

LABOR TRACKING & WEEKLY REVIEW PACK

Daily/weekly labor measurement, variance review, diagnosis, core metrics, and weekly management follow-up.

INCLUDED WORKING TOOLS

- Daily Labor Percent Tracker
- Weekly Labor Percent Tracker
- Scheduled Labor vs. Actual Labor Tracker
- Labor by Department / Shift / Daypart Reviews
- Sales vs. Labor Review
- Labor Problem Diagnosis
- Core Labor Metrics & Formula Reference / Worksheet
- Weekly Labor Meeting Form
- Manager Follow-Up Log
- Minimum Viable Labor Control Routine

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.

DAILY LABOR PERCENT TRACKER

Restaurant Name: _____

Date: _____

Day of Week: _____

Manager Completing Tracker: _____

Shift or Full Day Reviewed: _____

Labor Target Percent: _____

1. Sales and Labor Numbers

Forecasted Sales: \$ _____

Actual Sales: \$ _____

Sales Difference: \$ _____

Scheduled Labor Dollars: \$ _____

Actual Labor Dollars: \$ _____

Labor Dollar Difference: \$ _____

Actual Labor Percent: _____

Labor Target Percent: _____

Difference From Target: _____

2. Result Review

Was labor above, below, or on target?

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Not Sure

Was sales volume above or below forecast?

- ☐ Above Forecast
- ☐ Below Forecast
- ☐ On Forecast
- ☐ Not Sure

Was the labor result acceptable?

Yes / No / Needs Review

Explain:

3. Labor Issue Checklist

Check all that apply:

- ☐ Sales were lower than expected
- ☐ Sales were higher than expected
- ☐ Too many employees scheduled
- ☐ Too few employees scheduled
- ☐ Employees stayed too late
- ☐ Employees were cut too early
- ☐ Employees were cut too late
- ☐ Call-outs affected the shift
- ☐ Extra employees were called in
- ☐ Training hours affected labor
- ☐ Prep labor was high
- ☐ Dish labor was high
- ☐ Bar labor was high
- ☐ FOH labor was high
- ☐ BOH labor was high

- ☐ Manager labor was high
- ☐ Overtime affected labor
- ☐ Productivity was weak
- ☐ Guest experience required extra labor
- ☐ Weather affected sales
- ☐ Event volume changed sales
- ☐ No major issue noticed
- ☐ Other: _____

4. Manager Decision Review

Were cut decisions made during the day?

Yes / No / Not Needed

If yes, who was cut and when?

Were any employees kept longer than planned?

Yes / No

If yes, who and why?

Were any employees called in?

Yes / No

If yes, who and why?

Did manager decisions help or hurt labor?

Helped / Hurt / Mixed / Not Sure

Explain:

5. Guest Experience Review

Did labor level affect guest experience?

Yes / No / Not Sure

If yes, check all that apply:

- ☐ Slow greeting
- ☐ Long wait
- ☐ Slow drinks
- ☐ Slow food
- ☐ Long ticket times
- ☐ Poor table maintenance
- ☐ Dirty dining room
- ☐ Restrooms not checked enough
- ☐ Bar fell behind
- ☐ Dish fell behind
- ☐ Prep ran short
- ☐ Staff overwhelmed
- ☐ Closing work suffered
- ☐ Guest complaints
- ☐ Other: _____

Guest impact notes:

6. Correction for Next Time

What should be changed next time this day or shift is scheduled?

Should the next schedule be adjusted?

Yes / No / Needs Review

If yes, what adjustment is needed?

Person responsible for follow-up:

Follow-up date:

Daily Labor Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

WEEKLY LABOR PERCENT TRACKER

Restaurant Name: _____

Week Starting: _____

Week Ending: _____

Manager Completing Review: _____

Labor Target Percent: _____

1. Weekly Labor Summary

Forecasted Weekly Sales: \$ _____

Actual Weekly Sales: \$ _____

Sales Difference: \$ _____

Scheduled Labor Dollars: \$ _____

Actual Labor Dollars: \$ _____

Labor Dollar Difference: \$ _____

Actual Weekly Labor Percent: _____

Labor Target Percent: _____

Difference From Target: _____

Weekly Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

2. Daily Results Summary

Monday Sales: \$ _____ Labor %: _____

Tuesday Sales: \$ _____ Labor %: _____

Wednesday Sales: \$ _____ Labor %: _____

Thursday Sales: \$ _____ Labor %: _____

Friday Sales: \$ _____ Labor %: _____

Saturday Sales: \$ _____ Labor %: _____

Sunday Sales: \$ _____ Labor %: _____

3. Best and Worst Labor Results

Best labor day:

Why was it strong?

