

SHIFT COVERAGE & CUT DECISION PACK

Coverage planning and documented labor decisions that protect guests, quality, dish, prep, bar, and closing standards.

INCLUDED WORKING TOOLS

- Opening / Lunch / Dinner / Weekend Coverage Planners
- Event & Slow-Shift Coverage Planners
- Emergency Call-Out Coverage Planner
- When to Cut / When Not to Cut Checklists
- FOH / BOH / Bar Cut Decision Forms
- Manager Labor Decision Log
- Guest Impact Review
- Manager Quick Reference Pages

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.

OPENING COVERAGE PLANNER

Restaurant Name: _____

Date or Schedule Week: _____

Manager Completing Planner: _____

Opening Manager: _____

1. Opening Business Review

Expected Opening Volume:

Low / Medium / High

Expected Lunch Volume:

Low / Medium / High

Forecasted Sales for Day: \$_____

Special Events or Large Orders:

Weather or Local Factors:

Primary Opening Concern:

2. Opening Positions Needed

Check all positions needed for this opening shift:

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

Positions that must be strong today:

Positions that may be light today:

3. Opening Staff Assigned

Opening Manager: _____

Opening Server: _____

Opening Host: _____

Opening Bartender: _____

Opening Cook: _____

Opening Prep: _____

Opening Dish: _____

Opening To-Go: _____

Other: _____

4. Opening Readiness Checklist

- ☐ Doors unlocked on time

- ☐ Lights and music checked
- ☐ Dining room clean
- ☐ Tables clean and set
- ☐ Restrooms checked
- ☐ Server stations stocked
- ☐ Host stand ready
- ☐ Menus ready
- ☐ To-go supplies stocked
- ☐ Bar stocked
- ☐ Ice filled
- ☐ Tea, coffee, or beverage setup complete
- ☐ Kitchen equipment on and working
- ☐ Line stocked
- ☐ Prep started
- ☐ Dish area ready
- ☐ Trash areas checked
- ☐ Manager walk-through completed
- ☐ Opening assignments communicated
- ☐ Labor plan reviewed
- ☐ Other: _____

Opening notes:

5. Opening Labor Review

Is opening labor too heavy, too light, or correct?

Too Heavy / Too Light / Correct / Not Sure

Explain:

Should opening start times be adjusted?

Yes / No / Needs Review

If yes, what should change?

Should opening positions be adjusted?

Yes / No / Needs Review

If yes, what should change?

6. Opening Manager Decision Notes

What must the opening manager watch closely?

- ☐ Labor percent
- ☐ Sales pace
- ☐ Prep completion
- ☐ Dish setup
- ☐ Dining room readiness
- ☐ Bar readiness
- ☐ Employee arrival times
- ☐ Lunch transition
- ☐ Cut decisions
- ☐ Guest wait
- ☐ Other: _____

Manager notes:

Opening Coverage Sign-Off

Opening coverage has been reviewed.

Reviewed By: _____

Date: _____

Signature: _____

LUNCH COVERAGE PLANNER

Restaurant Name: _____

Date or Schedule Week: _____

Manager Completing Planner: _____

Lunch Manager: _____

1. Lunch Business Review

Forecasted Lunch Sales: \$ _____

Expected Guest Count: _____

Expected Lunch Rush Time:

From: _____ To: _____

Expected Lunch Volume:

Low / Medium / High

Large Parties or Reservations:

To-Go / Carryout Expected Volume:

Low / Medium / High

Primary Lunch Concern:

2. Lunch Positions Needed

Check all positions needed:

- ☐ Lunch manager
- ☐ Host
- ☐ Servers
- ☐ Bartender
- ☐ Busser
- ☐ Food runner
- ☐ Expo
- ☐ To-go
- ☐ Grill
- ☐ Fry
- ☐ Pantry / salad
- ☐ Pizza / specialty station
- ☐ Dish
- ☐ Prep support
- ☐ Other: _____

Positions that must be strong:

Positions that may need backup:

