raw animal foods, such as fish, meat and poultry.
     ▶ Between uses when preparing ready-to-eat foods and raw animal foods, such as fish, meat and poultry.
• If in constant use, clean and sanitize at four-hour intervals.
• Anytime there is an interruption during a task and the tools and items may have been contaminated.
• Anytime contamination occurs or is suspected.

2. Wash, rinse and sanitize food contact surfaces of sinks, tables, equipment, utensils, thermometers, carts and equipment using the following procedure:
   • Wash surface with detergent solution.
   • Rinse surface with clean water.
   • Sanitize surface using a sanitizing solution mixed at a concentration specified on the manufacturer’s label.
   • Place wet items in a manner to allow air drying.
   • Store clean dishes in an inverted position.
   • In between uses, keep towel inside the sanitizing solution.

3. If it is a Clean-in-Place Equipment (CIP) being cleaned and sanitized:
   • Disassemble removable parts from equipment:
     ▶ If a dish machine is used, refer to Machine Warewashing - High Temperature section or Machine Warewashing - Low Temperature (Chemical) Sanitizing section of this document.
     ▶ If a 3-compartment sink is used, refer to Manual Warewashing – 3 Compartment Sink section of this document.
   • Ensure stationary parts of equipment are clean to sight and touch.
   • In-storage equipment should be inverted, covered or otherwise protected from contamination.

**MACHINE WAREWASHING - HIGH TEMPERATURE**

All flatware, serving dishes, and utensils should be washed, rinsed, and sanitized after each use. The machine for warewashing should be checked prior to and during each shift as necessary to ensure that it is functioning properly. Team Members who use the warewashing machine should know how to use the machine, document its use and properly maintain it after use.

Steps include:

1. Fill dish machine tanks prior to use using the automatic filler.
2. Run dishes after being filled, but not until the machine reaches 110°F.
3. Verify that soap and rinse additive dispensers have enough products for the shift’s use.
4. Scrape and rinse all items before placing them in the machine.
5. Load the dishwasher racks. Avoid overloading or improper loading.
6. Check final rinse temperature at plate level.
   • Use an irreversible dish machine thermometer (lolli-pop) to make sure the final rinse temperature is 160°F at plate level or run a thermal strip on a pan/plate or intertwined fork prior to and during each shift as necessary.
   • Check the thermal strip (or a t-stick reading at 160°F) after it has run through the machine to make sure it has changed to black, indicating that the rinse temperature is sanitizing properly.
   • Record the lolli-pop temperature on the Temperature Log or tape the thermal strip/t-stick on the Temperature Log.
• If final rinse temperature does not meet the standard, do not run anything through the machine and report the problem to the manager immediately.

7. Place rack in machine and close door.

8. Run racks of dishes and flatware through the dish machine. Sort and transfer flatware to silver holders with handles up; run through machine again.

9. Using clean hands, remove dishes from machine, and allow to air dry.

10. Temperatures and pressures should be at least:

   • Wash - 150°F with a cycle of at least 2 minutes
   • Rinse - 170°F
   • Final rinse - 180°F

NOTE: FOR STATIONARY-RACK SINGLE TANK OR ONE-COMPARTMENT, SINGLE-TEMPERATURE MACHINES, WATER TEMPERATURE IS 160°F WHEN CONTACT WITH DISHWARE. FINAL TEMPERATURE SHOULD NOT EXCEED 194°F. A TEMPERATURE SENSOR SHOULD TURN BLACK. MINIMUM WATER PRESSURE FOR FINAL RINSE SHOULD BE 15-25 PSI.

MACHINE WAREWASHING - LOW TEMPERATURE (CHEMICAL) SANITIZING

Low Temperature Dish Machines use chlorine-based sanitizer solutions at low temperatures to sanitize items washed in the machine. Measure concentration using chlorine test strips and achieve a final rinse concentration between 50 ppm and 100 ppm.

All flatware, serving dishes and utensils should be washed, rinsed and sanitized after each use. The machine for warewashing should be checked prior to and during each shift as necessary to ensure that it is functioning properly. Team Members who use the warewashing machine should know how to use the machine, document its use and properly maintain it after use.

Steps include:

1. Fill dish machine tanks prior to use using the automatic filler.
2. Run dish machine after being filled, but not until it reaches 110°F.
3. Check that soap and chemical sanitizer dispensers have enough products for the shift.
4. Scrape and rinse all items before placing them in the machine.
5. Load the dishwasher racks. Avoid overloading or improper loading.
6. Place rack in machine and close door. Check that the wash cycle is maintaining at least 120°F and runs for a minimum of 2 minutes.
7. Check sanitizer concentration using appropriate test strips.
   • Record the concentration on the Temperature Log or tape the test strip on the Log.
   • If final rinse concentration does not meet the standard, do not run anything through the machine and report the problem to the manager immediately.
8. Run racks of dishes and flatware through the dish machine. Sort and transfer flatware to silver holders with handles up; run through machine again.
9. Using clean hands, remove dishes from machine, and allow to air dry.

Temperatures and pressure should be at least:

• Wash - 120°F and runs for a minimum of 2 minutes.
• Rinse - 75-120°F.
• Minimum water pressure for final rinse should be at 15-25 psi.

**Manual Warewashing – 3-Compartment Sink**

All equipment items should be washed, rinsed and sanitized after each use. The warewashing sinks should be checked prior to use to ensure chemical concentrations or sanitizing temperatures are adequate. Team members who use the warewashing sinks should be responsible for knowing how to use them properly and document concentrations and/or temperatures.

Steps include:

1. Rinse, scrape or soak all items before washing.
2. Wash items in the first sink in a detergent solution. Water temperature should be at least 110°F. Use a brush, cloth, or scrubber to loosen remaining soil. Replace detergent solution when suds are gone, temperature falls below 110°F or when it becomes overly dirty.
3. Immerse or spray-rinse items in second sink. Water temperature must be at least 110°F. Remove all traces of food and detergent. If using immersion method, replace water when it becomes cloudy, dirty, or sudsy or the water temperature falls below 110°F.
4. Immerse items in third sink filled with hot water or a chemical-sanitizing solution.
   - If hot water immersion is used, the water temperature must be at least 171°F. Items must be immersed for 30 seconds. Proper personal protective equipment should be worn.
   - If chemical sanitizing is used, the sanitizer must be mixed at the proper concentration. (Check at regular intervals with a test kit.) Water must be correct temperature for the sanitizer used.
5. To avoid recontamination of clean and sanitary items:
   - Air-dry all items on a drain board or dish rack.
   - Wash hands prior to returning clean items to storage.

**Proper 3-Compartment Sink Setup**

<table>
<thead>
<tr>
<th>Compartment 1</th>
<th>Compartment 2</th>
<th>Compartment 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>WASH</td>
<td>RINSE</td>
<td>SANITIZE</td>
</tr>
<tr>
<td>110°F</td>
<td>Clear Water</td>
<td>171°F or Chemical Sanitizer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chlorine</th>
<th>Iodine</th>
<th>Quats</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥ 100°F</td>
<td>≥ 75°F</td>
<td>68°F</td>
</tr>
<tr>
<td>≤ 10</td>
<td>≤ 8</td>
<td></td>
</tr>
</tbody>
</table>

| Water hardness | | Per manufacturer’s recommendation |
|----------------||------------------------------|
| Per manufacturer’s recommendation | | ≤ 500 ppm or per manufacturer’s recommendation |

<table>
<thead>
<tr>
<th>Sanitizer concentration</th>
<th>Sanitizer contact time</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 – 100 ppm</td>
<td>≥ 7 sec</td>
</tr>
<tr>
<td>12.5 – 25 ppm</td>
<td>≥ 30 sec</td>
</tr>
<tr>
<td>Per manufacturer’s recommendation</td>
<td>≥ 30 sec</td>
</tr>
</tbody>
</table>
Pest Control

Efforts should be made to ensure that pests are controlled in the restaurant, including use of a licensed pest control operator (PCO). Guidelines for establishing an integrated pest management program (IPM) are outlined below.

**Deny Access to Pests**

1. Use reputable suppliers for all deliveries.
2. Check all deliveries before they enter the restaurant.
3. Refuse shipments that have signs of pest infestation, such as gnaw marks on cardboard containers.
4. Keep all exterior openings closed tightly. Check doors for proper fit as part of the regular cleaning schedule.
5. Report any signs of pests to the Restaurant Manager.
6. Report any openings, cracks, broken seals, or other opportunities for pest infestation to the Restaurant Manager.

**Deny Pests Food, Water, Hiding or Nesting Place**

1. Dispose of garbage quickly and correctly. Keep garbage containers clean, in good condition and tightly covered in all areas (indoor and outdoor). Clean up spills around garbage containers immediately. Wash, rinse and sanitize containers regularly.
2. Store recyclables in clean, pest-proof containers away from the building.
3. Place food and supplies after delivery as quickly as possible into storage.
   - Keep all food and supplies at least six inches off the floor and six inches away from walls.
   - Place opened packages of dry storage products in storage containers with tight fitting lids.
   - Use FIFO (First In First Out) inventory rotation, so pests do not have time to settle into these products and breed.
4. Clean the facility thoroughly and regularly. Careful cleaning eliminates the food supply, destroys insect eggs and reduces the number of places pests can safely take shelter.

**Use and Storage of Pesticides**

The PCO should decide if and when pesticides should be used in your establishment. PCOs are trained to determine the best pesticide for each pest, and how and where to apply it. Pesticides are used only by a licensed PCO. Do not allow PCO to store unused pesticides on the premises.

- Use of non-commercial pesticides, (not intended for food industry) is not permitted on the premises.
- All chemicals are used in accordance with manufacturer’s recommendations and current MSDS are located in a binder at the Right to Know station.

**Selecting a Pest Control Company**

The following guidelines may be helpful in selecting a reliable pest control company and ensuring quality service.

1. Reach a complete understanding with a company before work starts or a contract is signed. Find out what the pests are, what will be done, over what period of time, what results can be expected and what the costs are for the service.
2. Be sure you know what is and is not guaranteed.
3. Ask about the training of the technician who will service your restaurant.
4. Check your local Better Business Bureau to see if any complaints have been filed against the company.
5. Get references from other IHOP Restaurant Franchisees.
6. Ask your fellow operators for the name of the company that they are currently using or have used in the past that they are/were satisfied with the service. Seek value from the company you hire and do not just look at the price.

Ice Machine Usage

Ice should be considered a food product and be handled in a manner to ensure safety. Team members involved in production or service should observe the following procedures to ensure the safety of ice used in the restaurant.

1. Wash hands before handling scoop or portioning ice.
2. Use a scoop to transfer ice to a clean and sanitized container. The scoop must be stored in a sanitary manner adjacent to the ice machine. It should never be stored in the ice storage bin. Scoop should be cleaned and sanitized daily.
3. Keep the ice machine lid closed when not in use.
4. Avoid using bare hands or inserting a glass directly into the ice storage bin. Cross contamination or introduction of a physical hazard (glass) could occur.
5. Store and transport ice in designated containers only. Do not use containers that formerly held chemicals or potentially hazardous foods.
6. Discard ice used for display (cold rails or similar) or ice baths. Do not use for consumption.
7. Clean and sanitize parts of ice machine considered “food contact surfaces.” Record date of cleaning on the Temperature Log.