Worst labor day:

Why was it weak?

Day that needs the most schedule adjustment:

Reason:

4. Weekly Labor Cause Review

What caused the weekly labor result?

Check all that apply:

- ☐ Sales were higher than forecast

- ☐ Sales were lower than forecast
- ☐ Schedule was too heavy
- ☐ Schedule was too tight
- ☐ Too many people scheduled during slow periods
- ☐ Not enough people scheduled during peak periods
- ☐ Managers cut too late
- ☐ Managers cut too early
- ☐ Employees stayed too late
- ☐ Call-outs affected coverage
- ☐ Extra labor was called in
- ☐ Overtime affected labor
- ☐ Training labor affected labor
- ☐ Prep labor was higher than planned
- ☐ Dish labor was higher than planned
- ☐ Bar labor was higher than planned
- ☐ FOH labor was higher than planned
- ☐ BOH labor was higher than planned
- ☐ Manager labor was higher than planned
- ☐ Productivity was weak
- ☐ Guest experience required more labor
- ☐ Other: _____

5. Weekly Guest Impact Review

Did labor control affect guest experience this week?

Yes / No / Not Sure

If yes, explain:

Were there any shifts where labor was too low?

Yes / No / Not Sure

Which shifts?

What happened?

Were there any shifts where labor was too high?

Yes / No / Not Sure

Which shifts?

What happened?

6. Next Schedule Adjustment Plan

What should be changed in the next schedule?

Which day needs adjustment?

Which department needs adjustment?

Which manager needs follow-up?

Which employee issue needs review?

7. Weekly Labor Meeting Notes

Main labor discussion point:

Action assigned:

Person responsible:

Due date:

Weekly Labor Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

Owner or General Manager Review: _____

Date: _____

Signature: _____

SCHEDULED LABOR VS. ACTUAL LABOR TRACKER

Restaurant Name: _____

Week Starting: _____

Week Ending: _____

Manager Completing Review: _____

Day	Scheduled Labor \$	Actual Labor \$	Difference \$	Scheduled Hours	Actual Hours	Main Reason for Difference
Monday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Tuesday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Wednesday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Thursday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Friday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Saturday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Sunday	\$ _____	\$ _____	\$ _____	_____	_____	_____
Weekly Total	\$ _____	\$ _____	\$ _____	_____	_____	_____

Variance Review

Which day had the biggest labor difference?

Was the difference caused by scheduling, sales, call-outs, cuts, or productivity?

Which manager decision affected actual labor most?

What should change in the next schedule?

Scheduled vs. Actual Sign-Off

Reviewed By: _____

Date: _____

Signature: _____

LABOR BY DEPARTMENT REVIEW

Restaurant Name: _____

Week Starting: _____

Week Ending: _____

Manager Completing Review: _____

FOH Labor Review

FOH Labor Dollars: \$ _____

FOH Labor Percent: _____

FOH Target: _____

FOH Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

FOH labor notes:

What caused the FOH result?

What needs to change?

BOH Labor Review

BOH Labor Dollars: \$ _____

BOH Labor Percent: _____

BOH Target: _____

BOH Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

BOH labor notes:

What caused the BOH result?

What needs to change?

Bar Labor Review

Bar Labor Dollars: \$ _____

Bar Labor Percent: _____

Bar Target: _____

Bar Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Bar labor notes:

What caused the bar result?

What needs to change?

Prep Labor Review

Prep Labor Dollars: \$ _____

Prep Labor Percent: _____

Prep Target: _____

Prep Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Prep labor notes:

What caused the prep result?

What needs to change?

Dish Labor Review

Dish Labor Dollars: \$ _____

Dish Labor Percent: _____

Dish Target: _____

Dish Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Dish labor notes:

What caused the dish result?

What needs to change?