3. Lunch Staff Assigned

Lunch Manager: _____

Host: _____

Servers: _____

Bartender: _____

Busser / Support: _____

Runner / Expo: _____

To-Go: _____

Kitchen Lead: _____
Line Cooks: _____

Dish: _____
Prep Support: _____
Other: _____

4. Lunch Readiness Checklist

- ☐ Opening work complete before lunch rush
- ☐ Dining room ready
- ☐ Host stand ready
- ☐ Server stations stocked
- ☐ Ice and beverages stocked
- ☐ Bar ready
- ☐ To-go supplies ready
- ☐ Kitchen line stocked
- ☐ Prep ready for lunch volume
- ☐ Dish area ready
- ☐ Managers assigned to floor or kitchen
- ☐ Employee sections assigned
- ☐ Cut plan reviewed
- ☐ Rush time reviewed
- ☐ Large parties reviewed
- ☐ Other: _____

Lunch readiness notes:

5. Lunch Labor Control Review

Is lunch labor too heavy, too light, or correct?

Too Heavy / Too Light / Correct / Not Sure

Should any position be adjusted?

Yes / No / Needs Review

If yes, what adjustment?

Possible lunch cut time:

Positions that may be cut if sales are slow:

Positions that should not be cut early:

6. Lunch Guest Experience Protection

What must be protected during lunch?

- ☐ Fast greeting
- ☐ Fast seating
- ☐ Quick drink service
- ☐ Quick food delivery
- ☐ Ticket times
- ☐ Table turns
- ☐ To-go speed
- ☐ Bar speed

- ☐ Clean tables
- ☐ Restroom checks
- ☐ Manager presence
- ☐ Other: _____

Guest experience notes:

Lunch Coverage Sign-Off

Lunch coverage has been reviewed.

Reviewed By: _____

Date: _____

Signature: _____

DINNER COVERAGE PLANNER

Restaurant Name: _____

Date or Schedule Week: _____

Manager Completing Planner: _____

Dinner Manager: _____

1. Dinner Business Review

Forecasted Dinner Sales: \$ _____

Expected Guest Count or Covers: _____

Expected Dinner Rush Time:

From: _____ To: _____

Expected Dinner Volume:

Low / Medium / High

Reservations or Large Parties:

Bar Volume Expected:

Low / Medium / High

To-Go / Carryout Expected:

Low / Medium / High

Primary Dinner Concern:

2. Dinner Positions Needed

Check all positions needed:

- ☐ Dinner manager
- ☐ Kitchen manager or lead
- ☐ Host
- ☐ Servers
- ☐ Bartenders
- ☐ Barback
- ☐ Busser
- ☐ Food runner
- ☐ Expo
- ☐ To-go
- ☐ Grill
- ☐ Fry
- ☐ Sauté
- ☐ Pantry / salad
- ☐ Pizza / specialty station
- ☐ Dish
- ☐ Prep support
- ☐ Closing support
- ☐ Other: _____

Positions that must be strongest tonight:

Positions that may create risk:

3. Dinner Staff Assigned

Dinner Manager: _____

Kitchen Lead: _____

Host: _____
Servers: _____

Bartenders: _____
Barback: _____
Busser / Support: _____
Runner / Expo: _____
To-Go: _____
Grill: _____
Fry: _____
Sauté: _____
Pantry / Salad: _____
Pizza / Specialty: _____
Dish: _____
Prep Support: _____
Other: _____

4. Dinner Readiness Checklist

- ☐ Reservations reviewed
- ☐ Large parties reviewed
- ☐ Host stand ready
- ☐ Server sections assigned
- ☐ Support staff assigned
- ☐ Expo plan reviewed
- ☐ Bar setup complete
- ☐ Service bar ready
- ☐ Kitchen line stocked
- ☐ Prep checked before rush
- ☐ Dish area ready
- ☐ Manager positions assigned
- ☐ Cut plan discussed
- ☐ Guest recovery plan reviewed
- ☐ Closing coverage reviewed
- ☐ Labor target reviewed
- ☐ Other: _____

Dinner readiness notes:

5. Dinner Labor Control Review

Is dinner labor too heavy, too light, or correct?