Calibration of Thermometers

Thermometers that can be calibrated in-house should be calibrated routinely to ensure accuracy of temperatures taken and that food is served to guests at safe temperatures. A Team Member should calibrate thermometers that can be calibrated in-house on a weekly basis or more frequently if needed using the following steps:

**CALIBRATING THERMOMETERS - ICE-POINT METHOD**

**NOTE:** The ice-point method of calibrating thermometers is more reliable than the boiling point method. The boiling point method can be subject to variations in altitude and atmospheric pressure.

1. Fill a large glass (at least 6” in diameter) with crushed ice. Add cold, clean tap water until the glass is full. Stir the mixture well so that it will be at 32°F.
2. Put the end of the clean thermometer or probe stem into the ice water so that the sensing area is completely submerged, but the stem does not touch the bottom or sides of the glass. Wait 30 seconds.
3. Hold the adjusting nut on a dial thermometer, located under the indicator head of the thermometer, secure with a small wrench or pliers, and rotate the head of the thermometer until it reads 32°F.
4. If applicable, press the reset button on a digital thermometer to adjust the readout.
5. Record on Temperature Log that calibration was completed.
CALIBRATING THERMOMETERS - BOILING-POINT METHOD

1. Bring clean tap water to a boil in a deep pan (it will be at 212°F).
2. Put the stem of a clean thermometer or probe into the boiling water so that the sensing area is completely submerged, but does not touch the bottom or sides of the pan. The thermometer or probe stem must remain in the boiling water for 30 seconds. Use a hot pad to hold the thermometer in the boiling water.
3. Hold the adjusting nut on a dial thermometer, located under the indicator head of the thermometer, securely with a small wrench or pliers, and rotate the head of the thermometer until it reads 212°F.
4. If applicable, press the reset button on a digital thermometer to adjust the readout.
5. Record on Temperature Log that calibration was completed.

Use of Thermometers

Temperatures should be taken at all steps in the food flow– receiving, storing, preparing, cooking, transporting and serving – with calibrated thermometers to ensure the safety of food served to guests. Guidelines for measuring food temperatures at critical steps throughout the flow of food are outlined below.

HOW TO MEASURE THE TEMPERATURE OF FOOD

1. Use a calibrated thermometer. Calibrate thermometers on a weekly basis, or whenever they are dropped or suffer a shock.
2. Sanitize stem of clean thermometer with an alcohol wipe or insert stem into sanitizing solution for at least 5 seconds, then air dry.
3. Insert the end of the sanitized thermometer into one of the following locations, depending on the type of food:
   • The thickest part of the product for meat, poultry, or fish.
   • The center of the item.
   • Between two packages of refrigerated or frozen packaged foods.
   • Until at least 2 inches are submerged in milk and other liquids.
   • By folding the bag over the stem of the thermometer or probe for bulk milk or liquids.
4. Make sure the tip of the thermometer does not poke through the food.
5. Measure the temperature until the readout is steady (bi-metallic or digital).
6. Read thermometer and record temperature.
7. Clean and sanitize stem of thermometer and store it in an accessible location.

GENERAL THERMOMETER GUIDELINES

1. Keep thermometers and their storage cases clean, stored safely, and easily accessible.
2. Use bi-metallic stemmed thermometers or digital thermometers. Do not use glass thermometers filled with mercury or spirits.
3. Take two temperatures in different locations; product temperatures can vary throughout the food item. Stir if necessary.
4. Insert the thermometer into liquids and hold. Do not allow the thermometer’s sensing area or probe to touch the sides or bottom of the container.
Receiving Deliveries

All food must be checked for proper conditions as it is received in the facility. Guidelines for receiving food are outlined below:

GENERAL GUIDELINES

1. Receive only one delivery at a time from approved suppliers. Verify credentials of delivery person.
2. Check to make sure frozen food is solid, and does not show evidence of thawing and re-freezing.
3. Check to ensure that refrigerated foods are received at or below 41°F.
4. Record the date received on the outside of each package, and a use-by date if applicable.
5. Remove potentially hazardous foods from the temperature danger zone (41°F to 140°F) and place in storage as quickly as possible.
6. Accept only pasteurized dairy products.
7. Reject potentially hazardous foods that are not at acceptable temperature and cans with swelled tops or bottoms, leakage, incomplete labels, flawed seals, rust or dents.
9. Products must meet order specifications and quality requirements. If any foods are deemed unacceptable, they should be rejected and put in a designated area for credit.

RECEIVING FROZEN AND REFRIGERATED FOODS

1. Check temperature with a calibrated thermometer to assure that cold foods (especially potentially hazardous foods—foods in which microorganisms are able to grow rapidly – often moist, high in protein, and have a neutral or slightly acidic pH) are below 41°F.
2. Reject all foods that should be stored below 41°F that are delivered above 41°F.
3. Check at random the temperature of 2-3 different refrigerated food items for each delivery. Record date, Team Member initials, product name and temperature of these products on the invoice or in a receiving log.
4. Place foods in the proper storage area (cooler or freezer) quickly to avoid potential bacterial growth. Proper cooler temperatures are 41°F or lower. Proper freezer temperature is 0°F to -10°F.
5. Use First In First Out (FIFO) inventory rotation of products in all storage areas to assure that the oldest products are used first. Products with the earliest use-by or expiration dates are stored in front of products with later dates. Mixing old food with new food is not acceptable.
6. Keep products in original package until used.

RECEIVING DRY GOODS

1. Check dry goods for leaks, flaws or broken packages. Dry goods should be dry, free of mold and free of insects. If the packages are flawed, they should be rejected and put in a designated area for credit.
2. Inspect cans for leaks, dents, bulges or other visible signs of damage. Notify a manager if a damaged can is found.
3. Date boxes and cans with receiving date.
4. Separate chemicals from foods.
5. Proper dry storage temperatures are between 50°F and 70°F at 50% to 60% humidity.
6. Use First In, First Out (FIFO) inventory rotation of products in all storage areas to assure that the oldest products are used first. Products with the earliest use-by or expiration dates are stored in front of products with later dates. Mixing old food with new food is not acceptable.

7. Keep products in original package until used.

**Food Storage**

All food, chemicals, and supplies should be stored in a manner that ensures quality and maximizes safety of the food served to guests. Guidelines for receiving and storing food maintained in the storage areas, including dry, refrigerated and freezer storage are outlined below.

**Storage Upon Receiving**

1. Place potentially hazardous foods in the proper storage area quickly to avoid bacterial growth:
   - 41°F or lower – refrigerator/cooler temperatures
   - 0º to -10ºF – freezer temperatures
   - 50ºF to 70ºF at 50% to 60% humidity – dry storage temperatures

2. Place foods into appropriate storage areas immediately upon receipt in the following order:
   - Refrigerated foods – Store foods in designated refrigerators. If food products are stored together in a refrigerator, they are placed on shelves in the following order from top to bottom:
     - Prepared or ready-to-eat (RTE) foods, pasteurized liquid eggs
     - Raw fish and seafood items, shell eggs
     - Raw beef, steaks
     - Raw pork
     - Raw ground beef, hamburgers
     - Raw poultry
   - Frozen food
   - Dry goods

3. Keep all food items on shelves at least 6" above the floor to facilitate air circulation and proper cleaning.

4. Store food out of direct sunlight.

5. Place chemicals and supplies in appropriate storage areas, away from food.

6. Rotate goods when placing them in storage by placing the new items behind the old items to ensure that the older items are used first (FIFO inventory rotation).

7. Make sure all packages (i.e., each can in the case) are dated with receiving date and use-by date.

8. Store food in original container if the container is clean, dry and intact. If necessary, repackage food in clean, well-labeled, airtight containers. This also can be done after a package is opened. Food is NEVER put in chemical containers and chemicals are NEVER placed in food storage containers.

9. Store pesticides and chemicals away from food handling and storage areas. They must be stored in original, labeled containers.
Dry Storage Sanitation

1. Maintain clean and uncluttered storage areas. Storage areas should be positioned to prevent contamination from garbage.
2. Dispose of items that are beyond the expiration or “use by” dates.
3. Store all items on shelves at least 6” above the floor to facilitate air circulation and proper cleaning.
4. Check for signs of rodents or insects. If there are signs of the presence of rodents or insects, notify the Restaurant Manager.

Temperature Control

1. Check the temperature of all refrigerators/coolers, freezers and dry storage at the beginning of each day.
   • Refrigerator temperatures should be between 33°F and 41°F.
   • Freezer temperatures should be between 0°F and -10°F, with the exception of ice cream storage on the service line, which is 0°F to 10°F.
   • Dry storage temperatures should be between 50°F and 70°F.
2. Record temperatures on the appropriate temperature log and initial.
3. Take corrective actions if temperatures are out of the recommended range.
4. Don’t overload refrigerated storage areas, as this prevents air flow and makes the unit work harder to stay cold.
5. Use caution when cooling hot food in the cooler, as this warms the unit and puts other foods into the temperature danger zone.
6. Keep units closed as much as possible to maintain proper temperatures.
7. Defrost all units on a regular schedule to aid in proper maintenance and air circulation.

Thawing Food

All foods should be thawed using appropriate practices to ensure food safety. Guidelines for food thawing practices are outlined below.

1. Use one of the three acceptable methods for thawing food:
   • Thaw food in the refrigerator at 41°F or below. NEVER thaw food at room temperature.
   • Thaw food needed for immediate service under potable running water at 70°F or lower. Prepare the product within 4 hours of thawing.
   • Thaw the product in the microwave if product will be cooked immediately.
2. Prevent cross-contamination and separate raw products from cooked and ready-to-eat products.
3. Do not refreeze thawed food.

Preparing Cold Food

Temperatures of all potentially hazardous cold food should be taken during preparation to ensure safety of all food served to guests. All food must be prepared using appropriate practices and procedures to ensure safety and sanitation. Guidelines for cold food preparation are outlined below.
TAKE TEMPERATURES
1. Wash hands.
2. Use a clean and sanitized calibrated thermometer to take the temperatures of potentially hazardous food products.
3. Record temperatures on the Temperature Log.

PREPARE COLD FOODS
1. Pre-chill ingredients for food served cold to below 41°F before placing on line and/or combining in a recipe.
2. Discard thawed potentially hazardous foods that have been above 41°F for more than four hours.
3. Discard cold potentially hazardous food after four hours if they have not been properly held below 41°F.

MAINTAIN FOOD CONTACT SURFACES
1. When possible use color-coded cutting boards for all products. Red for raw meat, green for vegetables or fruits, blue for ready to eat food, and yellow for raw poultry.
2. Food contact surfaces must be smooth, easily cleaned and sanitized, and of appropriate material.
3. Clean and sanitize all food contact surfaces prior to and after use. Cleaning and sanitizing steps need to be done separately in order to be effective.

