

LABOR SCHEDULING & BUDGET REFILL PACK

Weekly planning, forecast, budget, availability, conflict, overtime, approval, and schedule-revision controls.

INCLUDED WORKING TOOLS

- Weekly Schedule Planning Page
- Sales Forecast Worksheet & Labor Budget Builder
- Staffing Needs by Daypart & Position-by-Position Planner
- Weekly Schedule Grid
- Employee Availability & Time-Off Trackers
- Schedule Conflict Review & Overtime Risk Tracker
- Manager Schedule Approval Checklist
- Schedule Revision Log
- Fair Scheduling & Employee Data Guardrails

Use only the tools that solve a real operating need. Assign an owner, preserve required records, follow approved company policy, and use the current Gravity release. These materials support restaurant operations; they do not replace legal, payroll, accounting, HR, safety, or regulatory guidance.

WEEKLY SCHEDULE PLANNING PAGE

Restaurant Name: _____
 Schedule Week Starting: _____
 Schedule Week Ending: _____
 Manager Writing Schedule: _____
 Date Schedule Started: _____
 Date Schedule Must Be Posted: _____
 Labor Target for Week: _____

1. Weekly Business Review

Forecasted Weekly Sales: \$ _____
 Last Week's Sales: \$ _____
 Same Week Last Year Sales: \$ _____
 Expected Sales Change:
 Increase / Decrease / Similar / Not Sure
 Reason for expected change:

2. Important Dates This Week

Check all that apply:

- ☐ Holiday
- ☐ Local event
- ☐ School event
- ☐ Sports event
- ☐ Concert or entertainment event
- ☐ Large reservation
- ☐ Catering order
- ☐ Banquet or private party
- ☐ Weather concern
- ☐ Promotion
- ☐ Payday
- ☐ Tourist traffic
- ☐ Seasonal change
- ☐ Staff meeting
- ☐ Training event
- ☐ Other: _____

Important notes:

3. Last Week's Labor Review

Last Week's Labor Percent: _____
 Labor Target: _____
 Was labor above target, below target, or on target?
 Above Target / Below Target / On Target / Not Sure
 Which day had the worst labor result?

Why?

Which shift had the biggest labor problem?

Why?

What must be corrected in this week's schedule?

4. Last Week's Staffing Review

Which shifts were overstaffed?

Which shifts were understaffed?

Which position caused the most problems?

Why?

Which employee placement did not work well?

Why?

5. Current Availability and Time-Off Review

Have all availability changes been reviewed?

Yes / No / Needs Review

Have all approved time-off requests been entered?

Yes / No / Needs Review

Are there any denied time-off requests that may still cause conflict?

Yes / No / Not Sure

Notes:

6. Weekly Schedule Priorities

This week, the schedule must protect:

- ☐ Labor target
- ☐ Guest service
- ☐ Kitchen speed
- ☐ Bar speed
- ☐ Prep readiness
- ☐ Dish flow
- ☐ Closing standards
- ☐ Training shifts
- ☐ Manager coverage
- ☐ Weekend coverage
- ☐ Event coverage
- ☐ Overtime control
- ☐ Cross-training

☐ Employee morale

☐ Other: _____

Top 3 schedule priorities this week:

7. Manager Notes Before Writing Schedule

Schedule Planning Sign-Off

Planning page completed before schedule was written.

Manager Name: _____

Date: _____

Signature: _____

SALES FORECAST WORKSHEET

Restaurant Name: _____

Schedule Week: _____

Manager Completing Forecast: _____

Date Completed: _____

Forecast Sources Used

Check all that apply:

- ☐ Last week sales
- ☐ Same week last year
- ☐ Four-week sales average
- ☐ Reservation book
- ☐ Event calendar
- ☐ Catering calendar
- ☐ Weather forecast
- ☐ Holiday calendar
- ☐ School calendar
- ☐ Sports calendar
- ☐ Local business trends
- ☐ Manager judgment
- ☐ Owner direction
- ☐ Other: _____

Notes:

Daily Sales Forecast

Monday

Last Week Monday Sales: \$ _____

Same Week Last Year Monday Sales: \$ _____

Forecasted Monday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Tuesday

Last Week Tuesday Sales: \$ _____

Same Week Last Year Tuesday Sales: \$ _____

Forecasted Tuesday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Wednesday

Last Week Wednesday Sales: \$ _____

Same Week Last Year Wednesday Sales: \$ _____

Forecasted Wednesday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Thursday

Last Week Thursday Sales: \$ _____

Same Week Last Year Thursday Sales: \$ _____

Forecasted Thursday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Friday

Last Week Friday Sales: \$ _____

Same Week Last Year Friday Sales: \$ _____

Forecasted Friday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Saturday

Last Week Saturday Sales: \$ _____

Same Week Last Year Saturday Sales: \$ _____

Forecasted Saturday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Sunday

Last Week Sunday Sales: \$ _____

Same Week Last Year Sunday Sales: \$ _____

Forecasted Sunday Sales: \$ _____

Expected Volume:

Low / Medium / High

Reason for Forecast:

Staffing Note:

Weekly Forecast Summary

Total Forecasted Weekly Sales: \$ _____

Highest Forecasted Sales Day: _____

Lowest Forecasted Sales Day: _____

Biggest Forecast Risk:

Manager Notes:

Sales Forecast Approval

Forecast reviewed before schedule was built.

Approved By: _____

Date: _____

Signature: _____

ADDITIONAL TOOL: LABOR BUDGET BUILDER

Purpose

This tool helps managers convert forecasted sales into a realistic labor dollar budget before the schedule is written.

Why It Matters

A schedule should be connected to a labor budget. Forecasted sales show expected volume. The labor target shows how much labor the restaurant can afford. Together, they help the manager decide how many labor dollars should be planned before names are placed on the schedule.

Manager Instructions

Use this page after the sales forecast is completed and before the schedule is built. Multiply forecasted sales by the labor target percent to create a labor dollar budget for each day. Then compare the planned schedule to the budget before posting.

Labor Budget Formula

Forecasted Sales x Labor Target Percent = Labor Dollar Budget

Example: \$10,000 x 25% = \$2,500 labor budget

LABOR BUDGET BUILDER WORKSHEET

Restaurant Name: _____

Schedule Week: _____

Manager Completing Budget: _____

Date Completed: _____

Day	Forecasted Sales	Labor Target %	Labor Dollar Budget	Scheduled Labor \$	Over/Under Budget	Notes
Monday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Tuesday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Wednesday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Thursday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Friday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Saturday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Sunday	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____
Weekly Total	\$ _____	_____ %	\$ _____	\$ _____	\$ _____	_____

Budget Review Questions

Which day is most likely to exceed labor budget?

Which day has the most room for labor adjustment?

Which day needs strongest labor control attention?

What change should be made before the schedule is posted?

Labor Budget Approval

Reviewed By: _____

Date: _____

Signature: _____

STAFFING NEEDS BY DAYPART WORKSHEET

Restaurant Name: _____

Schedule Week: _____

Manager Completing Review: _____

Date Completed: _____

Opening Daypart Review

Opening Volume Expected:

Low / Medium / High

Opening Positions Needed:

- ☐ Opening manager
- ☐ Opening server
- ☐ Opening host
- ☐ Opening bartender
- ☐ Opening cook
- ☐ Opening prep
- ☐ Opening dish
- ☐ Opening to-go
- ☐ Cleaning / setup support
- ☐ Other: _____

Opening Start Time Review:

Earliest Needed Start Time: _____

Latest Acceptable Start Time: _____

Opening labor concern:

Lunch Daypart Review

Lunch Volume Expected:

Low / Medium / High

Lunch Positions Needed:

- ☐ Floor manager
- ☐ Kitchen lead
- ☐ Servers
- ☐ Host
- ☐ Bartender
- ☐ Bussers
- ☐ Food runners
- ☐ Expo
- ☐ Line cooks
- ☐ Dish
- ☐ Prep support
- ☐ To-go
- ☐ Other: _____