Manager Labor Review

Manager Labor Dollars: \$ _____

Manager Labor Percent: _____

Manager Labor Target: _____

Manager Labor Result:

- ☐ Above Target

- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Manager labor notes:

What caused the manager labor result?

What needs to change?

Department Labor Summary

Department with strongest labor control:

Why?

Department with weakest labor control:

Why?

Department needing schedule adjustment:

Department needing productivity review:

Department needing staffing or hiring review:

Department Labor Action Plan

Action needed:

Person responsible:

Due date:

Follow-up notes:

Department Labor Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

LABOR BY SHIFT REVIEW

Restaurant Name: _____

Week Starting: _____

Week Ending: _____

Manager Completing Review: _____

Opening Shift Review

Opening Sales: \$ _____

Opening Labor Dollars: \$ _____

Opening Labor Percent: _____

Opening Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Opening labor notes:

Was opening labor too high, too low, or correct?

Too High / Too Low / Correct / Not Sure

What needs to change?

Lunch Shift Review

Lunch Sales: \$ _____

Lunch Labor Dollars: \$ _____

Lunch Labor Percent: _____

Lunch Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Lunch labor notes:

Was lunch labor too high, too low, or correct?

Too High / Too Low / Correct / Not Sure

What needs to change?

Afternoon / Mid-Shift Review

Afternoon Sales: \$ _____

Afternoon Labor Dollars: \$ _____

Afternoon Labor Percent: _____

Afternoon Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Afternoon labor notes:

Was afternoon labor too high, too low, or correct?

Too High / Too Low / Correct / Not Sure

What needs to change?

Dinner Shift Review

Dinner Sales: \$ _____

Dinner Labor Dollars: \$ _____

Dinner Labor Percent: _____

Dinner Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Dinner labor notes:

Was dinner labor too high, too low, or correct?

Too High / Too Low / Correct / Not Sure

What needs to change?

Closing Shift Review

Closing Sales: \$ _____

Closing Labor Dollars: \$ _____

Closing Labor Percent: _____

Closing Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Closing labor notes:

Was closing labor too high, too low, or correct?

Too High / Too Low / Correct / Not Sure

What needs to change?

Shift Labor Summary

Shift with strongest labor control:

Why?

Shift with weakest labor control:

Why?

Shift most likely to need schedule change:

Shift most likely to need manager coaching:

Shift most likely to need employee productivity review:

Shift Labor Action Plan

What shift needs correction next week?

Correction needed:

Manager responsible:

Follow-up date:

Shift Labor Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

LABOR BY DAYPART REVIEW

Restaurant Name: _____

Date or Week Reviewed: _____

Manager Completing Review: _____

Opening Daypart

Time Range Reviewed: _____

Sales: \$ _____

Labor Dollars: \$ _____

Labor Percent: _____

Was labor appropriate?

Yes / No / Not Sure

Notes:

Adjustment needed:

Lunch Daypart

Time Range Reviewed: _____

Sales: \$ _____

Labor Dollars: \$ _____

Labor Percent: _____

Was labor appropriate?

Yes / No / Not Sure

Notes:

Adjustment needed:

Afternoon Daypart

Time Range Reviewed: _____

Sales: \$ _____

Labor Dollars: \$ _____

Labor Percent: _____

Was labor appropriate?

Yes / No / Not Sure

Notes:

Adjustment needed:

Dinner Daypart

Time Range Reviewed: _____

Sales: \$ _____

Labor Dollars: \$ _____

Labor Percent: _____

Was labor appropriate?

Yes / No / Not Sure

Notes:

Adjustment needed: _____

Late Night / Closing Daypart

Time Range Reviewed: _____

Sales: \$ _____

Labor Dollars: \$ _____

Labor Percent: _____

Was labor appropriate?

Yes / No / Not Sure

Notes: _____

Adjustment needed: _____

Daypart Labor Findings

Which daypart was overstaffed?

Why? _____

Which daypart was understaffed?

Why? _____

Which start times need adjustment?

Which cut times need adjustment?

Which daypart needs closer manager control?