Prevent Cross Contamination
Team members who handle raw proteins and should use proper intervention to prevent cross contamination with other foods and food contact surfaces. Guidelines for prevention of cross contamination are outlined below.

1. Raw proteins are not cut on line. Raw proteins are cut in a segregated area of the kitchen away from ready to eat food and food contact surfaces.
2. Cutting boards and utensils used to handle raw proteins are not left unattended. They are immediately washed, rinsed and sanitized after use and before coming in contact with ready-to-eat foods.
3. Color coded and/or other designated utensils (burger bags, patty paper, deli liners, etc.) are used to handle raw proteins.
4. Raw proteins are stored so that they do not contaminate other foods. See Storage.

Cooking Food
All foods should be cooked using appropriate practices and procedures to ensure safety. This includes cooking foods to required minimum internal temperatures and taking and recording temperatures. Guidelines for the proper production of food are outlined below.

PREPARE HOT FOODS
1. Cook hot foods to these minimum end-point temperatures or recipe directions as advised by the FDA. Avoid over-cooking. Use a calibrated thermometer to check product temperature in thickest part of the item or two places.
• Chicken: 165°F for 15 seconds
• Ground beef and burgers: 158°F for 1 second
• Beef steaks: Refer to recipes and/or steak doneness chart
• Pork: 145°F for 15 seconds
• Seafood: 145°F for 15 seconds
• PHF cooked from a raw state in a microwave: 165°F. Allow to sit for 2 minutes then check temperature in multiple locations of food.

2. Take end-point cooking temperatures.
3. Allow temperature of cooking equipment to return to required temperatures between batches.
4. Do not use hot holding equipment to cook or reheat foods.
5. Prepare products that will not be cooked or heated away from other products.

Take Temperatures
1. Wash hands.
2. Use a clean and sanitized calibrated thermometer to take the temperatures of all potentially hazardous food products, each batch.
3. Take temperatures in the center and thickest part of a food item. Two readings should also be taken in different locations to assure thorough cooking to the appropriate end-point temperature.
4. Take temperatures away from heat sources.
5. Allow thermometer enough time to accurately read the temperature.
6. Record the minimum internal cooking temperatures on the Temperature Log.

Holding Food
All hot food should be held hot (above 140°F) and cold food should be held cold (below 41°F). Temperatures of food should be taken routinely to ensure that proper temperatures are maintained through holding to ensure the safety of the food served to guests. Guidelines for holding hot and cold foods are outlined below.

HOLDING HOT FOOD
1. Prepare and cook only as much food as is needed. Batch cooking is ideal for maintaining food temperature and quality.
2. Use hot-holding equipment that can keep hot food at 140°F or higher.
3. Follow manufacturer’s instructions and company recommendations in using hot-holding equipment. Keep foods covered to retain heat and to keep contaminants from falling into food.
4. Measure and record internal food temperatures before each shift and/or more frequently if needed using a calibrated thermometer. Record temperatures on the Temperature Log. If temperatures are below 140°F, then rapidly reheat to 165°F (this may only be done one time).
5. Stir frequently to distribute heat evenly.
6. Protect hot food from contaminants with covers or food shields.
7. Discard hot potentially hazardous food after four hours if they have not been properly held at or above 140°F.
8. Do not mix freshly prepared food with food being held for service.
**HOLDING COLD FOOD**

1. Use cold-holding equipment that can keep cold foods below 41ºF.
2. Measure and record internal food temperatures before each shift and/or more frequently if needed using a calibrated thermometer. Record temperatures on the Temperature Log. If temperatures are above 41ºF, then refrigerate.
3. Stir frequently to distribute the cold product evenly.
4. Protect cold food from contaminants with covers or food shields.
5. Discard cold potentially hazardous foods after four hours if they have not been properly held below 41ºF.

**Cooling Food**

When cooked food will not be served right away (or is left over from hot holding and is within shelf life and can be saved) it should be cooled as quickly as possible to prevent microbial growth. Temperatures should be taken during the cooling process to make sure that time and temperature standards are met to ensure the safety of food served to guests.

Guideline for acceptable methods of cooling food are outlined below.

**ONE-STAGE (FOUR HOUR) METHOD**

The one-stage cooling method is the recommended method for cooling foods:

1. Cool hot cooked food from 140ºF to 41ºF within four hours using an appropriate procedure.
2. Take temperatures of product after four hours to make sure that food temperature is below 41ºF.
3. Record temperatures on a cooling log or similar.
4. Rapidly reheat food to above 165ºF (one time only) if food has not cooled to 41ºF in four hours.

**TWO-STAGE METHOD**

1. Cool hot cooked food from 140ºF to 70ºF or lower within two hours, and then cool down to 41ºF or lower within an additional four hours, for a total cooling time of six hours, using an appropriate procedure.
2. Take temperatures at the two and six hour intervals (and/or more frequently if needed) to make sure that the appropriate temperatures were reached.
3. Rapidly reheat food to above 165ºF (one time only) if food does not meet one of the two-stage cooling parameters.

**FACTORS THAT AFFECT HOW QUICKLY FOODS WILL COOL DOWN**

1. Size of the food item being cooled.
   - The thickness of the food or distance to its center plays the biggest part in how fast a food cools.
2. Density of the food.
   - The denser the food, the slower it will cool. For example, garlic mashed potatoes will take longer than chicken noodle soup.
3. Container in which a food is stored.
   - Stainless steel transfers heat from foods faster than plastic.
4. Size of container.
   • Shallow pans with product depth less than 3 inches allow the heat from food to disperse faster than deep pans.

**METHODS FOR COOLING FOODS**

1. Place hot product into/onto shallow, stainless steel pans or sheet trays and spread out to a depth no deeper than 3 inches.
   • Protect from overhead contamination and/or cover loosely with a lid or parchment paper and place it in the walk-in cooler.
   • Place on a high shelf, or designated cooling rack, where escaping heat will not affect other foods.

2. Use ice-water baths.
   • Fill a clean and sanitized sink with a 50/50 mixture of ice and water.
   • Transfer the hot product from its pan into shallower stainless steel pans and place into the ice water; use chill bags where applicable.
   • Stir item frequently.

3. Reduce the quantity of the food being cooled. Cut large food items into smaller pieces or divide large containers of food into smaller containers.

4. Use blast chillers to cool food before placing it into refrigerated storage.

5. Stir food to cool faster and more evenly. Ice paddles (plastic paddles that are filled with water and frozen) and chill sticks can be used to stir food through the cooling process. Stirring food with these cold paddles chills food quickly as this acts as internal ice baths.

**Reheating Food**

If cooled properly and within shelf life and/or used as corrective action to prevent temperature abuse, all food should be reheated to an internal temperature of 165°F for at least 15 seconds to assure the safety of food. Guidelines for reheating food are outlined below.

1. Remove leftover food from the freezer/refrigerator.
2. Check the temperature of the food to make sure it is at 41°F or below using a calibrated thermometer.
3. Rapidly reheat the food product to 165°F for 15 seconds using an oven, stove, microwave or steamer. The goal is to take the food through the temperature danger zone (41°F - 140°F) as quickly as possible. Discard food that has not reached this temperature within two hours.
4. Serve the food immediately or place the food in a steam table and recheck temperature to make sure temperature is held at or above 140°F. Record temperatures on the Temperature Log.
5. Discard any potentially hazardous foods held in the temperature danger zone (41°F to 140°F) for more than four hours.

**Service of Food**

All food should be served in a manner to ensure food safety. Guidelines for the service of food are outlined below.
CLEANING AND SANITATION

1. Before food is placed in service area, clean the service area using warm soapy water and designated clean cloths. Thoroughly rinse service area after washing.
2. Sanitize the service area using an approved chemical sanitizer at proper concentration.
3. Wipe down area as needed throughout service with cloth stored in sanitizing solution away from food.
4. Cloths used for cleaning food spills are not used for anything else.

SERVICE UTENSILS/SERVICE WARE

1. Store utensils properly, with the handle extended above the container or on a clean, sanitized food-contact surface.
2. Use serving utensils with long handles to keep hands away from the food item.
3. Clean and sanitize utensils before using.
4. Use separate utensils for each food item.
5. Handle glassware and dishes properly; so hands are not in contact with surfaces that will be touched by food or guest’s mouth.
6. Hold flatware and utensils by the handles.

PRACTICE GOOD PERSONAL HYGIENE

1. Wash hands before handling place settings or food.
2. Never touch cooked or ready-to-eat foods with bare hands. Always use food handler gloves or utensils.
3. Wash hands between each different task. For example, if the same Team Member is loading dirty dishes and taking out clean dishes, a thorough hand washing must be done between the two tasks.

SERVICE

1. Take temperatures of foods at the beginning of each shift.
2. Record temperatures on the Temperature Log.
3. Take temperatures of foods when changing pans of food to assure proper serving temperatures are achieved.
Operating Requirements

Insurance Requirements

Franchisees are required to procure and maintain insurance in the amounts and manners specified in the Franchise Agreement and the Franchise Insurance Bulletin, which may be updated from time to time.

Franchisee shall provide certificates of such insurance to IHOP prior to the opening of a restaurant and at the time of each policy renewal. Franchisees with multiple locations must provide individual certificates for each location. The IHOP restaurant number must be clearly shown on the certificate as well as the restaurant address. Upon request, Franchisee shall also provide copies of each insurance policy to IHOP. If certificates of insurance are not received by IHOP prior to cancellation or expiration of existing coverage, or do not meet the requirements stated above, IHOP reserves the right to purchase insurance to protect its interest as well as those of the master landlord and mortgagee, if any. However, such insurance may not protect the franchisee’s interest. The franchisee’s general account will be charged for any expense incurred by IHOP for the franchisee’s failure to comply with the requirements of this Bulletin including legal fees, costs for settlement of claims and lawsuits and associated expense.

Please send certificates to:

INTERNATIONAL HOUSE OF PANCAKES, LLC
Attn: Franchise Administration
450 N. Brand Boulevard, 4th Floor
Glendale, CA 91203-2306
Phone: 818-240-6055
Fax: 818-637-5363

The master landlord and mortgagee, if any, must also be furnished with certificates as stated above, prior to cancellation or expiration of the existing coverage. If you do not have the current address of the master landlord and mortgagee, if any, please contact the Franchise Administration Department.

Franchisees that lease or sublease restaurants or equipment from IHOP or its subsidiaries are required to provide IHOP information regarding the cost of their insurance if requested.
Point of Sale (POS) and Restaurant Technology

Franchisees are required to install and maintain a POS system that meets IHOP specifications, which may be revised from time to time. Additionally, the Franchise Agreement requires that all records produced by POS systems be made available for examination by IHOP. These records may also be required by the master landlord of the property (if applicable), and federal, state and local tax authorities.

In the instance of equipment failure due to any cause except that which also requires the restaurant to close for repairs, the Franchisee is required to make all reasonable efforts to ensure a functioning POS system that complies with IHOP specifications. A Franchisee cannot willingly operate without a POS system.

The maintenance of POS system-generated records is covered by Business Records Procedures section.