Too Heavy / Too Light / Correct / Not Sure

Explain:

Possible dinner cut time:

Positions that may be cut if sales are slow:

Positions that should not be cut early:

What sales or guest count would justify keeping full coverage?

6. Dinner Guest Experience Protection

What must be protected during dinner?

- ☐ Door control
- ☐ Seating flow
- ☐ Server section balance
- ☐ Drink speed
- ☐ Ticket times
- ☐ Food quality
- ☐ Table maintenance
- ☐ Bar service
- ☐ To-go timing
- ☐ Guest recovery
- ☐ Clean restrooms
- ☐ Manager floor presence
- ☐ Kitchen communication
- ☐ Other: _____

Guest experience notes:

Dinner Coverage Sign-Off

Dinner coverage has been reviewed.

Reviewed By: _____

Date: _____

Signature: _____

WEEKEND COVERAGE PLANNER

Restaurant Name: _____

Weekend Dates: _____

Manager Completing Planner: _____

1. Weekend Sales Forecast

Friday Forecasted Sales: \$ _____

Saturday Forecasted Sales: \$ _____

Sunday Forecasted Sales: \$ _____

Total Weekend Forecasted Sales: \$ _____

Highest Expected Volume Day:

Friday / Saturday / Sunday

Highest Expected Volume Daypart:

Lunch / Dinner / Bar / Brunch / Closing

Weekend Labor Target:

2. Weekend Factors

Check all that apply:

- ☐ Holiday weekend
- ☐ Local event
- ☐ Sporting event
- ☐ Tourist traffic
- ☐ Large reservations
- ☐ Banquet or party
- ☐ Catering order
- ☐ Weather concern
- ☐ Patio volume
- ☐ Bar promotion
- ☐ Live music or entertainment
- ☐ School event
- ☐ Staff shortage
- ☐ Training shifts
- ☐ Other: _____

Notes:

3. Friday Coverage Review

Expected Friday Volume:

Low / Medium / High

Highest Friday Risk:

☐ **FOH**

☐ **BOH**

- ☐ Bar
- ☐ Prep
- ☐ Dish
- ☐ Management
- ☐ Closing
- ☐ Other: _____

Friday positions that must be strong:

Friday coverage concerns:

Friday manager plan:

4. Saturday Coverage Review

Expected Saturday Volume:

Low / Medium / High

Highest Saturday Risk:

☐ **FOH**

☐ **BOH**

☐ Bar

☐ Prep

☐ Dish

☐ Management

☐ Closing

☐ Other: _____

Saturday positions that must be strong:

Saturday coverage concerns:

Saturday manager plan:

5. Sunday Coverage Review

Expected Sunday Volume:

Low / Medium / High

Highest Sunday Risk:

☐ **FOH**

☐ **BOH**

☐ Bar

☐ Prep

☐ Dish

☐ Management

☐ Closing

☐ Other: _____

Sunday positions that must be strong:

Sunday coverage concerns:

Sunday manager plan:

6. Weekend Prep and Dish Review

Prep ready for weekend?

Yes / No / Needs Review

Prep concerns:

Dish coverage ready for weekend?

Yes / No / Needs Review

Dish concerns:

Bar stocked for weekend?

Yes / No / Needs Review

Bar concerns:

7. Weekend Labor Control Plan

Where may labor be too heavy?

Where may labor be too light?

What cut decisions will need manager attention?

What positions should not be cut too early?

Weekend Coverage Sign-Off

Weekend coverage has been reviewed.

Reviewed By: _____

Date: _____

Signature: _____

EVENT COVERAGE PLANNER

Restaurant Name: _____

Event Date: _____

Event Name or Type: _____

Manager Completing Planner: _____

1. Event Details

Event Type:

- ☐ Holiday
- ☐ Large reservation
- ☐ Banquet
- ☐ Catering order
- ☐ Sports event
- ☐ Concert or local event
- ☐ Patio event
- ☐ Bar event
- ☐ Private party
- ☐ Promotion
- ☐ Other: _____

Expected Event Time:

From: _____ To: _____

Expected Guest Count or Order Size: _____

Expected Sales Impact: \$ _____

Event Notes:

2. Event Labor Impact

Which areas will the event affect?

