

MANAGER LABOR CONTROL & IMPROVEMENT PACK

Manager review, accountability, improvement planning, binder setup, weekly rhythm, dashboard, and internal readiness verification.

INCLUDED WORKING TOOLS

- Manager Schedule Review Checklist
- Labor Decision Scorecard
- Labor Mistake Review
- Manager Follow-Up Log
- 30-Day Labor Improvement Plan
- Labor Control Binder Setup
- Weekly Labor Routine
- 30-Day Implementation Plan
- Monthly Labor Review Dashboard
- Final Labor Control Checklist
- Manager Readiness Assessment & Record
- Minimum Viable Routine + Fair Scheduling/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.

MANAGER SCHEDULE REVIEW CHECKLIST

Restaurant Name: _____

Schedule Week: _____

Schedule Written By: _____

Schedule Reviewed By: _____

Date Reviewed: _____

1. Sales Forecast Review

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

Notes:

Score:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement
- ☐ Not Approved

2. Labor Target Review

- ☐ Labor target was reviewed
- ☐ Scheduled labor appears reasonable
- ☐ Slow dayparts were reviewed
- ☐ Peak dayparts were protected
- ☐ Overtime risk was reviewed
- ☐ Long shifts were reviewed
- ☐ Training labor was reviewed
- ☐ Manager labor was reviewed

Notes:

Score:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement
- ☐ Not Approved

3. Department Coverage Review

- ☐ FOH coverage is appropriate
- ☐ BOH coverage is appropriate
- ☐ Bar coverage is appropriate
- ☐ Prep coverage is appropriate
- ☐ Dish coverage is appropriate
- ☐ Manager coverage is appropriate
- ☐ Closing coverage is appropriate

Notes:

Score:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement
- ☐ Not Approved

4. Position Coverage Review

- ☐ Host coverage reviewed
- ☐ Server coverage reviewed
- ☐ Support staff coverage reviewed
- ☐ Bar coverage reviewed
- ☐ Line cook coverage reviewed
- ☐ Prep coverage reviewed
- ☐ Dish coverage reviewed
- ☐ Lead or manager coverage reviewed
- ☐ No key position is uncovered without approval

Notes:

Score:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement
- ☐ Not Approved

5. Employee Placement Review

- ☐ Strong employees placed during peak periods
- ☐ New employees scheduled with support
- ☐ Weak employees not grouped without leadership
- ☐ Employees placed in correct positions
- ☐ Cross-trained employees used wisely
- ☐ No employee is overloaded unfairly
- ☐ Schedule supports team morale where possible

Notes:

Score:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement
- ☐ Not Approved

6. Availability and Time-Off Review

- ☐ Approved availability followed
- ☐ Availability changes reviewed
- ☐ Approved time-off requests entered
- ☐ Pending time-off requests resolved or noted
- ☐ Time-off coverage gaps addressed
- ☐ Schedule conflicts reviewed

Notes:

Score:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

☐ Not Approved

7. Risk Review

Known schedule risks:

- ☐ Possible overstaffing
- ☐ Possible understaffing
- ☐ Call-out risk
- ☐ Training risk
- ☐ Overtime risk
- ☐ Weak closing risk
- ☐ Weak kitchen risk
- ☐ Weak FOH risk
- ☐ Weak bar risk
- ☐ Weak dish risk
- ☐ Manager coverage risk
- ☐ Other: _____

Risk notes:

Backup plan:

8. Final Schedule Decision

Schedule status:

- ☐ Approved
- ☐ Approved With Changes
- ☐ Not Approved
- ☐ Needs Owner or GM Review

Required changes before posting:

Approved concerns to watch during week:

Schedule Review Sign-Off

Reviewed By: _____

Position: _____

Date: _____

Signature: _____

Manager Who Wrote Schedule: _____

Date: _____

Signature: _____

LABOR DECISION SCORECARD

Restaurant Name: _____

Manager Reviewed: _____

Shift or Week Reviewed: _____

Review Completed By: _____

Date: _____

Scoring Guide

Use the following scale:

5 = Excellent

4 = Good

3 = Acceptable

2 = Needs Improvement

1 = Poor

N/A = Not Applicable

1. Sales Awareness

Manager watched sales pace during the shift.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

2. Labor Awareness

Manager knew the labor target and current labor concern.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

3. Cut Timing

Manager made cuts at the correct time.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

4. Cut Judgment

Manager cut the correct position or employee.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

5. Guest Experience Protection

Manager protected guest service, food quality, bar speed, cleanliness, and closing standards.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

6. Side Work and Closing Control

Manager made sure cuts did not leave side work or closing work unfinished.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

7. Productivity Control

Manager redirected employees during slow time and reduced standing-around labor.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

8. Staffing Adjustment

Manager adjusted the shift appropriately when volume changed, call-outs happened, or staffing needs changed.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

9. Decision Documentation

Manager documented major labor decisions.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

10. Follow-Up Ownership

Manager identified what should change next time.