Approval of POS Systems

All POS systems used in an IHOP restaurant must meet the minimum requirements outlined in the POS system Requirements section of this document. There may be other systems available that meet the requirements; however, if a system is not specifically approved (see Approved POS systems section below), prior written approval must be obtained from the IHOP’s Vice President, Information Technology before purchase.

NOTE: EVEN IF APPROVAL IS GRANTED FOR A NON-STANDARD POINT OF SALE SYSTEM, BEFORE PURCHASING A POS SYSTEM, WE STRONGLY SUGGEST THAT YOU HAVE THE DEALER WARRANT IN WRITING THAT THE POS SYSTEM WILL MEET IHOP REQUIREMENTS. IF YOU PURCHASE A POS SYSTEM THAT DOES NOT MEET THESE REQUIREMENTS, YOU MAY BE REQUIRED TO CHANGE IT AT YOUR EXPENSE. TO AVOID COMPLICATIONS, YOU MAY ASK FOR PRIOR WRITTEN APPROVAL FROM IHOP’S INFORMATION TECHNOLOGY DEPARTMENT BEFORE PURCHASING ANY SYSTEM.

Approved POS Systems

Starting on January 1, 2008, the only approved POS systems are MICROS 3700 and Zonal (Florida only).

IHOP’s Information Technology Department maintains a list of POS systems that meet the current requirements. No variations or other model numbers are permitted, unless approved in writing by the Vice President, Information Technology.

Each system must have the software, software release(s) and hardware that IHOP specifies for that system. No other hardware or software is allowed. If the Franchisee desires to request an exception to the current standards/requirements, this request needs to be approved in writing by the Vice President, Information Technology.

The MICROS POS system configuration is the only POS system approved for new installations and replacement of any existing POS system in an IHOP Restaurant. The MICROS POS system configuration is specified by the Information Technology Department.

The following list includes the only POS system currently approved for use in an IHOP Restaurant:

**MICROS 3700 Series:** This is a Windows touch screen point of sale system, which consists of hardware and software furnished by MICROS Systems Inc. All server orders are input into the server terminals and guest checks are tendered at the cashier terminal (Cashier Banking) or
server terminal (Server Banking), with orders printed in the kitchen via kitchen printers or approved Kitchen Display Systems (KDS).

The Micros system also generates various reports, including financial, menu mix, hourly sales, open and closed guest check reports and labor reporting information. The software for this system is routinely upgraded. IHOP will establish the revision levels required for both software and hardware. This version control and policy must be adhered to by all MICROS installations. As of January 1, 2011, the approved software configuration consists of Windows XP, Service Pack 3 (MICROS server), and MICROS RES 3700 v. 4.8.

Enterprise Data Manager (EDM)

Enterprise Data Manager is a data distribution system by which IHOP can send program updates and maintain the integrity of a global IHOP menu in the POS system without needing to overwrite local settings. It also allows IHOP to receive changes restaurants may have made in local system(s) to preserve the most current local POS system files.

In order to use EDM, each IHOP Franchisee must sign a Participation Agreement which confirms their commitment to abide by the terms of DineEquity’s software license agreement with Xpient. All Franchisees are required to use EDM.

Approval of Ancillary POS System Software

Additional software that the Franchisee desires to add to any POS system must be approved, in writing, by the Vice President, Information Technology prior to installation. IHOP is not responsible for any cost incurred by the Franchisee for purchased software or development costs for software that is not part of a standard configuration provided by IHOP, MICROS or other recommended partners, nor is IHOP responsible for integration and/or testing efforts to ensure compatibility. Prior to the purchase and installation of software, the Franchisee must complete the following approval process:

1. The Franchisee must submit, in writing to the Regional Vice President, the name of the software, manufacturer, release (version) number, installer and an explanation of how the software is to be used.

2. If the software is to be developed by a consulting company or written by a third party (not a pre-developed, off-the-shelf program available from a software retailer), the Franchisee must request approval for the development of the software in writing from IHOP prior to its development. IHOP is not responsible for any cost incurred by the Franchisee prior to the completion of the approval process.

3. The Regional Vice President will submit all requests to the IT Department, which will process the request and respond in writing to the Franchisee. For standard, off-the-shelf software, IHOP will respond to the request within 45 days.

4. The franchisee should request, in writing, that all software adheres to PCI compliance guidelines.

5. When a consulting company or third-party-written software is requested, IHOP will review the operating specifications, features and screens of the proposed software, contact the development company, and make a decision whether or not to allow the software to be developed. If the request is approved, the final software must first be submitted for final written approval to the Vice President, Information Technology before installation. The approval time for the software will depend on the program and its application.
POS System Requirements

**SOFT CHECKS**

A soft check system must generate a printed check with all the information specified below:

1. The system must imprint all of the following information on the guest check prior to tendering:
   - Guest check number, generated by the computer
   - Total amount of the sale, with separate tax total, including any discounts, coupons or adjustments made prior to tendering
   - A complete listing with price of all items ordered
   - Date (MM-DD-YYYY)
   - Server name and number
   - Time the order was placed
   - Table number
   - The name of the restaurant, restaurant number, restaurant telephone number and location
   - Number of covers (guests)
   - Transaction Counter Number (if applicable)

2. The system must imprint all of the following information on the guest receipt for a tender validation:
   - Guest check number, generated by the computer, same as original guest check
   - Total amount of the sale, with separate tax total, including any discounts, coupons or adjustments made.
   - A complete listing with price of all items ordered
   - Date (MM-DD-YYYY)
   - Server name and number
   - Time the check was tendered
   - Table number
   - The name of the restaurant, restaurant number, restaurant telephone number and location
   - Number of covers (guests)
   - Transaction Counter Number (if applicable)
   - Ending balance of $0.00
   - Receipt must be available for print or re-print for guest after check is tendered

3. The system must generate guest check numbers as follows:
   - Increase by one for each new guest check
   - Accumulate to no greater than 99,999 before returning to zero
   - Reset at the End-of-Day procedure or by system program
   - The system cannot reset the guest check number with open guest checks
   - The system must not be able to generate duplicate check numbers in the same day

**Storage Control of Soft Checks**

IHOP does not require any retention of soft checks after the end-of-day process, provided that an Open and Closed guest check report has been run successfully and all reports have been printed. However, it must be noted that if the required end-of-day process is incomplete or fails, all soft checks for that day must be retained until a successful end-of-day is completed and all required
reports covering that time period are printed and backed up. When all the previous conditions are met, all soft checks may be discarded. There are no logs for soft guest checks.

**ADDITIONAL SYSTEM REQUIREMENTS**

Every POS system used in an IHOP restaurant must meet the minimum requirements described below:

1. The POS system must assign server numbers in the following manner:
   - Each server will have an individual pre-assigned number.
   - Servers cannot clock out with open checks (Management Security).
   - Servers cannot access any security code but their own; use of magnetic security cards instead of manually-input codes is recommended.

2. The POS system must meet the following security requirements:
   - The Manager’s access code is necessary to void an item after it has been sent to the kitchen.
   - The Manager’s access code is optional for discounts.
   - The Manager’s access code is required for all Manager functions.
   - For all approved POS systems, all restaurant Team Members with cash-handling responsibility must use a security code to log on (4 digits minimum).

3. The system must have non-resettable financial totals that do the following:
   - Increase by the amount of each sale transaction.
   - Cannot be reset by the operator.
   - Appear on all system-wide financial reports.
   - Accumulate to no less than $999,999.99 in cash register before returning to zero.

4. The system must have a transaction counter that does the following:
   - Increases by one with each transaction made on the system.
   - Resets by the End-of-Day process daily.
   - Cannot be reset or altered by the operator without the End-of-Day process.
   - Appears on all system-wide financial reports.
   - Accumulates to no less than 99,999 before returning to zero.

5. The system must supply a financial report with the following:
   - Non-resettable totals, gross sales, net sales, and tax (calculated by each check or item).
   - Totals for error corrections, voids, discounts, guest counts, check counts, open checks and coupons.
   - Sales broken down by department (food, beverage, etc.).
   - Training totals, non-resettable.

6. The system must supply the following additional reports:
   - Product Sales Report: by PLU number, department number with percentages of sales and dollars sold.
   - Hourly Sales Report and/or Day Part Sales Report: with sales, labor dollars and percentages and guest count. Sales must be in Gross Sales or Net Sales figures.
   - Open Check Report: with check number, server number, table number, time check was opened and amount of sale.
• Closed Check Report: with check number, times opened and closed, discount or coupon amount, tender type and split tender detailed.
• Void Report: with check number, void type, void amount, by whom, time and reason.
• Discount Report: with check number, discount type, discount amount, time, by whom and reason.
• Server Report: sales, discounts, voids, credit card tips, tips due, open checks, item/department tracking and declared tips.
• Labor report: Team Member name, status, clock in/out times, job codes, total hours worked, indicator of management adjustments.
• All reports must have the capability of supplying period-to-date information.

7. If the system has a training mode, it must have the following:
• Non-resettable totals, separate for the training mode.
• No interaction with any other terminal, including kitchen printers. Any sales checks printed must clearly show the check was made in the training mode and cannot be tendered.

8. The system terminals must do the following:
• Be interconnected and relate information from one to another; no pre-checker systems are allowed.
• Have a master terminal or back office system (interconnected).
• Have remote printer(s) in the kitchen.

9. Systems with back office systems must do the following:
• Be interconnected and consistently communicate with the server and cashier terminals.
• Have communications via modem for polling in ASCII or other IHOP-approved standard format.
• Have an Un-interruptible Power Supply (U.P.S.) in case of power failure.

10. Systems without a back office system must do the following:
• Have a Master Terminal that consistently communicates with all other terminals. Pre-checker systems are not allowed.
• Have communications via modem for polling in ASCII or other IHOP approved standard format.
• Have an Un-interruptible Power Supply (U.P.S.) in case of power failure.

11. System program upgrades must:
• Be approved by IHOP in writing in advance of input.
• Not reset the non-resettable totals.
• Not alter the financial reports other than system wide changes deployed to all locations.

**SYSTEM MAINTENANCE REQUIREMENTS**

POS systems used in IHOP restaurants must be maintained so they will provide legible, auditable records for substantiation of sales. The following requirements must be met:

• Ink for all printers must be sufficient to assure at all times that guest checks, reports and imprints are legible.
• All mechanical parts of the system must be maintained in good working order. None of the mechanical parts of the system may be turned off, except for repairs. This also includes modems.
• Maintenance of the mechanical parts of the system must be performed on a regular basis by a qualified vendor representative.

SOFTWARE ENHANCEMENTS LICENSE REQUIREMENTS

Micros will not automatically provide POS software updates unless a Software Enhancement License (SEL) is purchased. It is essential that all franchisees are on the same version of Micros to ensure the seamless and automatic processing of any future updates. Therefore, each Franchisee is required to purchase an SEL from Micros and maintain it at all times. Failure to maintain an SEL will result in the need to repurchase Micros software at retail rates when upgrades are required.