Daypart Labor Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

SALES VS. LABOR REVIEW

Restaurant Name: _____

Date or Week Reviewed: _____

Manager Completing Review: _____

Labor Target: _____

1. Sales Review

Forecasted Sales: \$ _____

Actual Sales: \$ _____

Difference: \$ _____

Sales Result:

- ☐ Above Forecast
- ☐ Below Forecast
- ☐ On Forecast
- ☐ Not Sure

Reason sales were different from forecast:

2. Labor Review

Scheduled Labor Dollars: \$ _____

Actual Labor Dollars: \$ _____

Difference: \$ _____

Scheduled Labor Percent: _____

Actual Labor Percent: _____

Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Reason labor was different from plan:

3. Schedule Accuracy Review

Did the schedule match expected sales?

Yes / No / Partly / Not Sure

Explain:

Did actual sales match the forecast?

Yes / No / Partly / Not Sure

Explain:

Did managers adjust labor during the shift?

Yes / No / Not Needed / Not Sure

Explain:

4. Labor Decision Review

Were cuts made at the right time?

Yes / No / Not Needed / Not Sure

Were any employees kept too long?

Yes / No / Not Sure

Were any employees cut too early?

Yes / No / Not Sure

Was extra labor added?

Yes / No

If yes, why?

Did the labor decisions protect guest experience?

Yes / No / Partly / Not Sure

Explain:

5. What Actually Caused the Labor Result?

Check the main cause:

- ☐ Sales forecast was wrong
- ☐ Schedule was too heavy
- ☐ Schedule was too light
- ☐ Managers cut too late
- ☐ Managers cut too early
- ☐ Employees stayed too late
- ☐ Productivity was weak
- ☐ Department coverage was wrong
- ☐ Call-outs changed the labor plan
- ☐ Extra volume required more labor
- ☐ Guest experience required more labor
- ☐ Training hours affected labor
- ☐ Overtime affected labor
- ☐ Other: _____

Explain:

6. Next Schedule Correction

What should be changed in the next schedule?

Which day or shift should be adjusted?

Which position should be adjusted?

Which manager needs follow-up?

Follow-up date:

Sales vs. Labor Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

LABOR PROBLEM DIAGNOSIS PAGE

Restaurant Name: _____

Date or Week Reviewed: _____

Manager Completing Diagnosis: _____

Labor Target: _____

Actual Labor Percent: _____

1. Labor Problem Identified

What labor problem happened?

- ☐ Labor percent too high
- ☐ Labor percent too low and service suffered
- ☐ Sales forecast was missed
- ☐ Schedule was too heavy
- ☐ Schedule was too tight
- ☐ Department labor was too high
- ☐ Shift labor was too high
- ☐ Daypart labor was too high
- ☐ Cut decisions were poor
- ☐ Employees stayed too late
- ☐ Productivity was weak
- ☐ Overtime issue
- ☐ Staffing gap
- ☐ Call-out issue
- ☐ Other: _____

Describe the problem:

2. Where Did the Problem Happen?

Department:

☐ **FOH**

☐ **BOH**

- ☐ Bar
- ☐ Prep
- ☐ Dish
- ☐ Management
- ☐ Whole Restaurant
- ☐ Other: _____

Shift:

- ☐ Opening
- ☐ Lunch
- ☐ Afternoon
- ☐ Dinner
- ☐ Late Night
- ☐ Closing

Day or Date:

Position involved: _____

Manager involved: _____

3. Main Cause Review

What caused the problem?

Check all that apply:

- ☐ Forecast was wrong
- ☐ Schedule was not reviewed well enough
- ☐ Too many employees scheduled
- ☐ Not enough employees scheduled
- ☐ Wrong employees scheduled
- ☐ Strong employee missing from key shift
- ☐ Too many new employees scheduled
- ☐ Employees were not productive
- ☐ Employees stayed late
- ☐ Manager did not cut soon enough
- ☐ Manager cut too soon
- ☐ Prep was not ready
- ☐ Dish fell behind
- ☐ Bar fell behind
- ☐ Guest volume changed
- ☐ Weather affected sales
- ☐ Event affected sales
- ☐ Call-out affected staffing
- ☐ Overtime was not controlled
- ☐ Training affected labor
- ☐ Other: _____

Main cause:

4. Impact Review

What did this problem affect?

- ☐ Labor percent
- ☐ Labor dollars
- ☐ Guest service
- ☐ Ticket times
- ☐ Food quality
- ☐ Bar speed
- ☐ Table turns
- ☐ Cleanliness
- ☐ Dish flow
- ☐ Prep readiness
- ☐ Closing work
- ☐ Employee morale
- ☐ Manager control
- ☐ Overtime
- ☐ Sales
- ☐ Other: _____

Describe the impact:

5. Correction Plan

What needs to change?