☐ **FOH**

☐ **BOH**

- ☐ Bar
- ☐ Prep
- ☐ Dish
- ☐ Host stand
- ☐ To-go
- ☐ Management
- ☐ Closing
- ☐ Other: _____

Main labor concern:

3. Event Coverage Needed

Extra FOH coverage needed?

Yes / No / Not Sure

Notes:

Extra BOH coverage needed?

Yes / No / Not Sure

Notes:

Extra bar coverage needed?

Yes / No / Not Sure

Notes:

Extra prep coverage needed?

Yes / No / Not Sure

Notes:

Extra dish coverage needed?

Yes / No / Not Sure

Notes:

Extra manager coverage needed?

Yes / No / Not Sure

Notes:

4. Event Staff Assigned

Event Manager: _____

FOH Lead: _____

BOH Lead: _____

Bar Lead: _____

Prep Assigned: _____

Dish Assigned: _____

Servers Assigned:

Cooks Assigned:

Support Assigned:

5. Event Readiness Checklist

- ☐ Event details confirmed
- ☐ Guest count confirmed
- ☐ Reservation or order confirmed
- ☐ Menu needs reviewed
- ☐ Prep needs reviewed
- ☐ Bar needs reviewed
- ☐ Dish needs reviewed
- ☐ Table setup reviewed
- ☐ Staff assigned
- ☐ Manager assigned
- ☐ Timeline reviewed
- ☐ Labor impact reviewed
- ☐ Backup plan reviewed
- ☐ Guest experience plan reviewed
- ☐ Other: _____

Event readiness notes:

6. Event Labor Review After Completion

Actual Event Sales: \$ _____

Actual Labor Impact: _____

Was staffing correct?

Yes / No / Partly / Not Sure

What worked?

What failed?

What should be changed for the next event?

Event Coverage Sign-Off

Event coverage has been reviewed.

Reviewed By: _____

Date: _____

Signature: _____

SLOW SHIFT COVERAGE PLANNER

Restaurant Name: _____

Date or Schedule Week: _____

Manager Completing Planner: _____

Shift Reviewed: _____

1. Slow Shift Review

Expected Sales: \$ _____

Expected Guest Count: _____

Expected Volume: _____

Low / Very Low / Weather Risk / Unknown

Reason shift may be slow:

- ☐ Weekday pattern
- ☐ Weather
- ☐ Seasonal slowdown
- ☐ No reservations
- ☐ Local event pulling guests away
- ☐ Holiday slowdown
- ☐ Construction or road issue
- ☐ Prior trend
- ☐ Other: _____

Notes:

2. Minimum Coverage Needed

Minimum FOH coverage:

Minimum BOH coverage:

Minimum bar coverage:

Minimum prep coverage:

Minimum dish coverage:

Minimum manager coverage:

Positions that must remain covered:

3. Possible Cut Plan

Employees or positions that may be cut first if volume is slow:

Positions that should not be cut too early:

Reason:

4. Slow Shift Watch Points

Manager should watch:

- ☐ Sales pace
- ☐ Guest count
- ☐ Reservations
- ☐ Weather change
- ☐ Bar volume
- ☐ To-go volume
- ☐ Ticket times
- ☐ Side work completion
- ☐ Prep production
- ☐ Dish flow
- ☐ Closing workload
- ☐ Employee productivity
- ☐ Other: _____

Notes:

5. Guest Experience Protection

Even on a slow shift, the restaurant must protect:

- ☐ Greeting
- ☐ Service speed
- ☐ Food quality
- ☐ Bar service
- ☐ Clean tables
- ☐ Restrooms
- ☐ Kitchen readiness
- ☐ Dish readiness
- ☐ Closing work
- ☐ Manager presence
- ☐ Other: _____

Guest experience notes:

6. Slow Shift Review After Completion

Actual Sales: \$ _____

Actual Labor Percent: _____

Was labor controlled well?