SYSTEM CONTROL REQUIREMENTS

Proper control in the use of your system helps to ensure that the records provided will substantiate your sales and help protect you from Team Member theft. The following minimum POS system controls are required:

1. Limited Access: Only Team Members who have been specifically authorized by restaurant management to operate the equipment should be allowed to do so. Manager and Team Member security cards should never be shared by Team Members and should remain with the assigned Team Member at all times.
2. Sales Amount on Guest Checks: All guest checks are to be clearly imprinted by the equipment with the total sales amount for the given transaction.
3. Financial Totals: You must not allow the financial totals of the system to be reset by a Team Member unless during the end-of-day process. The non-resettable totals must not be reset.
4. Security of Register Keys and/or Access Codes: The restaurant owner/Manager must carefully safeguard the equipment keys (metal register keys and other locking devices) and/or any management access codes to ensure that no unauthorized use occurs.
5. Beginning and Ending Readings: When the closing reading is taken for a given day, the same reading must be recorded at the beginning of the next day.
6. End of Day/Week/Month/Year Reports: Must be stored as indicated in the Business Records Control and Procedures section.

POS System Report Requirements

Your POS system must produce certain reports on a regular basis. The following section will cover the reports you must produce based on the POS system used and the information required in each type of report.

REQUIRED END-OF-PERIOD REPORTS

Your POS system must have the ability to provide particular information in each type of report that you produce. The information required in each report includes, but is not limited to, the following:

1. Closed Guest Check Report
   • Check number, in sequential order by check number
   • Times opened and closed
   • Discount amounts
   • Coupon amounts
   • Tender type and, if two or more tenders used, tenders detailed
   • Server number
• Table number
• Credit card tip
• Amount of tax
• Guest count (covers)
• Cashier name
• Totals at the end of the report for sales

2. Open Guest Check Report
• Check number, in sequential order by check number
• Amount of the sale
• Server number
• Table number
• Time check was opened

3. Daily Discount Analysis Report
• Check number
• Time of discount
• Discount type (Team Member meal, mgr. comp., etc.)
• Location of discount (Cashier or Server terminal)
• Server name
• Table number
• Amount of discount

• Check number
• Reason code (void type)
• Server name
• Name of Team Member who authorized the void
• Name of menu item voided (must be a name, not PLU #)
• Amount of void

5. Daily Sales Report
• Store name and number
• Date and time of report
• Date and time report was last cleared
• Non-resettable totals
• Sales broken down by department with total for all
• Discounts broken down by type with total for all
• Net sales figures calculated to IHOP specifications
• Tax broken down by type (if more than one) with total
• Total for tips (gratuity) for credit cards, with total for pay outs
• Gross sales figures calculated to IHOP specifications
• Tender types broken down by type with totals
• Total voids
• Total guest count (covers) and checks paid
• Average guest check and per person average

**REQUIRED REPORTS AND RETENTION REQUIREMENTS FOR EACH POS SYSTEM**

Reports must be maintained for a minimum period of three (3) full calendar years or longer if required by law. The Franchisee shall keep the following reports:

MICROS Systems, Inc. – 3700 POS system
• Open Check Report
• Weekly Manager Report
• Void/Reason Report
• Discount Analysis Report
• Credit Card Batch Report
• Menu Mix Report Detail, 7 Day (Weekly)
• Timecards by Team member (Weekly)

**POS System Data Backup Requirements**

A Franchisee is required to maintain a daily backup of the POS system, which must be maintained in the restaurant for 90 days. After that time, they can be stored off-site (if necessary), as long as they can be produced upon request, for a period of three years.

**Coupon Handling for POS Systems**

All coupons received for purchase are to be kept in the following manner:
• They are attached to the guest check for both hard check and soft check POS systems.
• All guest checks (hard and soft), with the coupons attached, are stored with the “Master Sales History Report” (End-of-Week Report) on a weekly basis. These guest checks are clustered by day.
• They are kept with the End-of-the-Week report (“Master Sales Report”), along with the guest check and stored in the restaurant for 90 days and in storage for three (3) years.

**Polling and Electronic Data Transfer**

IHOP may need to poll information from a franchise POS system. This information is used by several Restaurant Support Center departments, including Marketing, Operations and Finance. The data is used to evaluate Franchisee operations and help IHOP make more informed decisions concerning franchise operations and menu product mix.

IHOP can, at any time, poll sales data from restaurants using a POS system that is capable of having data electronically transferred or polled. This includes all MICROS POS systems.

**POS SYSTEMS**

All restaurants are required to maintain four telephone lines of which two must be dedicated for the following purpose:
• One dedicated phone line and modem for software downloads and polling.
• One dedicated phone line and modem for credit card authorizations.
Broadband exemption: if the site has a static IP connection via broadband, it can replace the dedicated dial-up line.

An additional phone line may be required if the local security or fire alarm company requires a dedicated access line.

NOTE: A TELEPHONE SYSTEM, FAX MACHINE, OR ANY OTHER DEVICE CANNOT SHARE THE POLLING OR CREDIT CARD LINES. IHOP MUST BE ABLE TO ACCESS THE POLLING LINES AT ALL TIMES.

CREDIT CARD MACHINES

All MICROS systems must use the supplied, “built-in” credit card authorization program, or CAEDC. Franchisees may choose to use the services of any of the vendor-authorized credit card processor companies. No other hardware or software can be used. Unless specifically approved in writing by the Vice President, Information Technology, no detached credit card terminals or non-integrated payment devices are allowed.

For all other POS systems, a multi-function credit card machine is required. This machine should have the capability to receive software updates and comply with all current laws and regulations.

Replacement of POS Systems

The replacement POS system must meet all of the above-mentioned requirements and be approved by IHOP’s Vice President, Information Technology. Procedures for removing an existing POS system and installing a new one are listed below:

1. Contact your Franchise Business Consultant to have the existing POS system reviewed and to determine if it needs replacement or repair.

2. If replacement is needed, contact the Account Representative, MICROS Systems. All replacements of POS systems must adhere to the current IHOP New Restaurant Opening standards. Franchisees are strongly encouraged to purchase new and current MICROS equipment when possible. In the event that a franchisee chooses to either purchase used MICROS equipment or equipment sourced from a vendor other than MICROS, then the equipment must be inspected by the servicing MICROS dealer to ensure its condition. This inspection must be performed at the franchisee’s expense prior to scheduling an installation date. A franchisee must purchase the most current New Restaurant Opening specified Back Office computer.

3. Contact the Manager of Implementation, Information Technology and the Franchise Business Consultant to coordinate all necessary pre-installation steps. Examples include building the Point of Sale database, all needed facilities work (if applicable), verifying setup appointments to program Gift Cards and Credit Cards, and installation coordination.

4. The Franchisee must notify the Franchise Business Consultant and Manager of Implementation, Information Technology when intending to purchase a new POS system.

5. Take two (2) Ending Readings from the existing POS system. Both the Franchisee and the Franchise Business Consultant must sign both copies of the report.

6. Remove the existing POS system and replace it with the new POS system, utilizing qualified personnel, either IHOP or MICROS.

7. Take two (2) opening readings. The Non-Resettable Totals must be zero (0), and all report numbers must be zero (0). Both the Franchisee and the Franchise Business Consultant must sign both copies of the report.
8. Give one copy of the ending reading from the old POS system and one copy of the opening reading from the new POS system to the Franchise Business Consultant.

9. The Franchisee must supply the Franchise Business Consultant with a copy of the purchase receipt for the new POS system. The Franchisee should also provide the Franchise Business Consultant with the local dealer’s name, address and phone number if that information is not on the purchase receipt.

10. The old POS system must be removed from the premises. It cannot be used as a back-up or substitute system and cannot be installed in any other IHOP restaurant. It is the franchisee’s responsibility to ensure destruction and proper chain of custody for any equipment, computers, hard drives and reports which contain sensitive information such as Team Member records or proprietary materials.

System Down Procedures

In the event that the POS system stops functioning, switch to a manual system of hard checks. Once the POS system returns to operation, input all transaction into the POS system.

Credit Card, Gift Card and Back Office POS computer system down procedures can be found in the System Down Procedures document found on IHOP Connect.

Instructions for preparing the POS system for and recovering from power outages can be found in the Power Outage Preparation document found on IHOP Connect.
Business Records Control and Procedures

Business Records Procedures

Business records must be maintained professionally and correctly to allow IHOP, as well as taxing agencies, to audit your sales. These requirements are not intended to amend or otherwise comment on the Franchisee’s individual records retention policies and practices.

Franchisees must make business records available to IHOP upon request and without prior notice. IHOP may also ask you to produce these records for an audit following a written notice. Additionally, you may be required to produce these records to the master landlord of your property (if applicable), and to federal, state and local taxing authorities.

All required business records must be maintained for a minimum period of three (3) full calendar years, or longer if required by law (certain tax statutes may require seven (7) years) or the terms of your sublease or for your master lease.

Franchisees with more than one IHOP franchise should note that each restaurant must maintain separate records. Consolidation of records (including, without limitation, records pertaining to purchase and payments) is not permitted.

The records that must be maintained fall into two groups: General Accounting Records and Sales Substantiation Records.

General Accounting Records

General Accounting Records include operating statements (such as profit and loss and cash flow statements), balance sheets, and federal, state and local tax returns (including sales tax returns). They include, but are not limited to the following:

- Operating statements (such as profit and loss, cash flow, etc.)
- Balance sheets
- All income tax returns (including, with respect to franchises that are operated by corporations, the personal tax returns of any and all individuals who have guaranteed the obligations of that corporation to IHOP)
- All other tax returns and statements such as sales tax returns, payroll tax payments, etc.
- Bank statements, duplicate validated deposit slips, canceled checks and credit card receipt copies
- Payroll records
- Paid invoices
- Weekly and monthly journals and ledgers including cash disbursements

Storage of General Accounting Records

General Accounting Records must be legible and kept in an orderly manner, for each restaurant, so that they may be produced upon request. These records may be maintained at your restaurant, at your accountant’s office, at your office, at your home or in a rented storage space, as long as they can be produced when requested.

Franchisees must submit quarterly profit and loss statements (P&Ls) to IHOP in a timely fashion. This information enables IHOP to obtain better operating information from the franchise community and should lead to improved strategic, financial, marketing and training programs aimed at helping Franchisees run their businesses more profitably.
SALES SUBSTANTIATION RECORDS

Sales Substantiation Records help to show that all of your restaurant’s sales have been reported accurately. The following daily reports are required for all POS systems/polling providers for a period of not less than 36 months after the end of each calendar year or longer if required by applicable law. If your polling provider does not maintain these records electronically for you for 3 years, you are responsible for maintaining hard copy reports. In the event you switch polling providers, you are responsible for ensuring proper backup of records to ensure you are compliant with the retention standards.

- Weekly Manager’s Report
- Credit Card Report
- Void/Reason Report
- Discount Analysis Report
- Retender Audit/Pull-Back Report

FRANCHISE FINANCIAL STATEMENT DUE DATES

The following chart contains the due dates for restaurants to provide their financial statements.