Score: 1 / 2 / 3 / 4 / 5 / N/A

Notes:

Score Summary

Total Score: _____ out of _____

Overall Rating:

- ☐ Excellent
- ☐ Good
- ☐ Acceptable
- ☐ Needs Improvement
- ☐ Poor

Strongest labor decision area:

Area needing improvement:

Coaching Plan

Does this manager need labor coaching?

Yes / No / Not Sure

If yes, what coaching is needed?

Specific expectation before next review:

Follow-up date:

Labor Decision Scorecard Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

Manager Reviewed: _____

Date: _____

Signature: _____

LABOR MISTAKE REVIEW FORM

Restaurant Name: _____

Date of Mistake: _____

Shift or Week Reviewed: _____

Manager Completing Review: _____

Manager Involved: _____

1. Mistake Identified

What labor mistake happened?

- ☐ Schedule too heavy
- ☐ Schedule too light
- ☐ Poor sales forecast
- ☐ Wrong employee placement
- ☐ Missed availability issue
- ☐ Missed time-off request
- ☐ Overtime risk ignored
- ☐ Cut made too early
- ☐ Cut made too late
- ☐ Employee kept too long
- ☐ Employee called in unnecessarily
- ☐ Call-out not handled correctly
- ☐ Dish cut too early
- ☐ Prep not scheduled correctly
- ☐ Bar support cut too early
- ☐ Manager coverage too weak
- ☐ Labor not reviewed
- ☐ Other: _____

Describe the mistake:

2. Cause Review

Why did the mistake happen?

- ☐ Manager did not review sales
- ☐ Manager did not review labor target
- ☐ Manager did not review coverage
- ☐ Manager did not check department status
- ☐ Manager did not use cut system
- ☐ Manager reacted too quickly
- ☐ Manager waited too long
- ☐ Manager did not communicate
- ☐ Manager did not document decision
- ☐ Schedule process was weak
- ☐ Training was missing
- ☐ Information was unavailable
- ☐ Employee issue affected decision
- ☐ Other: _____

Main cause:

3. Impact Review

What did the mistake affect?

- ☐ Labor percent

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

Describe the impact:

4. Preventability Review

Was this mistake preventable?

Yes / No / Partly / Not Sure

Explain:

What should the manager have reviewed first?

What tool in this workbook could have helped?

5. Correction Plan

What must change?

- ☐ Schedule review process
- ☐ Sales forecast process
- ☐ Cut decision process
- ☐ Manager communication
- ☐ Side work verification
- ☐ Department check before cutting
- ☐ Labor tracking
- ☐ Employee placement
- ☐ Availability tracking
- ☐ Time-off tracking
- ☐ Overtime review
- ☐ Manager training
- ☐ Other: _____

Specific correction:

Person responsible:

Due date:

6. Follow-Up Requirement

Will this mistake be reviewed again?

Yes / No / Not Sure

Follow-up date:

How will the manager prove improvement?

What happens if the mistake repeats?

Labor Mistake Review Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

Manager Involved: _____

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: _____

30-DAY LABOR IMPROVEMENT PLAN

Restaurant Name: _____

Plan Start Date: _____

Plan End Date: _____

Manager Responsible: _____

Owner or GM Reviewing: _____

1. Main Labor Problem

What is the main labor problem this plan will address?

- ☐ Labor percent too high
- ☐ Schedule too heavy
- ☐ Schedule too light
- ☐ Poor cut decisions
- ☐ Late cuts
- ☐ Early cuts hurting service
- ☐ Overtime
- ☐ Department labor problem
- ☐ Shift labor problem
- ☐ Daypart labor problem
- ☐ Productivity problem
- ☐ Staffing gap
- ☐ Closing labor problem
- ☐ Prep labor problem
- ☐ Dish labor problem
- ☐ Manager accountability problem
- ☐ Other: _____

Describe the problem:

2. Why This Problem Matters

This problem affects:

- ☐ Profit
- ☐ Labor percent
- ☐ Guest service
- ☐ Food quality
- ☐ Ticket times
- ☐ Bar speed
- ☐ Cleanliness
- ☐ Closing work
- ☐ Employee morale
- ☐ Manager control
- ☐ Sales
- ☐ Owner confidence
- ☐ Other: _____

Explain why this must improve:

3. Target Result

Current labor result or problem level:

Target result after 30 days:

How success will be measured:

- ☐ Lower labor percent
- ☐ Fewer late cuts
- ☐ Fewer early cuts
- ☐ Less overtime
- ☐ Better schedule review
- ☐ Better department labor
- ☐ Better shift coverage
- ☐ Better side work completion
- ☐ Better productivity
- ☐ Fewer repeated staffing issues
- ☐ Better manager documentation
- ☐ Better guest experience
- ☐ Other: _____

Measurement notes:

4. Action Plan

Action 1:

Person Responsible: _____

Due Date: _____

Action 2:

Person Responsible: _____

Due Date: _____

Action 3:

Person Responsible: _____

Due Date: _____

Action 4:

Person Responsible: _____

Due Date: _____

Action 5:

Person Responsible: _____

Due Date: _____

5. Weekly Check-In 1

Date: _____

What improved this week?

What did not improve?

Action needed before next week:

Reviewed By: _____

6. Weekly Check-In 2

Date: _____

What improved this week?

What did not improve?

Action needed before next week:

Reviewed By: _____

7. Weekly Check-In 3

Date: _____

What improved this week?

What did not improve?

Action needed before next week:

Reviewed By: _____

8. Weekly Check-In 4

Date: _____

What improved this week?

What did not improve?

Action needed before final review:

Reviewed By: _____

9. Final 30-Day Review

Was the target result achieved?

- ☐ Yes
- ☐ No
- ☐ Partly
- ☐ Needs More Time

What improved?

What still needs work?

What should continue for the next 30 days?

Does a new 30-day plan need to be created?

Yes / No / Not Sure

New focus area, if needed:

30-Day Labor Improvement Plan Sign-Off

Manager Responsible: _____

Date: _____

Signature: _____

Owner or GM Review: _____

Date: _____

Signature: _____

LABOR CONTROL BINDER SETUP CHECKLIST

Restaurant Name: _____

Binder Setup Date: _____

Manager Setting Up Binder: _____

Owner or GM Reviewing: _____

1. Binder Type

Labor control system will be kept as:

- ☐ Physical binder
- ☐ Digital folder
- ☐ Both physical and digital
- ☐ Other: _____

Location of physical binder:

Location of digital folder:

Who has access?

2. Recommended Binder Sections

Set up sections for:

- ☐ Labor targets and setup pages
- ☐ Weekly schedule planning
- ☐ Sales forecasts
- ☐ Posted schedules
- ☐ Daily labor percent trackers
- ☐ Weekly labor percent trackers
- ☐ Labor by department reviews
- ☐ Labor by shift reviews
- ☐ Cut decision forms
- ☐ Call-out coverage forms
- ☐ Productivity reviews
- ☐ Staffing gap reviews
- ☐ Hiring priority plans
- ☐ Manager accountability forms
- ☐ Weekly labor meeting forms
- ☐ 30-day labor improvement plans
- ☐ Follow-up logs
- ☐ Notes pages
- ☐ Other: _____

3. Forms to Copy or Print

Make copies of the following forms:

- ☐ Weekly Schedule Planning Page
- ☐ Sales Forecast Worksheet
- ☐ Staffing Needs by Daypart Worksheet
- ☐ Position-by-Position Schedule Planner
- ☐ Employee Availability Tracker
- ☐ Time-Off Request Tracker
- ☐ Schedule Conflict Review
- ☐ Manager Schedule Approval Checklist
- ☐ Daily Labor Percent Tracker
- ☐ Weekly Labor Percent Tracker
- ☐ Labor by Department Review

- ☐ Labor by Shift Review
- ☐ Labor Problem Diagnosis Page
- ☐ Opening Coverage Planner
- ☐ Lunch Coverage Planner
- ☐ Dinner Coverage Planner
- ☐ Weekend Coverage Planner
- ☐ Emergency Call-Out Coverage Planner
- ☐ When to Cut Staff Checklist
- ☐ When Not to Cut Staff Checklist
- ☐ FOH Cut Decision Form
- ☐ BOH Cut Decision Form
- ☐ Bar Cut Decision Form
- ☐ Manager Labor Decision Log
- ☐ Guest Impact Review
- ☐ Employee Productivity Review
- ☐ Station Productivity Tracker
- ☐ Side Work Completion Tracker
- ☐ Labor Waste Review
- ☐ Staffing Gap Worksheet
- ☐ Position Shortage Tracker
- ☐ Cross-Training Needs Review
- ☐ Hiring Priority Planner
- ☐ New Hire Coverage Plan
- ☐ Retention Risk Review
- ☐ Weekly Labor Meeting Form
- ☐ Labor Decision Scorecard
- ☐ Labor Mistake Review Form
- ☐ Manager Follow-Up Log
- ☐ 30-Day Labor Improvement Plan

4. Binder Responsibility

Manager responsible for updating binder:

Backup manager responsible:

Who reviews binder weekly?