- ☐ Adjust next schedule
- ☐ Change start times
- ☐ Change cut times

- ☐ Reduce staffing for slow period
- ☐ Add staffing for peak period
- ☐ Change employee placement
- ☐ Coach employee
- ☐ Coach manager
- ☐ Improve prep plan
- ☐ Improve dish coverage
- ☐ Improve bar coverage
- ☐ Improve sales forecasting
- ☐ Improve cut decision process
- ☐ Improve productivity tracking
- ☐ Hire for position
- ☐ Cross-train employee
- ☐ Other: _____

Specific correction:

6. Follow-Up Assignment

Person responsible: _____

Action due by: _____

Follow-up meeting date: _____

How will success be measured? _____

7. Manager Review

Was this problem preventable?

Yes / No / Partly / Not Sure

Explain: _____

What should the manager learn from this? _____

What should be watched next week? _____

Labor Diagnosis Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

Reviewing Manager or Owner: _____

Date: _____

Signature: _____

ADDITIONAL TOOL: CORE LABOR METRICS & FORMULA REFERENCE

Purpose

This tool gives managers one consistent reference for the most useful labor measurements in the workbook. Use the same approved definitions, sales figures, labor figures, and reporting periods used by the restaurant's payroll, POS, accounting, or reporting system.

Formula Reference

Metric	Formula	What It Shows
Labor Percent	$\text{Labor Dollars} \div \text{Net Sales} \times 100$	Share of sales used for labor.
Labor Dollar Budget	$\text{Forecasted Sales} \times \text{Target Labor \%}$	Labor dollars available for the plan.
Sales per Labor Hour	$\text{Net Sales} \div \text{Labor Hours}$	Sales produced for each labor hour.
Labor Hours per \$1,000 Sales	$\text{Labor Hours} \div \text{Net Sales} \times 1,000$	Hours used for each \$1,000 in sales.
Labor Cost per Guest	$\text{Labor Dollars} \div \text{Guest Count}$	Average labor cost per guest or cover.
Labor Dollar Variance	$\text{Actual Labor \$} - \text{Scheduled Labor \$}$	Dollars over or under the schedule.
Labor Hour Variance	$\text{Actual Hours} - \text{Scheduled Hours}$	Hours over or under the schedule.
Sales Forecast Variance	$\text{Actual Sales} - \text{Forecasted Sales}$	Sales above or below forecast.
Forecast Accuracy %	$100 - (\text{Actual} - \text{Forecast} \div \text{Forecast} \times 100)$	How closely the forecast matched actual sales.
Department Labor Share	$\text{Department Labor \$} \div \text{Total Labor \$} \times 100$	Department share of total labor spending.
Overtime Exposure	Approved overtime hours and dollars from payroll report	Risk requiring schedule and approval review.

Important Notes

- ☐ Use net sales or the sales figure approved by ownership consistently.
- ☐ Use the approved labor figure consistently. Do not mix scheduled wages, payroll expense, taxes, benefits, or manager labor unless the company's target includes them.
- ☐ Compare the same time periods. Daily numbers should be compared with daily numbers; weekly numbers with weekly numbers.
- ☐ A favorable metric does not excuse weak service, poor food quality, unsafe work, missed cleaning, or incomplete closing standards.
- ☐ Overtime rules vary. Use the company's approved payroll report and follow applicable requirements.

Forecast accuracy guardrail:

If the calculation falls below 0%, report 0% as the minimum displayed accuracy. Use forecast accuracy as a planning signal - not as a stand-alone manager-performance score.

CORE LABOR METRICS WORKSHEET

Restaurant Name: _____

Manager Name: _____

Review Period: _____

Approved Sales Source: _____

Approved Labor Source: _____

Metric	Target / Plan	Actual	Variance	Action Needed
Labor Percent	_____	_____	_____	_____
Labor Dollars	_____	_____	_____	_____
Labor Hours	_____	_____	_____	_____
Sales per Labor Hour	_____	_____	_____	_____
Hours per \$1,000 Sales	_____	_____	_____	_____
Labor Cost per Guest	_____	_____	_____	_____
Forecasted vs. Actual Sales	_____	_____	_____	_____
Scheduled vs. Actual Labor	_____	_____	_____	_____
Overtime Hours / Dollars	_____	_____	_____	_____

Diagnosis

Which metric requires the most attention?