<table>
<thead>
<tr>
<th>Financial Statement</th>
<th>Reporting Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter (January, February, March) Profit and Loss Statement</td>
<td>No later than 30 days after the end of March (April 30)</td>
</tr>
<tr>
<td>2nd Quarter (April, May, June) Profit and Loss Statement</td>
<td>No later than 30 days after the end of June (July 30)</td>
</tr>
<tr>
<td>3rd Quarter (July, August, September) Profit and Loss Statement</td>
<td>No later than 30 days after the end of September (October 30)</td>
</tr>
<tr>
<td>4th Quarter (October, November, December) Profit and Loss Statement</td>
<td>No later than 45 days after the end of December (February 14)</td>
</tr>
</tbody>
</table>
Appearance and Uniform Standards

Well-groomed, smiling Team Members make a pleasant first impression on our guests. The following general guidelines are intended to help you ensure that your Team Members project a consistent, professional image. IHOP reserves the right to disallow clothing, fashion or other trends that in its sole opinion do not project a professional image to our guests.

The following additional resources for uniform and appearance standards are available on IHOP Connect: Front-of-House and Combo New Uniform Program Guide.

Appearance Standards

The following appearance guidelines should be followed by all team members:

HYGIENE

- All Team Members will maintain good personal hygiene practices.
- Hands and fingernails will be well maintained.
- Hair restraints will be worn in food preparation areas.
- Clean uniforms and aprons will be worn by Team Members as required.

HAIR

- Hair should be neat, off the collar and not covering any part of the face. A short style or style that is pinned up is preferable. A hair net should be worn if required by local health regulations.
- Flowers and ribbons should not to be worn.
- Hair that is more than shoulder length (no more than ½" resting on shoulders) should be restrained, tied back or worn up.
- If required by local health regulations, team members with facial hair should wear a hair guard.

JEWELRY

- A maximum of two earrings may be worn. Earrings should be a loop, button, stud or post that are 1" in diameter or less. Other than what is worn in pierced ears, no other visible pierced jewelry may be worn (e.g., nose, eyebrow, etc.). No objectionable or offensive messages or graphics should be displayed on earrings.
- Jewelry should be limited to one ring per hand (wedding and engagement sets are considered one ring) and one watch. No bracelets or necklaces/chains should be visible (unless required as medical ID).

TATTOOS

- Visible tattoos should not portray offensive subjects or subject matter, profane or explicit words or images.

PERSONAL COMMUNICATION DEVICES

Team Members should not be allowed to wear personal communications devices (e.g. cellular phones) during work hours and/or work time. Consider necessary exceptions for emergency health situations.
MAKE-UP/NAILS

- Any make-up worn should be in moderation and appropriate to a business environment. Make-up should complement the wearer’s natural skin tone and not be extreme in color. Colognes and/or after shaves should not be overpowering or offensive.
- Hands should be clean and scrubbed, with the fingernails neatly trimmed and moderate in length (less than ¼” in length as measured from the fingertip). Nail color should complement the wearer’s natural skin tone and not be extreme in color. Artificial nails of any type, decals, nail jewelry and designs should not be allowed for food safety reasons.

SHOES

- All shoes should be low-heeled with closed toe and closed heel.
- All shoes should be solid black, non-logoed, made of solid material with a non-skid sole. If made with a polishable material, they should be polished.
- No tennis or canvas shoes, open-backed shoes or sandals should be permitted.

Front-of-House Uniform Policy

This uniform policy covers all front of house personnel, including servers, hosts, hostesses and cashiers.

- Server uniforms should consist of black slacks (Team Members may opt to wear a black skirt), an IHOP-approved striped shirt or white Oxford shirt and black shoes. You should provide an IHOP-logoed apron to each server.
- Host/Hostess/Cashier uniforms should consist of black slacks (Team Members may opt to wear a black skirt), an IHOP-approved solid red shirt or white Oxford shirt and black shoes.

SHIRTS

- White Oxford shirts should have a button-down collar. No patterns are allowed.
- All shirts should be either short or long-sleeved.
- Shirts should be clean and wrinkle free each day. We recommend that white shirts be of a blend material (such as 60% cotton—40% polyester blend).
- Undergarments worn under uniform shirts may not be visible through the uniform shirt. If an undershirt is worn and is visible at the neckline, the undershirt must be white. Sleeves of undershirts must not be longer than sleeves of uniform shirt.

PANTS

- Slacks should be black with finished hems that do not extend past the bottom of the shoe heel. Pants material should be cotton, polyester or a blend.
- No jeans, leggings, spandex, stirrup, or leather/suede pants or pants with logos or visible rivets should be allowed.
- If pants have a belt loop, a black belt should be worn.
- Pants should be clean and wrinkle-free each day.
SKIRTS
- Skirts should be black with finished hems. Skirt material may be cotton, polyester or a blend.
- No denim, leather or suede skirts. No culottes or skirts with slits/pleats should be permitted. Skirt lengths should be within 2” above or below the knee.
- Skirts should be clean and wrinkle free each day.

SOCKS
- Black socks (or black panty hose) should be worn with slacks.
- Black or neutral non-patterned panty hose should be worn with skirts.

SWEATERS
If seasonal conditions require the use of sweaters:
- Sweaters should be black cardigan with black, white, gold or silver buttons. They should be collarless, flat knit or cable (no angora or mohair), long-sleeved and hip length. They should be clean and free of wrinkles, pilling, snags or tears.
- An IHOP-logoed sweater is an optional choice.

SERVER APRONS
- An IHOP-logoed apron (per IHOP specification) should be issued.

NAMETAGS
- Nametags should be IHOP-approved and worn on the right side.
- Printed name tape with black or white font should be used; no handwritten names allowed.

RECOGNITION PINS
- No more than three recognition pins may be worn at one time.

Back-of-House Uniform Policy

COMBO UNIFORM
- IHOP-issued red polo shirt that is clean and wrinkle-free.
- Pressed black dress pants with matching dark socks.
- IHOP-approved baseball cap.
- IHOP-issued blue waterproof apron (DMO only).

COOK UNIFORM
- Black or white IHOP-approved shirt or chef coat that is clean and wrinkle-free.
- Pressed pants that are solid black, white or black-and-white checked.
- IHOP-issued chef hat, baseball cap or skull cap.
HATS

Hats should be worn by all Team Members working in the galley/kitchen. Chef hats may be white or blue, with or without the IHOP logo, of paper or cloth. Alternately, the hat may be substituted by the approved IHOP-logoed baseball cap or skull cap. Hats should be in clean and presentable condition. Caps should NOT be worn backwards.

NOTE: EACH FRANCHISEE MAY CHOOSE ITS OWN UNIFORM OPTIONS. HOWEVER, FRANCHISEES SHOULD ENFORCE A CONSISTENT STANDARD FOR EACH POSITION SO THAT UNIFORMS WITHIN A RESTAURANT ARE THE SAME.

RECOGNITION PINS

- No more than three recognition pins may be worn at one time.

Manager-on-Duty Appearance Standards

The Manager on Duty at any IHOP Restaurant during any shift should be dressed in business attire. This applies to General Managers, Managers, Crew Chiefs, Team Members, Franchisees or Franchisee representatives who are working a shift as the designated Manager on Duty.

The guidelines covering the appearance standards for Managers on Duty follow below:

FEMALE MANAGER-ON-DUTY

- Business dress slacks (no denim allowed) and blouse, or skirt and blouse

MALE MANAGER-ON-DUTY

- Dress slacks (no denim allowed)
- Dress shirt with a collar and a tie, OR
  - Dress shirt with a collar and an embroidered IHOP logo without a tie

Crew Chief Appearance Standards

Crew Chiefs who are covering a uniformed craft position and are also functioning as the Manager on Duty are not required to adhere to the Manager standards listed above, so long as they are wearing the appropriate uniform for the position they are covering as defined in SOP.

It is important that when called upon to speak to a guest as the Manager, Crew Chiefs present themselves as the Manager on Duty as follows:

- If, while working in the galley, Crew Chiefs are called upon to speak with a guest as the Manager, they should simply remove the apron and Chef’s hat and introduce themselves as the Manager on Duty.
- If Crew Chiefs are working as servers and are called upon to speak with a guest as the Manager, they need not remove their apron prior to introducing themselves as the Manager on Duty.
- If working as a Host/Hostess/Cashier, the Manager appearance standards should be substituted for the uniform.
Orientation and Training

Investing in Team Member training is a wise business practice because your operations will enjoy lower Team Member turnover, lower food costs, lower labor costs, higher productivity and happier guests.

IHOP has developed a training program that you may use to train your hourly Team Members. The program, courses and materials offer the following benefits and features:

- It can efficiently and effectively train new-hires.
- It can guide veteran Team Members in their professional development through continuous learning and acquisition of skills.
- It serves as a development program for Team Members who demonstrate the interest in and ability to progress to the next professional level at IHOP, either as a Certified Trainer, Supervisor (Crew Chief) or Assistant Manager.
- It provides specific criteria that sets and helps to measure Team Member performance.

The training program is drafted for use by company-owned restaurants and is being provided to franchisees of the IHOP system in an effort to share business practices, processes and tools that may improve a franchisee’s own operations and enhance the overall success, reputation and shareholder value of the system. It does not take into account, recommend or otherwise comment on the franchisee’s individual compensation structures and practices. Use of the training program is strictly voluntary. Before using this material or adopting the processes or tools described therein, franchisees should carefully evaluate the training program’s fit and function within their own operations from a financial, legal, technological and cultural perspective. In addition, franchisees should consult with their legal counsel to identify and address any considerations that may arise from the use of this manual in the jurisdictions in which the franchisee operates.

The [IHOP 100-series Training Programs resources](#) are found on [IHOP Connect](#).

New Team Member Orientation

The IHOP 101 Training Program On-Boarding Module contains orientation material for all new Team Members. When possible, it is highly-recommended that the General Manager facilitate the orientation rather than delegating this task to a Certified Trainer.

Certified Manager Training Requirements

For each restaurant, the Manager responsible for the daily operations should successfully complete the following training programs:

- [IHOP 201 Restaurant Management Training Program](#)
- [IHOP 202 Restaurant Management Training Program](#)
- Current Food Safety Certification from an IHOP-approved food safety certification program provider.

Documentation of successful completion of these programs should remain on file in the restaurant and available for inspection by IHOP representatives.
Job Descriptions

The following job descriptions were drafted for company-owned restaurants and are being provided to franchisees as a courtesy and are examples only. These job descriptions do not take into account, recommend or otherwise comment on the franchisee’s individual compensation structures and practices. Use of these job descriptions by franchisees is strictly voluntary.

General Manager

SUMMARY

The General Manager directs the operation of an assigned unit by performing the duties outlined below.