Who reviews binder monthly?

Where completed forms should be filed:

How long completed forms should be kept according to company policy:

5. Binder Use Rules

Check each rule once approved:

- ☐ Forms must be completed honestly
- ☐ Completed forms must be filed in the correct section
- ☐ Labor problems must include a correction plan
- ☐ Follow-up items must have an owner
- ☐ Weekly labor meetings must be documented
- ☐ Schedule approval must happen before posting
- ☐ Cut decisions should be documented when they affect labor or service
- ☐ Repeated issues must be reviewed, not ignored
- ☐ Binder must be reviewed before writing the next schedule
- ☐ Binder must be kept professional and organized

6. Binder Setup Notes

Notes:

Binder Setup Sign-Off

Binder setup completed by: _____

Date: _____

Signature: _____

Owner or GM Review: _____

Date: _____

Signature: _____

WEEKLY LABOR ROUTINE WORKSHEET

Restaurant Name: _____

Schedule Week Begins On: _____

Schedule Week Ends On: _____

Schedule Posted On: _____

Manager Responsible for Schedule: _____

Manager Responsible for Labor Review: _____

Manager Responsible for Weekly Meeting: _____

1. Before Writing the Schedule

Complete before the schedule is drafted.

Tasks:

- ☐ Review last week's sales
- ☐ Review last week's labor percent
- ☐ Review daily labor results
- ☐ Review labor by department
- ☐ Review labor by shift or daypart
- ☐ Review overstaffed shifts
- ☐ Review understaffed shifts
- ☐ Review call-outs and no-shows
- ☐ Review time-off requests
- ☐ Review employee availability
- ☐ Review staffing gaps
- ☐ Review cross-training needs
- ☐ Review events, holidays, reservations, weather, and sales factors
- ☐ Review manager coverage needs
- ☐ Review overtime risk

Manager responsible: _____

Date completed: _____

Notes: _____

2. While Writing the Schedule

Complete while building the schedule.

Tasks:

- ☐ Build schedule from expected sales
- ☐ Review each daypart
- ☐ Review each department
- ☐ Review each position
- ☐ Place strong employees during peak periods
- ☐ Avoid grouping employees needing support without experienced coverage
- ☐ Schedule new employees with support
- ☐ Protect prep coverage
- ☐ Protect dish coverage
- ☐ Protect bar coverage
- ☐ Protect manager coverage
- ☐ Review opening coverage
- ☐ Review lunch coverage
- ☐ Review dinner coverage
- ☐ Review weekend coverage
- ☐ Review closing coverage
- ☐ Review slow shift cut opportunities

- ☐ Review labor target

Manager responsible:

Date completed:

Notes:

3. Before Posting the Schedule

Complete before schedule is posted.

Tasks:

- ☐ Complete schedule conflict review
- ☐ Complete manager schedule approval checklist
- ☐ Check time-off requests
- ☐ Check availability
- ☐ Check overtime risk
- ☐ Check position coverage
- ☐ Check department coverage
- ☐ Check manager coverage
- ☐ Check training shifts
- ☐ Check high-risk shifts
- ☐ Confirm schedule can be explained
- ☐ Get required approval before posting

Manager responsible:

Date completed:

Schedule approved by:

Notes:

4. During the Week

Complete throughout the operating week.

Tasks:

- ☐ Review sales pace daily
- ☐ Review labor percent daily
- ☐ Watch cut opportunities
- ☐ Document major labor decisions
- ☐ Track call-outs
- ☐ Track employees staying late
- ☐ Track guest impact from labor decisions
- ☐ Track productivity concerns
- ☐ Track missed side work
- ☐ Track repeated staffing problems
- ☐ Watch overtime risk
- ☐ Follow up with managers when needed

Manager responsible:

Daily review time:

Notes:

5. After the Week Ends

Complete after final weekly labor numbers are available.

Tasks:

- ☐ Complete weekly labor percent tracker
- ☐ Review labor by department
- ☐ Review labor by shift
- ☐ Review sales versus labor
- ☐ Diagnose labor problems
- ☐ Review schedule accuracy
- ☐ Review best and weakest labor decisions
- ☐ Review staffing gaps
- ☐ Review hiring priorities
- ☐ Review retention risk
- ☐ Prepare weekly labor meeting notes
- ☐ Assign follow-up action items

Manager responsible: _____

Date completed: _____

Notes: _____

Weekly Labor Routine Sign-Off

Routine reviewed by: _____

Position: _____

Date: _____

Signature: _____

Owner or GM Review: _____

Date: _____

Signature: _____

30-DAY IMPLEMENTATION PLAN

Restaurant Name: _____

Implementation Start Date: _____

Implementation End Date: _____

Manager Leading Implementation: _____

Owner or GM Reviewing: _____

WEEK 1: SET UP AND BASELINE REVIEW

Goal

The goal of Week 1 is to set up the labor control system and understand the current labor situation.