Lunch Rush Time Expected:

From: _____ To: _____

Lunch labor concern:

Afternoon / Mid-Shift Review

Afternoon Volume Expected:

Low / Medium / High

Afternoon Positions Needed:

- ☐ Manager coverage
- ☐ Server coverage
- ☐ Bar coverage
- ☐ Line coverage
- ☐ Prep support
- ☐ Dish support
- ☐ Side work support
- ☐ Cleaning support
- ☐ Other: _____

Afternoon transition risk:

Should labor be reduced during this daypart?

Yes / No / Possibly

Possible cut positions:

Dinner Daypart Review

Dinner Volume Expected:

Low / Medium / High

Dinner Positions Needed:

- ☐ Floor manager
- ☐ Kitchen manager or lead
- ☐ Host
- ☐ Servers
- ☐ Bartenders
- ☐ Bussers
- ☐ Runners
- ☐ Expo
- ☐ Line cooks
- ☐ Prep support
- ☐ Dish
- ☐ To-go
- ☐ Barback
- ☐ Other: _____

Expected Dinner Rush:

From: _____ To: _____

Dinner labor concern:

Late Night / Final Service Review

Late Night Volume Expected:

Low / Medium / High / Not Applicable

Late Night Positions Needed:

- ☐ Closing manager
- ☐ Server
- ☐ Bartender
- ☐ Cook
- ☐ Dish
- ☐ Cleaning support
- ☐ Other: _____

Late night cut plan:

Closing Daypart Review

Closing Workload Expected:

Low / Medium / High

Closing Positions Needed:

- ☐ Closing manager
- ☐ Closing server
- ☐ Closing bartender
- ☐ Closing cook
- ☐ Closing dish
- ☐ Closing prep
- ☐ Cleaning support
- ☐ Other: _____

Closing labor concern:

Daypart Adjustment Notes

Where is the schedule likely too heavy?

Where is the schedule likely too light?

Which daypart needs the strongest manager attention?

Why?

Daypart Review Approval

Daypart staffing has been reviewed before schedule posting.

Reviewed By: _____

Date: _____

Signature: _____

POSITION-BY-POSITION SCHEDULE PLANNER

Restaurant Name: _____

Schedule Week: _____

Manager Completing Planner: _____

Date Completed: _____

FOH Position Review

Host Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Server Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Busser / Server Assistant Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Runner Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Expo Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

To-Go Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

BOH Position Review

Grill Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed

☐ Needs Adjustment

Notes:

Fry Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Sauté Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Pantry / Salad Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Pizza / Specialty Station Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Kitchen Expo Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Prep Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Dish Coverage:

☐ Covered

☐ Weak

☐ Overstaffed

☐ Needs Adjustment

Notes:

Bar Position Review

Bartender Coverage:

☐ Covered

- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Service Bar Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Barback Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Cocktail / Bar Floor Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Management Position Review

Opening Manager Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Lunch Manager Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Dinner Manager Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Closing Manager Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Kitchen Lead Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Floor Lead Coverage:

- ☐ Covered
- ☐ Weak
- ☐ Overstaffed
- ☐ Needs Adjustment

Notes:

Position Gaps Before Posting

Positions that must be fixed before posting:

Positions that are approved but need manager attention:

Positions with possible overstaffing:

Position Planner Approval

Position coverage has been reviewed.

Approved By: _____

Date: _____

Signature: _____

WEEKLY SCHEDULE GRID

Restaurant Name: _____

Schedule Week: _____

Manager Writing Schedule: _____

Labor Target: _____

Position / Employee	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Manager	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Host	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Server	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Server Support	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Bartender	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Barback	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Grill	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Fry	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Sauté	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Pantry / Salad	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Prep	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Dish	____-____	____-____	____-____	____-____	____-____	____-____	____-____
To-Go	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Expo / Runner	____-____	____-____	____-____	____-____	____-____	____-____	____-____
Closer / Utility	____-____	____-____	____-____	____-____	____-____	____-____	____-____

Schedule Grid Review

Which day looks too heavy?