ESSENTIAL DUTIES AND RESPONSIBILITIES

These include the following:

- Develop and maintain professional functional working relationships with IHOP restaurant hourly Team Members, Corporate and Regional Team Members, and guests.
- Implement the IHOP 101 Training program for all restaurant hourly Team Members to improve unit operations and the guest experience.
- Execute annual financial, local restaurant marketing, guest service, and human resource objectives, strategies and tactics for assigned unit as defined by the current Standard Operating Procedures (SOP) and current operations plan.
- Manage the restaurant floor and focus on regular contact with guests. Maintain the frequency of guest complaints within acceptable limits and handle complaints in a professional and timely manner. Ensure approved guest feedback system is in use and acted upon.
- Comply with federal, state and local regulations that are applicable to the assigned unit.
- Recruit, train and retain Team Members in accordance with the current SOP and operations plan for the assigned unit. Maintain turnover within acceptable limits. Conduct on-going coaching and administer the restaurant hourly compensation plan. Assure that performance appraisals and merit increases (if applicable) are given as scheduled. Properly document performance problems. Communicate and enforce policies on 1) sexual harassment, 2) discrimination, and 3) diversity. Maintain crew member appearance and uniform standards.
- Ensure food is in compliance with SOP in the areas of specifications, recipes, plating and garnishes. Ensure food is presented well and served at appropriate temperatures, within standard ticket times.
- Ensure adequate levels of food, paper, kitchen, safety, janitorial, uniform, linen and miscellaneous supplies. Set and adhere to pars. Order food on a timely basis. Keep inventory to a minimum with no out-of-stock items.
- Ensure the proper operational condition of equipment, building structure and premises according to federal, state and local regulations and SOP. Keep appliances and equipment well-maintained. Keep smallwares, glassware and china adequately stocked. Maintain the interior and exterior appearance of the restaurant.
- Ensure sanitation practices are maintained according to federal, state and local regulations and SOP. Ensure that food is properly stored (labeled, dated and rotated) and proper temperatures are maintained. Enforce and monitor a deep cleaning schedule. Train Team Members on proper personal hygiene and food handling.
• Develop and maintain a safety program in the restaurant that incorporates a safety committee, safety meetings and information on the use of safety tools and procedures. Keep the frequency of accidents within acceptable limits.

• Maintain a safe and secure restaurant. Keep the back door of the restaurant and the doors to the office locked at all times. Control guest checks and follow proper register/cash-handling procedures.

• Implement national and local marketing promotions, including the use of the correct Point of Purchase (POP) materials, posters and placemats. Keep menus clean and in good condition. Use Family Friendly promotional items as described in the Family Friendly section of this SOP.

• Complete all required reports and paperwork. Handle paperwork accurately and on a timely basis. Maintain personnel files with appropriate employment and legal documents.

• Perform other duties as assigned.

SUPERVISORY RESPONSIBILITIES

Directly supervises Assistant Manager, Crew Chief and restaurant hourly Team Members at assigned unit. Responsible for the overall direction, coordination and evaluation of the Company unit. Carries out supervisory responsibilities in accordance with the organization’s policies and applicable laws. Responsibilities include interviewing, hiring and training Team Members; planning, assigning, and directing work; appraising performance; rewarding and disciplining Team Members; addressing complaints and resolving problems.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE

High school diploma or general education degree (GED) and two to four years related experience and/or training, or equivalent combination of education and experience.

LANGUAGE SKILLS

Ability to speak and read English and interpret documents such as safety rules, operating and maintenance instructions and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of guests or restaurant Team Members.

MATHEMATICAL SKILLS

Ability to add, subtract, multiply and divide in all units of measure using whole numbers, common fractions and decimals. Ability to compute rate, ratio and percent and to draw and interpret bar graphs.

REASONING ABILITY

Ability to apply common sense understanding to carry out instructions furnished in written, oral or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.
CERTIFICATES, LICENSES, REGISTRATIONS

A valid Driver’s License will be necessary to drive a car on Company business.

OTHER SKILLS AND ABILITIES

Certification through assigned IHOP training courses.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the Team Member regularly is required to stand, walk and sit. The Team Member frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms; stoop, kneel, crouch or crawl; talk or hear; and taste or smell. The Team Member regularly must lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision and distance vision.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is exposed to fumes or airborne particles. The Team Member frequently works near moving mechanical parts and is exposed frequently to toxic or caustic chemicals. The Team Member occasionally is exposed to wet and/or humid conditions, extreme cold, extreme heat, risk of electrical shock and risk of radiation. The noise level in the work environment is usually moderate.
Assistant Manager

**SUMMARY**

Directs the operation of an assigned unit by performing the following duties.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

These include the following:

- Assist in the achievement of budgeted sales and profits.
- Develop and maintain professional functional working relationships with IHOP restaurant hourly Team Members, Corporate and Regional Team Members, and guests.
- Implement IHOP 101 Training program for all restaurant hourly Team Members to improve unit operations and the guest experience.
- Assist in the execution of annual financial, local restaurant marketing, guest service and human resource objectives, strategies and tactics for assigned unit, in accordance with the current IHOP Standard Operating Procedures (SOP) and the current operations plan.
- Comply with federal, state and local regulations that are applicable to assigned unit.
- Assist in the recruitment, training and retention of Team Members in accordance with the current SOP and operations plan for the assigned unit.
- Ensure adequate levels of food, paper, kitchen, safety, janitorial, uniform, linen and miscellaneous supplies.
- Ensure the proper operational condition of equipment, building structure and premises according to federal, state and local regulations and the SOP.
- Ensure safety and sanitation practices are maintained according to federal, state and local regulations and the SOP.
- Assist in maintaining safe and secure restaurant.
- Assist in completion of all required reports and paperwork.
- Perform other duties as assigned.

**SUPERVISORY RESPONSIBILITIES**

Directly supervise Team Members at assigned unit. Assist General Manager with the overall direction, coordination and evaluation of Company unit. Carry out supervisory responsibilities in accordance with the organization’s policies and applicable laws. Responsibilities include interviewing, hiring, and training Team Members; planning, assigning and directing work; appraising performance; rewarding and disciplining Team Members; addressing complaints and resolving problems. Keep the General Manager informed.

**QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION AND/OR EXPERIENCE**

High school diploma or general education degree (GED) and two to four years related experience and/or training, or equivalent combination of education and experience.
LANGUAGE SKILLS
Ability to speak and read English and interpret documents such as safety rules, operating and maintenance instructions and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of guests or restaurant Team Members.

MATHEMATICAL SKILLS
Ability to add, subtract, multiply and divide in all units of measure using whole numbers, common fractions and decimals. Ability to compute rate, ratio and percent and to draw and interpret bar graphs.

REASONING ABILITY
Ability to apply common sense understanding to carry out instructions furnished in written, oral or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

CERTIFICATES, LICENSES, REGISTRATIONS
A valid Driver’s License will be necessary to drive a car on Company business.

OTHER SKILLS AND ABILITIES
Certification through IHOP training courses as assigned.

PHYSICAL DEMANDS
The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is required to stand, walk and sit. The Team Member frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms; stoop, kneel, crouch or crawl; talk or hear; and taste or smell. The Team Member regularly must lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision and distance vision.

WORK ENVIRONMENT
The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is exposed to fumes or airborne particles. The Team Member frequently works near moving mechanical parts and is exposed frequently to toxic or caustic chemicals. The Team Member occasionally is exposed to wet and/or humid conditions, extreme cold, extreme heat, risk of electrical shock and risk of radiation. The noise level in the work environment is usually moderate.
Crew Chief

SUMMARY
A position filled by a craft Team Member with initiative and demonstrated leadership ability.

In the absence of management, the Crew Chief assumes the duties and responsibilities of the Assistant Manager. The Crew Chief continues working their assigned craft position responsibilities, in addition to the responsibilities listed below.

PURPOSE OF JOB
To assist in directing Team Members in all phases of operation, to achieve high standards of food preparation and presentation, service to guests, general cleanliness and pleasant atmosphere in accordance with all Standard Operating Procedures.

ESSENTIAL DUTIES AND RESPONSIBILITIES
These include the following:

• Assist in ensuring that all personnel, equipment and supplies are prepared and ready to meet the needs of the business. Assist in assigning Team Member duties and responsibilities and encouraging teamwork.

• Inform all Team Members of new menu items, specials and promotional materials to ensure complete understanding of food preparation and service.

• Assist in conducting orientation and training for new Team Members and give refresher training to current Team Members, when needed. Supervise Team Member performance and conduct in accordance with Company policies. Observe guest reactions to quality of food and service.

• Review all time cards (or time reports) daily as required by Unit Manager.

• Adjust schedule to meet the needs of the restaurant.

• Enforce portion control per Standard Operating Procedures. Check deliveries for proper quantity, quality, pricing, completeness of order, breakage and spoilage.

• Maintain tight security.

• Control waste.

• Perform administrative procedures such as:
  ▶ Cash receipts/store receipts
  ▶ Be responsible for register reading and daily sales reports.
  ▶ Reconcile cash receipts and store bank funds.
  ▶ Make DAILY deposits and submit deposit slips to the Accounting Office as required by Manager or Assistant Manager.
  ▶ Ensure that register or Servers have sufficient change and bills prior to peak hours of business.
  ▶ Enforce Company policy regarding check cashing.

• Perform other assignments or as needed or which may be assigned by the Unit Manager or Assistant Manager.

QUALIFICATIONS
To perform this job successfully, an individual must be able to perform each essential duty...
satisfactorily. The requirements listed below represent the knowledge, skill and or/ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Team member must be able to communicate verbally in English to Team Members and guests and read English for menus, guest checks, notices, instructions, safety labels, etc.

Team Member must be able to interact with people in a friendly, courteous manner.

EDUCATION AND/OR EXPERIENCE
Prior experience or training is desired, but may not be required.

LANGUAGE SKILLS
Ability to read and comprehend instructions, correspondence, and memos. Ability to write guest checks and simple correspondence. Ability to read and speak English well enough to communicate with guests, understand guest checks and instructions.

MATHEMATICAL SKILLS
Ability to add, subtract, multiply and divide in all units of measure using whole numbers, fractions, percents, decimals, discounts and cash counting.

REASONING ABILITY
Ability to apply common sense and to understand and carry out detailed and objective written or oral instructions. Ability to deal with problems involving a few concrete variables in standardized situations. Team member must be able to memorize food plating and handling procedures outlined in the Standard Operating Procedures.

OTHER SKILLS AND ABILITIES
Team member must be able to remain calm under pressure when dealing with guests, staff or equipment problems.

Successfully complete IHOP training coursework as assigned.

PHYSICAL DEMANDS
The physical demands described here must be met by Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is required to use hands and fingers, handle or feel objects, tools or controls; walk, stoop, kneel, crouch or crawl; talk or hear; and taste or smell. The Team Member regularly must lift and/or move up to 10 pounds and occasionally may move up to 100 pounds.

WORK ENVIRONMENT
The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member occasionally is exposed to fumes or airborne particles. The noise level in the work environment is usually moderate.
Cook

SUMMARY

Store, prepare, cook and properly plate all food items in accordance with federal, state and local regulations and IHOP Standard Operating Procedures (SOP).