Week 1 Tasks

- ☐ Set up labor control binder or digital folder
- ☐ Complete Workbook Setup Page
- ☐ Complete Current Labor System Review
- ☐ Review current labor targets
- ☐ Review last week's sales
- ☐ Review last week's labor percent
- ☐ Identify biggest current labor problem
- ☐ Identify biggest scheduling problem
- ☐ Identify biggest staffing gap
- ☐ Decide who owns weekly labor review
- ☐ Schedule first weekly labor meeting
- ☐ Choose first forms managers will use daily

Week 1 Forms to Use

- ☐ Current Labor System Review
- ☐ Labor Control Reflection Worksheet
- ☐ Weekly Labor Percent Tracker
- ☐ Labor Problem Diagnosis Page
- ☐ Staffing Gap Worksheet
- ☐ Manager Follow-Up Log

Week 1 Review Questions

What did we learn about our current labor system?

What is the biggest labor problem right now?

What form helped the most this week?

What needs to be clearer for managers?

Week 1 Sign-Off

Completed By: _____

Date: _____

Signature: _____

WEEK 2: SCHEDULE REVIEW AND DAILY LABOR TRACKING

Goal

The goal of Week 2 is to improve how the schedule is built and begin reviewing labor daily.

Week 2 Tasks

- ☐ Complete Weekly Schedule Planning Page before writing schedule
- ☐ Complete Sales Forecast Worksheet
- ☐ Review staffing needs by daypart
- ☐ Review position coverage
- ☐ Review employee availability
- ☐ Review time-off requests
- ☐ Complete schedule conflict review
- ☐ Complete manager schedule approval checklist
- ☐ Start daily labor percent tracking
- ☐ Review daily labor notes with managers
- ☐ Identify one schedule adjustment for next week

Week 2 Forms to Use

- ☐ Weekly Schedule Planning Page
- ☐ Sales Forecast Worksheet
- ☐ Staffing Needs by Daypart Worksheet
- ☐ Position-by-Position Schedule Planner
- ☐ Schedule Conflict Review
- ☐ Manager Schedule Approval Checklist
- ☐ Daily Labor Percent Tracker

Week 2 Review Questions

Did the schedule match expected sales better this week?

Were any conflicts caught before posting?

What daily labor pattern appeared?

What should change in next week's schedule?

Week 2 Sign-Off

Completed By: _____

Date: _____

Signature: _____

WEEK 3: CUT DECISIONS AND PRODUCTIVITY REVIEW

Goal

The goal of Week 3 is to improve cut decisions and review whether employees and stations are producing enough value.

Week 3 Tasks

- ☐ Use When to Cut Staff Checklist during slow shifts
- ☐ Use When Not to Cut Staff Checklist when cuts are risky
- ☐ Complete FOH, BOH, or Bar Cut Decision Form when needed
- ☐ Start Manager Labor Decision Log
- ☐ Review guest impact after major cuts
- ☐ Complete at least one Employee Productivity Review

- ☐ Complete at least one Station Productivity Tracker
- ☐ Review side work completion before cuts
- ☐ Identify one labor waste issue
- ☐ Assign follow-up for repeated productivity problems

Week 3 Forms to Use

- ☐ When to Cut Staff Checklist
- ☐ When Not to Cut Staff Checklist
- ☐ FOH Cut Decision Form
- ☐ BOH Cut Decision Form
- ☐ Bar Cut Decision Form
- ☐ Manager Labor Decision Log
- ☐ Guest Impact Review
- ☐ Employee Productivity Review
- ☐ Station Productivity Tracker
- ☐ Labor Waste Review

Week 3 Review Questions

Were cuts made better this week?

Did any cut hurt guest experience?

What productivity issue affected labor?

What labor waste should be corrected?

Week 3 Sign-Off

Completed By: _____

Date: _____

Signature: _____

WEEK 4: STAFFING GAPS AND MANAGER ACCOUNTABILITY

Goal

The goal of Week 4 is to connect labor control to staffing, hiring, retention, and manager accountability.