Which day looks too light?

Which position is missing coverage?

Which shift needs stronger employees?

What must change before posting?

Schedule Grid Sign-Off

Reviewed By: _____

Date: _____

Signature: _____

EMPLOYEE AVAILABILITY TRACKER

Restaurant Name: _____

Schedule Week: _____

Manager Completing Tracker: _____

Date Completed: _____

Employee Availability Record

Employee Name: _____

Position: _____

Approved Availability:

Monday: _____

Tuesday: _____

Wednesday: _____

Thursday: _____

Friday: _____

Saturday: _____

Sunday: _____

Restrictions or Notes: _____

Availability Status:

- ☐ Current
- ☐ Needs Update
- ☐ Pending Approval
- ☐ Temporary Restriction

Manager Initials: _____

Employee Name: _____

Position: _____

Approved Availability:

Monday: _____

Tuesday: _____

Wednesday: _____

Thursday: _____

Friday: _____

Saturday: _____

Sunday: _____

Restrictions or Notes: _____

Availability Status:

- ☐ Current
- ☐ Needs Update
- ☐ Pending Approval
- ☐ Temporary Restriction

Manager Initials: _____

Employee Name: _____

Position: _____

Approved Availability:

Monday: _____

Tuesday: _____

Wednesday: _____

Thursday: _____

Friday: _____

Saturday: _____

Sunday: _____

Restrictions or Notes: _____

Availability Status:

- ☐ Current
- ☐ Needs Update
- ☐ Pending Approval
- ☐ Temporary Restriction

Manager Initials: _____

Employee Name: _____

Position: _____

Approved Availability:

Monday: _____

Tuesday: _____

Wednesday: _____

Thursday: _____

Friday: _____

Saturday: _____

Sunday: _____

Restrictions or Notes: _____

Availability Status:

- ☐ Current
- ☐ Needs Update
- ☐ Pending Approval
- ☐ Temporary Restriction

Manager Initials: _____

Availability Problem Review

Employees with unclear availability:

Employees with repeated schedule conflicts:

Employees who may need follow-up:

Availability issues that affect this week's schedule:

Manager Action Needed:

Availability Review Sign-Off

Availability has been reviewed before schedule posting.

Reviewed By: _____

Date: _____

Signature: _____

TIME-OFF REQUEST TRACKER

Restaurant Name: _____

Schedule Week: _____

Manager Completing Tracker: _____

Date Completed: _____

Time-Off Request Record

Employee Name: _____

Position: _____

Date Requested Off: _____

Request Submitted On: _____

Status:

- ☐ Approved
- ☐ Denied
- ☐ Pending
- ☐ Needs Coverage

Coverage Needed?

Yes / No

Coverage Plan:

Manager Notes:

Manager Initials: _____

Employee Name: _____

Position: _____

Date Requested Off: _____

Request Submitted On: _____

Status:

- ☐ Approved
- ☐ Denied
- ☐ Pending
- ☐ Needs Coverage

Coverage Needed?

Yes / No

Coverage Plan:

Manager Notes:

Manager Initials: _____

Employee Name: _____

Position: _____

Date Requested Off: _____

Request Submitted On: _____

Status:

- ☐ Approved
- ☐ Denied
- ☐ Pending
- ☐ Needs Coverage

Coverage Needed?

Yes / No

Coverage Plan:

Manager Notes:

Manager Initials: _____

Employee Name: _____

Position: _____

Date Requested Off: _____

Request Submitted On: _____

Status:

☐ Approved

☐ Denied

☐ Pending

☐ Needs Coverage

Coverage Needed?

Yes / No

Coverage Plan:

Manager Notes:

Manager Initials: _____

Time-Off Risk Review

Are multiple employees off on the same day?

Yes / No / Not Sure

If yes, list dates:

Are multiple employees off from the same department?

Yes / No / Not Sure

If yes, list department and dates:

Does any approved request create a weak shift?