ESSENTIAL DUTIES AND RESPONSIBILITIES

These include the following:

• Develop and maintain professional functional working relationships with IHOP Team Members.
• Prepare food according to specifications set forth in the IHOP SOP manuals.
• Memorize and apply all IHOP-specialized galley terminology, plating, menu items, procedures, galley utensils, abbreviations and methodologies.
• Maintain a clean and sanitary work station.
• Comply with all federal, state and local regulations as well as with the IHOP Safety Manual and SOP health, sanitation and safety guidelines.
• Comply with IHOP uniform and appearance standards per SOP guidelines.
• Perform other assignments or tasks as assigned by the General Manager, Assistant Manager or acting supervisor.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE

Six months to one year of related experience and/or training or equivalent.

LANGUAGE SKILLS

Ability to read and comprehend instructions, correspondence and memos. Ability to understand oral instructions in English and read English or Spanish well enough to understand recipes and guests’ food orders.

MATHEMATICAL SKILLS

Ability to add, subtract, multiply and divide in all units of measure using whole numbers, common fractions and decimals.

REASONING ABILITY

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

OTHER SKILLS AND ABILITIES

IHOP training course work as assigned.
PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is required to stand, walk and sit. The Team Member frequently is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms; stoop, kneel, crouch or crawl; talk or hear; and taste or smell. The Team Member regularly must lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision and distance vision.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is exposed to fumes or airborne particles. The Team Member frequently works near moving mechanical parts and is frequently exposed to toxic or caustic chemicals. The Team Member occasionally is exposed to wet and/or humid conditions, extreme cold, extreme heat, risk of electrical shock and risk of radiation. The noise level in the work environment is usually moderate. Team members must be at least 18 years old to operate kitchen equipment.
Combo

SUMMARY
Clear and reset tables, clean dining area and tables, wash dishes, pots, utensils, silverware, china and glassware, etc. ensuring that Standard Operating Procedures (SOP) standards of cleanliness are met.

ESSENTIAL DUTIES AND RESPONSIBILITIES
These include the following:

• Develop and maintain professional functional working relationships with IHOP Team Members and guests.
• Clear, clean and reset tables and clean chairs, booths and floors after guests leave.
• Pick up, sort and wash all china, silverware, glassware, pots, pans, utensils, etc.
• Follow dish machine and/or sink procedures per IHOP SOP.
• Unload, un-box, rotate and store food, equipment and supplies as necessary.
• Stock and rotate all needed supplies in the service areas and dining room.
• Comply with all federal, state and local regulations as well as the IHOP Safety Manual and SOP health, sanitation and safety guidelines.
• Dispose of all trash properly.
• Check restrooms hourly to ensure proper stocking levels of supplies and the cleanliness of the facilities.
• Perform all cleaning duties according to posted cleaning charts.
• Comply with IHOP uniform and appearance standards per SOP guidelines.
• Perform other assignments or tasks as assigned by the General Manager, Assistant Manager or acting supervisor.

QUALIFICATIONS
To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE
No prior experience required.

LANGUAGE SKILLS
Ability to read and comprehend instructions, correspondence and memos. Ability to understand oral instructions in English and read English or Spanish well enough to read and understand instructions from supervisors, requests from co-workers and guests, and warning and safety labels.

REASONING ABILITY
Ability to apply common sense understanding to carry out simple one-step or two-step instructions. Ability to deal with standardized situations with only occasional or no variables.
OTHER SKILLS AND ABILITIES
Successfully complete IHOP training course work as assigned.

PHYSICAL DEMANDS
The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member is regularly required to stand and walk. The Team Member is required to frequently use hands to finger, handle or feel objects, tools, or controls; and reach with hands and arms. The Team Member frequently is required to stoop, kneel, crouch or crawl. The Team Member occasionally is required to talk or hear. The Team Member frequently must lift and/or move up to 50 pounds and occasionally lift and/or move up to 100 pounds.

WORK ENVIRONMENT
The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is exposed to fumes or airborne particles. The Team Member frequently works near moving mechanical parts and is frequently exposed to caustic chemicals. The Team Member regularly is exposed to wet and/or humid conditions, extreme cold, extreme heat, risk of electrical shock and risk of radiation. The noise level in the work environment is usually moderate.
Expeditor (Food Quality Coordinator)

SUMMARY
To coordinate preparation of food and its delivery from the kitchen to the table in accordance with federal, state and local regulations and IHOP Standard Operating Procedures (SOP).

ESSENTIAL DUTIES AND RESPONSIBILITIES
These include the following:

- Develop and maintain professional functional working relationships with IHOP Team Members.
- Prepare and garnish food for delivery to guest following IHOP SOP manuals.
- Communicate Servers’ food orders and service requests in an accurate and timely manner.
- Memorize and apply IHOP terminology, abbreviations and methodologies.
- Identify food that is incorrect and remedy the problem before it is sent to the guest.
- Pull foods in order to check sold.
- Know the table numbers in the restaurant and be prepared to run food to guests.
- Be aware of time; keep tabs on how long items have been in the window; find out why something has not been delivered quickly (i.e. lost check or check not thrown by cook); make sure guests are not kept waiting or are given a reason why.
- Have full knowledge of all menu items and how the food should appear on the plate (including correct garnish and plating).
- Stock and rotate all needed supplies in the service areas and dining room.
- Comply with all federal, state and local regulations as well as the IHOP Safety Manual and SOP health, sanitation and safety guidelines.
- Clean and clear pass bar areas. Empty trash and polish all pass bar stainless steel.
- Perform all cleaning duties according to the posted cleaning charts.
- Comply with IHOP uniform and appearance standards per SOP guidelines.
- Perform other assignments or tasks as assigned by the General Manager, Assistant Manager or acting supervisor.

QUALIFICATIONS
To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below represent the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE
Prior experience or training is desired, but may not be required.

LANGUAGE SKILLS
Ability to read and comprehend instructions, correspondence and memos. Ability to write guest checks and simple correspondence. Ability to read and speak English well enough to communicate with guests, understand guest checks and instructions.
MATHEMATICAL SKILLS

Ability to add, subtract, multiply and divide in all units of measure using whole numbers, common fractions and decimals.

REASONING ABILITY

Ability to apply common sense and to understand and carry out detailed but uninvolved written or oral instructions. Ability to deal with problems involving a few concrete variables in standardized situations.

OTHER SKILLS AND ABILITIES

IHOP training coursework as assigned.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is required to use hands and fingers, handle or feel objects, tools or controls; walk, stoop, kneel, crouch or crawl; talk or hear; and taste or smell. The Team Member occasionally must lift and/or move up to 25 pounds.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the job duties, the Team Member occasionally is exposed to fumes or airborne particles. The noise level in the work environment is usually moderate.
Host/Hostess/Cashier

SUMMARY
Greet and seat guests promptly, cheerfully and courteously. Take guest remittance as required and make every effort to ensure the quality of the guest’s dining experience.

ESSENTIAL DUTIES AND RESPONSIBILITIES
These include the following:

• Develop and maintain professional functional working relationships with IHOP Team Members and guests.
• Greet guests as they enter the restaurant (within 30 seconds) and seat them as soon as a table is available.
• Rotate station seating to ensure the quality of guest service.
• May handle guest complaints, inquire about the quality of the dining experience, thank guests and invite them to return.
• Handle cash in an accurate and responsible manner.
• Take register readings, make interim cash reports, count cash register receipts and make frequent cash drops according to Company cash-control policies.
• Answer the telephone, take messages and take and complete all To Go orders.
• Maintain guest checks in numerical order.
• Maintain a waiting list as necessary.
• Check restrooms every 30 minutes to ensure proper stock levels and cleanliness.
• Clear, clean and reset tables and clean chairs, booths and floors after guests leave.
• Perform cleaning duties according to posted cleaning charts.
• Comply with IHOP uniform and appearance standards per IHOP SOP guidelines.
• Perform other assignments or tasks as assigned by the General Manager, Assistant Manager or acting supervisor.

QUALIFICATIONS
To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE
No prior experience or training required.

LANGUAGE SKILLS
Ability to read and comprehend instructions, correspondence and memos. Ability to write simple correspondence. Ability to read and speak English to understand guest checks, instructions, warning and safety labels and communicate with others.
MATHEMATICAL SKILLS

Ability to add, subtract, multiply and divide in all units of measure using whole numbers, common fractions, and decimals.

REASONING ABILITY

Ability to apply common sense understanding to carry out instructions furnished in written, oral or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

OTHER SKILLS AND ABILITIES

Successfully complete IHOP training course work as assigned.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is required to stand, walk and talk or hear. The Team Member frequently is required to use hands to finger, handle or feel objects, tools or controls. The Team Member occasionally is required to stoop, kneel, crouch or crawl. The Team Member occasionally must lift and/or move up to 25 pounds.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member occasionally is exposed to fumes or airborne particles. The noise level in the work environment is usually moderate.
Server

**SUMMARY**

Provide prompt, efficient, courteous service to all guests. Service includes greeting, seating, taking and serving orders, clearing dishes and resetting tables.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

These include the following:

- Develop and maintain professional functional working relationships with IHOP Team Members and guests.
- Execute the “Server Guidelines to Great Guest Service” per IHOP SOP to ensure a high-quality guest experience.
- Handle guest complaints in a timely manner, inquire about the quality of the dining experience, thank guests and invite them to return.
- Communicate guest food orders and service requests in an accurate and timely manner.
- Memorize and apply IHOP terminology, abbreviations, methodologies and plating and menu knowledge.
- Comply with SOP methods in regard to guest checks and maintaining cash control.
- Stock and rotate all needed supplies in the service areas and dining room.
- Comply with all federal, state and local regulations as well as the IHOP Safety Manual and SOP health, sanitation and safety guidelines.
- Clear, clean and reset tables and clean chairs, booths and floors after guests leave.
- Perform all cleaning duties according to posted cleaning charts.
- Comply with IHOP uniform and appearance standards per SOP guidelines.
- Perform other assignments or tasks as assigned by the General Manager, Assistant Manager or acting supervisor.

**QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION AND/OR EXPERIENCE**

Prior experience or training is desired, but may not be required.

**LANGUAGE SKILLS**

Ability to read and comprehend instructions, correspondence and memos. Ability to write guest checks and simple correspondence. Ability to read and speak English well enough to understand guest checks, read instructions and communicate with guests.
MATHEMATICICAL SKILLS
Ability to add, subtract, multiply and divide in all units of measure using whole numbers, common fractions and decimals.

REASONING ABILITY
Ability to apply common sense understanding to carry out detailed but uninvolved written or oral instructions. Ability to deal with problems involving a few concrete variables in standardized situations.

OTHER SKILLS AND ABILITIES
Successfully complete IHOP training coursework as assigned.

PHYSICAL DEMANDS
The physical demands described here are representative of those that must be met by a Team Member to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member regularly is required to use hands to finger, handle or feel objects, tools or controls; reach with hands and arms; and climb or balance. The Team Member frequently is required to stand, walk, stoop, kneel, crouch or crawl; talk or hear; and taste or smell. The Team Member occasionally must lift and/or move up to 25 pounds.

WORK ENVIRONMENT
The work environment characteristics described here are representative of those a Team Member encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the Team Member occasionally is exposed to fumes or airborne particles. The noise level in the work environment is usually moderate.