Week 4 Tasks

- ☐ Complete Staffing Gap Worksheet
- ☐ Complete Position Shortage Tracker
- ☐ Complete Cross-Training Needs Review
- ☐ Complete Hiring Priority Planner
- ☐ Review new hire coverage needs
- ☐ Complete Retention Risk Review
- ☐ Hold weekly labor meeting
- ☐ Complete Labor Decision Scorecard for at least one manager or shift
- ☐ Complete Labor Mistake Review if needed
- ☐ Update Manager Follow-Up Log
- ☐ Create 30-Day Labor Improvement Plan for next month

Week 4 Forms to Use

- ☐ Staffing Gap Worksheet
- ☐ Position Shortage Tracker
- ☐ Cross-Training Needs Review
- ☐ Hiring Priority Planner
- ☐ Retention Risk Review
- ☐ Weekly Labor Meeting Form
- ☐ Labor Decision Scorecard
- ☐ Labor Mistake Review Form
- ☐ Manager Follow-Up Log
- ☐ 30-Day Labor Improvement Plan

Week 4 Review Questions

What staffing gap is hurting labor control most?

What is the next hiring or cross-training priority?

Which manager accountability issue needs attention?

What should be the focus for the next 30 days?

Week 4 Sign-Off

Completed By: _____

Date: _____

Signature: _____

FINAL 30-DAY IMPLEMENTATION REVIEW

Was the labor control system used consistently?

Yes / No / Partly / Not Sure

What improved during the first 30 days?

What did not improve?

Which forms were most useful?

Which forms need more manager training?

What should continue every week?

What should be the next labor improvement focus?

30-Day Implementation Sign-Off

Implementation reviewed by: _____

Position: _____

Date: _____

Signature: _____

Owner or GM Review: _____

Date: _____

Signature: _____

MONTHLY LABOR REVIEW DASHBOARD

Restaurant Name: _____

Month Reviewed: _____

Manager Completing Dashboard: _____

Week	Sales	Labor \$	Labor %	Target %	Best Shift	Worst Shift	Main Issue
Week 1	\$ _____	\$ _____	_____%	_____%	_____	_____	_____
Week 2	\$ _____	\$ _____	_____%	_____%	_____	_____	_____
Week 3	\$ _____	\$ _____	_____%	_____%	_____	_____	_____
Week 4	\$ _____	\$ _____	_____%	_____%	_____	_____	_____
Monthly Total / Avg	\$ _____	\$ _____	_____%	_____%	_____	_____	_____

Monthly Pattern Review

Best labor result this month:

Worst labor result this month:

Repeated schedule problem:

Repeated staffing gap:

Repeated productivity issue:

Manager accountability concern:

Hiring or cross-training priority:

Next 30-Day Labor Improvement Focus

Primary focus for next month:

Reason this focus matters:

Manager responsible:

First action to take:

Follow-up date:

Monthly Dashboard Sign-Off

Reviewed By: _____

Owner or GM Review: _____

Date: _____

Signature: _____

FINAL LABOR CONTROL CHECKLIST

Restaurant Name: _____

Date Completed: _____

Manager Completing Checklist: _____

Owner or GM Reviewing: _____

1. Labor Foundation

- ☐ Managers understand why labor control matters
- ☐ Managers understand labor percent
- ☐ Managers understand labor dollars versus labor percent
- ☐ Managers review labor with sales
- ☐ Managers understand overstaffing
- ☐ Managers understand understaffing
- ☐ Managers understand labor should not hurt guest experience

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

2. Staffing Position Planning

- ☐ FOH positions are reviewed
- ☐ BOH positions are reviewed
- ☐ Bar positions are reviewed
- ☐ Prep coverage is reviewed
- ☐ Dish coverage is reviewed
- ☐ Manager coverage is reviewed
- ☐ Cross-training coverage is reviewed

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

3. Weekly Schedule Building

- ☐ Weekly schedule planning page is used
- ☐ Sales forecast is reviewed
- ☐ Daypart staffing is reviewed
- ☐ Position coverage is reviewed
- ☐ Availability is reviewed
- ☐ Time-off requests are reviewed
- ☐ Schedule conflicts are reviewed
- ☐ Schedule is approved before posting

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

4. Labor Tracking

- ☐ Daily labor percent is tracked
- ☐ Weekly labor percent is reviewed
- ☐ Labor by department is reviewed
- ☐ Labor by shift is reviewed
- ☐ Labor by daypart is reviewed
- ☐ Sales versus labor is reviewed
- ☐ Labor problems are diagnosed

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

5. Shift Coverage Planning

- ☐ Opening coverage is planned
- ☐ Lunch coverage is planned
- ☐ Dinner coverage is planned
- ☐ Weekend coverage is planned
- ☐ Event coverage is planned
- ☐ Slow shift coverage is planned
- ☐ Emergency call-out coverage is reviewed