Yes / No / Partly / Not Sure

Were cuts made at the right time?

Yes / No / Not Needed / Not Sure

Did guest experience suffer?

Yes / No / Not Sure

What should change next time?

Slow Shift Coverage Sign-Off

Slow shift coverage has been reviewed.

Reviewed By: _____

Date: _____

Signature: _____

EMERGENCY CALL-OUT COVERAGE PLANNER

Restaurant Name: _____

Date: _____

Manager Handling Call-Out: _____

Shift Affected: _____

1. Call-Out Details

Employee Name: _____

Position: _____

Scheduled Time: _____

Call-Out Time: _____

Operational note / coverage impact:

Is this a repeated issue?

Yes / No / Not Sure

Notes:

2. Shift Impact Review

Expected Sales: \$ _____

Expected Volume:

Low / Medium / High

Daypart Affected:

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

Position Impact:

☐ **FOH**

☐ **BOH**

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

How serious is the coverage gap?

Low / Medium / High / Critical

Explain:

3. Coverage Options

Option 1: Replace the shift

Possible replacement:

Can replacement work the position safely?

Yes / No / Not Sure

Notes:

Option 2: Use cross-trained employee already scheduled
Employee:

Move from position:

Move to position:

Risk created by moving employee:

Option 3: Adjust sections or stations
Adjustment:

Risk:

Option 4: Manager covers temporarily
Manager assigned:

Position covered:

How long:

Risk:

Option 5: Operate without replacement
Is this safe for guest experience and operations?
Yes / No / Not Sure
Explain:

4. Decision Made

Decision:

- ☐ Replacement called in
- ☐ Cross-trained employee moved
- ☐ Sections or stations adjusted
- ☐ Manager covered position
- ☐ Operated without replacement
- ☐ Shift shortened
- ☐ Other: _____

Reason for decision:

Labor impact:

Guest impact risk:

5. Call-Out Follow-Up

Does employee need follow-up?

Yes / No / Not Sure

Follow-up needed:

- ☐ Attendance conversation
- ☐ Documentation according to company policy
- ☐ Schedule review
- ☐ Availability review
- ☐ Reliability review
- ☐ Training review
- ☐ No follow-up needed
- ☐ Other: _____

Manager assigned to follow up:

Follow-up date:

6. Emergency Coverage Review

Did the coverage plan work?

Yes / No / Partly / Not Sure

What worked?

What did not work?

What should be changed for future call-outs?

Emergency Coverage Sign-Off

Call-out coverage decision has been reviewed.

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

WHEN TO CUT STAFF CHECKLIST

Restaurant Name: _____

Date: _____

Shift: _____

Manager Completing Review: _____

1. Sales and Guest Flow Review

Current Sales: \$ _____

Forecasted Sales for This Time: \$ _____

Sales Pace:

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

Current Guest Count or Covers: _____

Open Tables or Active Checks: _____

Reservations Remaining:

- ☐ None
- ☐ Few
- ☐ Several
- ☐ Large Party Remaining
- ☐ Not Sure

Guest flow appears:

- ☐ Slowing down
- ☐ Steady
- ☐ Increasing
- ☐ Unpredictable

2. Shift Status Review

Before cutting, confirm the following:

- ☐ Rush has slowed down
- ☐ No large party is about to arrive
- ☐ No known reservation needs extra coverage
- ☐ Host stand is controlled
- ☐ Server sections can be handled
- ☐ Bar can keep up
- ☐ Kitchen can keep up
- ☐ Dish can keep up
- ☐ To-go or carryout is controlled
- ☐ Side work is assigned
- ☐ Stations are stocked
- ☐ Closing work will still be protected
- ☐ Remaining employees are strong enough
- ☐ Manager can still lead the shift

3. Cut Readiness Questions

Is anyone standing around without a clear task?