Yes / No / Not Sure

Explain:

Does coverage need to be found before posting the schedule?

Yes / No

Coverage needed:

Time-Off Review Sign-Off

Time-off requests have been reviewed before schedule posting.

Reviewed By: _____

Date: _____

Signature: _____

SCHEDULE CONFLICT REVIEW

Restaurant Name: _____

Schedule Week: _____

Manager Reviewing Schedule: _____

Date Reviewed: _____

Availability Conflicts

- ☐ No employees scheduled outside approved availability
- ☐ All availability changes reviewed
- ☐ Temporary restrictions reviewed
- ☐ Employees with unclear availability flagged

Availability conflict notes:

Time-Off Conflicts

- ☐ All approved time-off requests entered
- ☐ Denied requests reviewed for possible conflict
- ☐ Pending requests resolved or noted
- ☐ Coverage plan created for approved requests

Time-off conflict notes:

Position Coverage Conflicts

- ☐ FOH positions covered
- ☐ BOH positions covered
- ☐ Bar positions covered
- ☐ Prep positions covered
- ☐ Dish positions covered
- ☐ Manager positions covered
- ☐ Closing positions covered

Position coverage notes:

Shift Strength Conflicts

- ☐ Strong employees placed during peak periods
- ☐ Weak employees not grouped without support
- ☐ New employees scheduled with trainers or support
- ☐ Key stations covered by capable employees
- ☐ Busy shifts have enough leadership

Shift strength notes:

Labor Control Conflicts

- ☐ Slow periods reviewed for overstaffing
- ☐ Peak periods reviewed for understaffing
- ☐ Overtime risk reviewed
- ☐ Too many long shifts reviewed
- ☐ Too many short shifts reviewed
- ☐ Labor target considered

Labor control notes:

Manager Coverage Conflicts

- ☐ Opening manager coverage reviewed
- ☐ Lunch manager coverage reviewed
- ☐ Dinner manager coverage reviewed
- ☐ Closing manager coverage reviewed
- ☐ Kitchen leadership reviewed
- ☐ FOH leadership reviewed

Manager coverage notes:

Final Conflict List

Conflicts that must be corrected before posting:

Conflicts approved with manager awareness:

Reason approved:

Schedule Conflict Review Sign-Off

Schedule conflicts have been reviewed.

Approved for posting?

Yes / No / Approved With Changes

Reviewed By: _____

Date: _____

Signature: _____

OVERTIME RISK TRACKER

Restaurant Name: _____

Schedule Week: _____

Manager Completing Tracker: _____

Employee	Position	Scheduled Hours	Current Actual Hours	Risk Level	Cause of Risk	Manager Action
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____
_____	_____	_____	_____	Low / Med / High	_____	_____

Overtime Cause Review

- ☐ Too many scheduled hours
- ☐ Employee stayed late
- ☐ Call-out coverage
- ☐ Position shortage
- ☐ Not enough cross-training
- ☐ Manager did not cut on time
- ☐ Employee picked up extra shift
- ☐ Other: _____

Overtime Prevention Plan

Who is closest to overtime?

What shift needs adjustment?

Can another trained employee cover instead?

What schedule change should be made before posting?

What manager decision must be watched this week?

Overtime Risk Sign-Off

Reviewed By: _____

Date: _____

Signature: _____

MANAGER SCHEDULE APPROVAL CHECKLIST

Restaurant Name: _____

Schedule Week: _____

Schedule Written By: _____

Schedule Reviewed By: _____

Date Reviewed: _____

Date Posted: _____

Sales and Forecast Review

- ☐ Weekly sales forecast reviewed
- ☐ Daily sales forecast reviewed
- ☐ Prior week sales reviewed
- ☐ Same week last year reviewed when available
- ☐ Weather reviewed
- ☐ Events reviewed
- ☐ Reservations reviewed
- ☐ Catering or large orders reviewed

Notes:

Labor Review

- ☐ Weekly labor target reviewed
- ☐ Prior week labor percent reviewed
- ☐ High labor days reviewed
- ☐ Low labor days reviewed
- ☐ Scheduled labor reviewed against expected sales
- ☐ Overtime risk reviewed
- ☐ Slow dayparts reviewed for possible overstaffing
- ☐ Peak dayparts reviewed for possible understaffing

Notes:

Department Coverage Review

- ☐ FOH coverage reviewed
- ☐ BOH coverage reviewed
- ☐ Bar coverage reviewed
- ☐ Prep coverage reviewed
- ☐ Dish coverage reviewed
- ☐ Manager coverage reviewed

Notes:

Employee Review

- ☐ Availability reviewed
- ☐ Time-off requests reviewed
- ☐ Training shifts reviewed
- ☐ Strong employees placed on key shifts
- ☐ New employees scheduled with support
- ☐ Repeated schedule conflict employees reviewed
- ☐ Cross-trained employees used where needed

Notes:

Manager Accountability Review

- ☐ Schedule has a clear labor plan
- ☐ Known weak shifts have manager notes
- ☐ Coverage risks have a backup plan
- ☐ Manager coverage supports the business
- ☐ Schedule can be explained if questioned
- ☐ Manager accepts responsibility for schedule quality

Notes:

Final Approval

Schedule Status:

- ☐ Approved for Posting
- ☐ Approved With Changes
- ☐ Not Approved

Required changes before posting:

Manager Approving Schedule: _____

Position: _____

Date: _____

Signature: _____

SCHEDULE REVISION LOG

Restaurant Name: _____

Schedule Week: _____

Manager Maintaining Log: _____

Date Changed	Employee	Original Shift	New Shift / Change	Reason	Approved By	Labor Impact
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

Schedule Revision Review

How many schedule changes happened this week?

Which department had the most changes?

Did any revision create overtime risk?

Did any revision weaken coverage?

What should change in the next schedule?

Schedule Revision Log Sign-Off

Reviewed By: _____

Date: _____

Signature: _____

FAIR SCHEDULING & EMPLOYEE DATA GUARDRAILS

Use these rules whenever a schedule, hours decision, cut, availability record, call-out note, productivity review, or retention follow-up names an employee. These are operational controls and do not replace company policy or legal guidance.

BASE SCHEDULING DECISIONS ON JOB-RELATED FACTS

- ☐ Business need and expected volume.
- ☐ Approved employee availability and approved time off.
- ☐ Verified role / station capability, training status, and support needs.
- ☐ Documented job-related performance during the relevant review period.
- ☐ Overtime risk, required coverage, and company scheduling policy.

DO NOT TURN SHORTHAND INTO A PERMANENT LABEL

Use descriptions such as 'not yet verified for this station,' 'needs support on this shift,' or 'documented attendance / coverage pattern' instead of permanent labels such as weak, unreliable, difficult, or low-value. One bad shift, gossip, personality conflict, or manager preference is not a scheduling standard.

HOURS AND OPPORTUNITY FAIRNESS CHECK

- ☐ Apply comparable standards to comparable situations.
- ☐ Do not change hours as retaliation or because of favoritism, personal relationships, or protected characteristics.
- ☐ Give coaching, retraining, or verification opportunity when the gap is a trainable capability issue.
- ☐ Record the business reason and job-related evidence for a material hours / position change when documentation is appropriate.

MINIMUM-NECESSARY EMPLOYEE INFORMATION

- ☐ Availability / time off: record dates, status, and operational impact - not unnecessary medical, family, religious, disability, or other private detail.
- ☐ Call-outs: record the coverage impact and only the minimum operational note needed. Do not record medical diagnoses here.
- ☐ Retention follow-up: record observed work-related signals and confirm concerns through a direct conversation; do not guess at private causes.
- ☐ Route protected leave, accommodation, payroll, medical, or other sensitive matters through the company process approved for those records.

MANAGER CHECK

Before finalizing the decision, ask: Could I explain this decision using the same job-related standard if a different employee were involved? If not, stop and review the facts with the authorized manager / owner.