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

6. Cut Decision System

- ☐ Managers know when to cut staff
- ☐ Managers know when not to cut staff
- ☐ FOH cuts are reviewed
- ☐ BOH cuts are reviewed
- ☐ Bar cuts are reviewed
- ☐ Labor decisions are documented
- ☐ Guest impact is reviewed after major cuts

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

7. Productivity and Performance

- ☐ Employee productivity is reviewed
- ☐ Station productivity is reviewed
- ☐ Side work completion is tracked
- ☐ Speed and quality are reviewed
- ☐ Labor waste is identified
- ☐ Repeated staffing issues are documented

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

8. Hiring and Staffing Gaps

- ☐ Staffing gaps are identified
- ☐ Position shortages are tracked
- ☐ Cross-training needs are reviewed
- ☐ Hiring priorities are clear
- ☐ New hire coverage is planned
- ☐ Retention risk is reviewed

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

9. Manager Accountability

- ☐ Weekly labor meetings are held
- ☐ Manager schedules are reviewed
- ☐ Labor decisions are scored or reviewed
- ☐ Labor mistakes are documented
- ☐ Follow-up items are assigned
- ☐ 30-day improvement plans are used when needed

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

10. System Consistency

- ☐ Labor control binder is organized
- ☐ Forms are available to managers
- ☐ Managers know which forms to use
- ☐ Completed forms are reviewed
- ☐ Follow-up items are tracked
- ☐ Labor routine happens every week
- ☐ Ownership or GM reviews labor system regularly

Status:

- ☐ Strong
- ☐ Acceptable
- ☐ Needs Improvement

Notes:

Final Labor System Rating

Overall labor control system rating:

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Needs Improvement
- ☐ Poor

Biggest strength of the system:

Biggest weakness of the system:

Most important next improvement:

Person responsible:

Due date:

Final Labor Control Checklist Sign-Off

Completed By: _____

Position: _____

Date: _____

Signature: _____

Owner or GM Review: _____

Date: _____

Signature: _____

LABOR-CONTROL MANAGER READINESS ASSESSMENT

Purpose

This assessment verifies that a manager can explain labor concepts, calculate core metrics, build and review a schedule, make responsible labor decisions, and protect guest experience while controlling cost.

Internal Readiness Standard

☐ Total possible score: 100 points

☐ Recommended passing score: 85 points

☐ Calculation section must score at least 80%

☐ Practical demonstration section must score at least 80%

The reviewing leader may require retraining despite a passing total when a safety, legal, payroll, confidentiality, or guest-protection standard is misunderstood. Internal restaurant verification only - not external certification, licensure, or accreditation.

Manager Name: _____

Position: _____ Restaurant: _____

Assessment Date: _____ Reviewer: _____

PART A - KNOWLEDGE CHECK (20 POINTS)

1. What is the strongest reason to review labor percent with sales?

- ☐ A. Labor dollars never matter
- ☐ B. The same labor dollars can produce different labor percentages at different sales levels
- ☐ C. Sales eliminate the need for a schedule
- ☐ D. Labor percent measures food cost

2. What should happen before names are placed on the weekly schedule?

- ☐ A. Copy last week's schedule
- ☐ B. Review expected sales, position needs, availability, time off, and labor targets
- ☐ C. Ask only who wants hours
- ☐ D. Post the schedule immediately

3. Which statement best describes good labor control?

- ☐ A. Always schedule the fewest people possible
- ☐ B. Protect the right coverage for sales and standards while controlling unnecessary labor
- ☐ C. Cut every support position first
- ☐ D. Ignore guest impact if labor improves

4. A positive actual-minus-scheduled labor-dollar variance means:

- ☐ A. Actual labor was over the schedule
- ☐ B. Actual labor was under the schedule
- ☐ C. Sales were exactly on forecast
- ☐ D. No review is needed

5. Which item is an appropriate reason to delay a cut?

- ☐ A. Dish pressure is high and clean equipment is running short
- ☐ B. The manager does not want to communicate
- ☐ C. The schedule was never reviewed
- ☐ D. An employee wants to stay without work

6. Why should schedule revisions be documented?

- ☐ A. To create blame
- ☐ B. To explain why actual labor differed from the posted plan
- ☐ C. To replace payroll
- ☐ D. To avoid reviewing sales

7. Which action best reduces overtime risk?

- ☐ A. Wait until payroll closes
- ☐ B. Review projected hours before posting and before extending shifts
- ☐ C. Schedule every strong employee at maximum hours
- ☐ D. Ignore call-out replacements

8. Sales per labor hour measures:

- ☐ A. Sales produced for each labor hour
- ☐ B. Labor dollars per guest
- ☐ C. Food cost per item
- ☐ D. Number of managers on duty