Was the variance caused primarily by sales, scheduling, call-outs, overtime, productivity, training, management decisions, or another factor?

Required correction for the next schedule or shift:

Person Responsible: _____ Due Date: _____

Manager Sign-Off

Reviewed By: _____ Date: _____

Manager Signature: _____

WEEKLY LABOR MEETING FORM

Restaurant Name: _____

Meeting Date: _____

Week Reviewed: _____

Meeting Led By: _____

Managers Present:

1. Weekly Sales Review

Forecasted Weekly Sales: \$ _____

Actual Weekly Sales: \$ _____

Sales Difference: \$ _____

Sales Result:

- ☐ Above Forecast
- ☐ Below Forecast
- ☐ On Forecast
- ☐ Needs Review

Reason for sales result:

2. Weekly Labor Review

Labor Target Percent: _____

Actual Labor Percent: _____

Difference From Target: _____

Labor Result:

- ☐ Above Target
- ☐ Below Target
- ☐ On Target
- ☐ Needs Review

Total Labor Dollars: \$ _____

Major labor concern:

3. Best Labor Decision of the Week

Best labor decision made:

Manager involved:

Why was this decision strong?

Should this decision be repeated?

Yes / No / Only With Changes

Notes:

4. Weakest Labor Decision of the Week

Weakest labor decision made:

Manager involved:

What happened?

What was the result?

- ☐ Labor percent increased
- ☐ Guest service suffered
- ☐ Ticket times increased
- ☐ Food quality suffered
- ☐ Bar slowed down
- ☐ Dish fell behind
- ☐ Closing work suffered
- ☐ Employee morale suffered
- ☐ Sales were affected
- ☐ Other: _____

What should have happened instead?

5. Schedule Accuracy Review

Did the schedule match expected sales?

Yes / No / Partly / Not Sure

Explain:

Which day was scheduled best?

Why?

Which day was scheduled worst?

Why?

What must be changed before the next schedule is posted?

6. Department Labor Review

Department with strongest labor control:

☐ **FOH**

☐ **BOH**

- ☐ Bar
- ☐ Prep
- ☐ Dish
- ☐ Management

☐ Whole Restaurant

Why?

Department with weakest labor control:

☐ **FOH**

☐ **BOH**

☐ Bar

☐ Prep

☐ Dish

☐ Management

☐ Whole Restaurant

Why?

7. Overstaffing and Understaffing Review

Shifts that were overstaffed:

Cause:

Shifts that were understaffed:

Cause:

Which issue was more costly this week?

☐ Overstaffing

☐ Understaffing

☐ Both

☐ Not Sure

Explain:

8. Call-Out and Coverage Review

Number of call-outs this week: _____

Number of no-shows this week: _____

Position most affected:

Did call-outs affect labor?

Yes / No / Not Sure

Did call-outs affect guest experience?

Yes / No / Not Sure

Repeated employee attendance concerns:

Coverage plan needed:

9. Productivity Review

Did productivity affect labor this week?

Yes / No / Not Sure

If yes, where?

☐ **FOH**☐ **BOH**☐ Bar☐ Prep☐ Dish☐ Management☐ Closing☐ Other: _____

Productivity issue discussed:

Correction needed:

10. Staffing Gap Review

Did staffing gaps affect labor this week?

Yes / No / Not Sure

Positions needing coverage:

Cross-training needed:

Hiring priority:

11. Action Items for Next Week

Action Item 1:

Person Responsible: _____

Due Date: _____

Action Item 2:

Person Responsible: _____

Due Date: _____

Action Item 3:

Person Responsible: _____

Due Date: _____

Action Item 4:

Person Responsible: _____

Due Date: _____

Weekly Labor Meeting Sign-Off

Meeting Completed By: _____

Position: _____

Date: _____

Signature: _____

Owner or GM Review: _____

Date: _____

Signature: _____

MANAGER FOLLOW-UP LOG

Restaurant Name: _____

Review Period: _____

Manager Maintaining Log: _____

Date Started: _____

Follow-Up Item 1

Issue or Task:

Assigned To:

Date Assigned:

Due Date:

Priority Level:

- ☐ Low
- ☐ Medium
- ☐ High
- ☐ Critical

Status:

- ☐ Not Started
- ☐ In Progress
- ☐ Completed
- ☐ Delayed
- ☐ Needs Review

Result or Notes:

Reviewed By:

Date Reviewed:

Follow-Up Item 2

Issue or Task:

Assigned To:

Date Assigned:

Due Date:

Priority Level:

- ☐ Low
- ☐ Medium
- ☐ High
- ☐ Critical

Status:

- ☐ Not Started
- ☐ In Progress

- ☐ Completed
- ☐ Delayed
- ☐ Needs Review

Result or Notes:

Reviewed By:

Date Reviewed:

Follow-Up Item 3

Issue or Task:

Assigned To:

Date Assigned:

Due Date:

Priority Level:

- ☐ Low
- ☐ Medium
- ☐ High
- ☐ Critical

Status:

- ☐ Not Started
- ☐ In Progress
- ☐ Completed
- ☐ Delayed
- ☐ Needs Review

Result or Notes:

Reviewed By:

Date Reviewed:

Follow-Up Item 4

Issue or Task:

Assigned To:

Date Assigned:

Due Date:

Priority Level:

- ☐ Low
- ☐ Medium
- ☐ High

☐ Critical

Status:

☐ Not Started

☐ In Progress

☐ Completed

☐ Delayed

☐ Needs Review

Result or Notes:

Reviewed By:

Date Reviewed:

Follow-Up Item 5

Issue or Task:

Assigned To:

Date Assigned:

Due Date:

Priority Level:

☐ Low

☐ Medium

☐ High

☐ Critical

Status:

☐ Not Started

☐ In Progress

☐ Completed

☐ Delayed

☐ Needs Review

Result or Notes:

Reviewed By:

Date Reviewed:

Follow-Up Summary

Most important open item:

Item most overdue:

Item completed successfully:

Item needing ownership or GM review:

Manager Follow-Up Log Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

MINIMUM VIABLE LABOR CONTROL ROUTINE

Use the smallest set of controls that keeps labor decisions visible, explainable, and actionable. Do not complete every form every week. Add a conditional tool only when a real decision, risk, pattern, or follow-up requires it.

CORE CONTROL 1 - BEFORE THE SCHEDULE IS POSTED

- ☐ Review forecasted sales and approved labor target / labor-dollar budget.
- ☐ Complete Weekly Schedule Planning and Manager Schedule Approval.
- ☐ Check availability, approved time off, overtime risk, position coverage, manager coverage, and known events.
- ☐ Confirm new or cross-trained employees have the support required for the shift.

CORE CONTROL 2 - DURING THE OPERATING WEEK

- ☐ Review actual sales pace and labor result daily using the restaurant's approved reports.
- ☐ Document material deviations: call-ins, major cuts, late stays, position moves, or decisions that materially affect labor or service.
- ☐ Protect guest experience, food quality, safety, sanitation, dish flow, prep readiness, and closing standards while adjusting labor.
- ☐ Assign an owner and follow-up date when a repeated labor problem appears.

CORE CONTROL 3 - AFTER THE WEEK ENDS

- ☐ Review weekly labor percent and scheduled-versus-actual labor before writing the next schedule.
- ☐ Hold the Weekly Labor Meeting: identify the main cause, correction, responsible manager, and due date.
- ☐ Change the next schedule when the evidence shows the plan was wrong. Do not merely file the form.

USE CONDITIONAL TOOLS ONLY WHEN THEY EARN THEIR PAPERWORK

Cut-decision forms: use when the decision is uncertain, high-impact, disputed, or needs coaching. | Emergency call-out planner: use when a real coverage gap exists.
 Productivity review: use for a documented job-related performance gap, not routine surveillance. | Staffing / hiring / retention tools: use when a real pattern or decision needs follow-up.
 30-Day Improvement Plan: use when the same problem repeats or ownership/GM needs a focused measurable reset.

GRAVITY PAPERWORK TEST

If a form does not lead to a decision, correction, owner, due date, verification, or useful record, stop using it until its purpose is clear. Gravity should control chaos - not create administrative clutter.