9. Which record-handling practice is correct?

- ☐ A. Leave wage reports at the host stand
- ☐ B. Share coaching notes through personal group text
- ☐ C. Store completed records in an approved secured location
- ☐ D. Keep every draft indefinitely regardless of policy

10. What should a manager do after a poor labor week?

- ☐ A. Repeat the same schedule
- ☐ B. Diagnose the cause, assign a correction, and review the next schedule
- ☐ C. Cut all departments equally
- ☐ D. Blame sales without reviewing facts

PART B - CALCULATION ASSESSMENT (30 POINTS)

1. Sales are \$12,000 and labor dollars are \$3,000. Calculate labor percent.

Answer: _____ Work: _____

2. Forecasted sales are \$48,000 and the labor target is 24%. Calculate the labor-dollar budget.

Answer: _____ Work: _____

3. Sales are \$9,600 and 120 labor hours were used. Calculate sales per labor hour.

Answer: _____ Work: _____

4. Scheduled labor was \$2,250 and actual labor was \$2,475. Calculate the labor-dollar variance and identify whether it is over or under schedule.

Answer: _____ Work: _____

5. Forecasted sales were \$20,000 and actual sales were \$18,500. Calculate the sales forecast variance.

Answer: _____ Work: _____

6. Labor dollars were \$3,360 and guest count was 640. Calculate labor cost per guest.

Answer: _____ Work: _____

PART C - DECISION SCENARIOS (30 POINTS)

1. Friday dinner sales are on forecast. The dining room has open tables, but the bar and dish areas are still under pressure. Which labor decision would you make, and what checkpoints would you review first?

2. Sunday sales are 15% below forecast at 7:00 p.m. Two employees are projected to enter overtime, and closing work is current. Describe the best next steps.

3. A manager wants to cut the only dishwasher because labor percent is high. Plates and pans are already backing up. Explain the risk and propose a better decision.

4. The posted schedule was on budget, but actual labor finished \$600 over. List the records and questions you would review before deciding what caused the variance.

5. A strong employee is repeatedly scheduled for too many hours because no one else can cover the station. Identify the immediate schedule action and the longer-term staffing action.

PART D - PRACTICAL DEMONSTRATION (20 POINTS)

The reviewing leader observes the manager completing each task with actual or approved practice data.

Demonstration	Meets Standard	Needs Coaching	Score (0-4)
Builds a sales forecast and explains the assumptions	☐	☐	_____
Creates a labor-dollar budget from the approved target	☐	☐	_____
Builds or reviews a schedule by position and daypart	☐	☐	_____
Identifies overtime, conflict, and coverage risks before posting	☐	☐	_____
Explains an actual labor variance and assigns a specific correction	☐	☐	_____

Reviewer Observations:

REVIEWER ANSWER KEY & SCORING GUIDE

Part A Answer Key

1-B, 2-B, 3-B, 4-A, 5-A, 6-B, 7-B, 8-A, 9-C, 10-B

Part B Calculation Key

1. $\$3,000 \div \$12,000 \times 100 = 25\%$
2. $\$48,000 \times 24\% = \$11,520$
3. $\$9,600 \div 120 = \$80$ sales per labor hour
4. $\$2,475 - \$2,250 = +\$225$; actual labor was \$225 over schedule
5. $\$18,500 - \$20,000 = -\$1,500$; actual sales were \$1,500 below forecast
6. $\$3,360 \div 640 = \$5.25$ labor cost per guest

Part C Scenario Rubric

Award up to 6 points per response: 2 points for identifying the correct facts and checkpoints, 2 points for protecting guests and operational standards, and 2 points for a specific documented labor action and follow-up. Answers should show judgment rather than automatic cutting.

Part D Practical Rubric

Score each demonstration from 0 to 4: 4 = accurate and independent; 3 = accurate with minor prompting; 2 = partially correct and needs coaching; 1 = major misunderstanding; 0 = not demonstrated or unsafe/unacceptable decision.

MANAGER READINESS ASSESSMENT RECORD

Manager Name: _____

Assessment Date: _____ Reviewer: _____

Part A Knowledge Score: _____ / 20

Part B Calculation Score: _____ / 30 Calculation Percentage: _____%

Part C Scenario Score: _____ / 30

Part D Practical Score: _____ / 20 Practical Percentage: _____%

TOTAL SCORE: _____ / 100

Internal Readiness Decision

☐ Approved internally

☐ Approved internally with required follow-up

☐ Not yet approved - retraining required

Internal restaurant readiness record only. It does not represent external certification, licensure, accreditation, or a third-party credential.

Follow-Up Date: _____ Reassessment Date: _____

Manager Signature: _____ Date: _____

Reviewing Leader Signature: _____ Date: _____

Owner / General Manager Approval: _____ Date: _____

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.

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.