Yes / No / Not Sure

Who?

Is there enough work left to justify keeping the current staff?

Yes / No / Not Sure

Explain:

Can the remaining team protect guest service?

Yes / No / Not Sure

Can the remaining team protect food quality?

Yes / No / Not Sure

Can the remaining team protect cleanliness?

Yes / No / Not Sure

Can the remaining team protect closing standards?

Yes / No / Not Sure

4. Employees or Positions to Consider Cutting

Position or Employee Considered for Cut:

Reason:

Is this person needed for later volume?

Yes / No / Not Sure

Is this person needed for side work or closing?

Yes / No / Not Sure

Is this person needed because of skill level or cross-training?

Yes / No / Not Sure

Position or Employee Considered for Cut:

Reason:

Is this person needed for later volume?

Yes / No / Not Sure

Is this person needed for side work or closing?

Yes / No / Not Sure

Is this person needed because of skill level or cross-training?

Yes / No / Not Sure

5. Cut Decision

Cut decision made?

Yes / No / Wait and Review Again

If yes, who was cut?

Position:

Time cut:

Required work before leaving:

If no, why was cut delayed?

Time to review again:

6. Manager Notes

Why was this the right decision?

What should the next manager watch?

Cut Decision Sign-Off

Decision Made By: _____

Date: _____

Time: _____

Signature: _____

WHEN NOT TO CUT STAFF CHECKLIST

Restaurant Name: _____

Date: _____

Shift: _____

Manager Completing Review: _____

1. Do Not Cut If Guest Demand Is Still Active

Check all that apply:

- ☐ Guests are still arriving steadily
- ☐ There is a wait list
- ☐ Large party is expected
- ☐ Reservations remain
- ☐ Bar is still busy
- ☐ To-go or carryout is still active
- ☐ Tables are not turning smoothly
- ☐ Servers are still carrying full sections
- ☐ Host stand still needs support
- ☐ Guest recovery is needed
- ☐ Other: _____

Notes:

2. Do Not Cut If Kitchen or Bar Is Behind

Check all that apply:

- ☐ Ticket times are high
- ☐ Food is waiting too long
- ☐ Expo is overwhelmed
- ☐ Grill is behind
- ☐ Fry is behind
- ☐ Sauté is behind
- ☐ Pantry / salad is behind
- ☐ Pizza / specialty station is behind
- ☐ Prep is running short
- ☐ Bar drinks are slow
- ☐ Service bar is behind
- ☐ Bar needs restocking
- ☐ Dish is behind
- ☐ Other: _____

Notes:

3. Do Not Cut If Cleanliness or Closing Will Suffer

Check all that apply:

- ☐ Tables are not being cleaned quickly
- ☐ Dining room is not maintained
- ☐ Restrooms need attention
- ☐ Server stations are not stocked
- ☐ Bar is messy or behind
- ☐ Dish area is backed up
- ☐ Kitchen stations need cleaning
- ☐ Trash needs to be handled
- ☐ Closing work is already behind
- ☐ Side work is not complete

☐ Remaining team cannot complete close properly

☐ Other: _____

Notes:

4. Do Not Cut If Remaining Team Is Too Weak

Check all that apply:

☐ Remaining employees are new

☐ Remaining employees are not cross-trained

☐ Remaining employees cannot cover key stations

☐ Strong employee is needed for rush recovery

☐ Manager would be forced into a station too long

☐ Training employee still needs support

☐ Closing team would be too weak

☐ Kitchen leadership would be too weak

☐ FOH leadership would be too weak

☐ Other: _____

Notes:

5. Cut Delay Decision

Cut should be delayed because:

☐ Guest volume is still active

☐ Kitchen is not stable

☐ Bar is not stable

☐ Dish is not stable

☐ Cleanliness is not controlled

☐ Closing work would suffer

☐ Remaining team is not strong enough

☐ Manager needs more time to observe sales pace

☐ Other: _____

Cut delayed until:

What must improve before cutting?

Who may be cut later if conditions improve?

6. Manager Explanation

Why is keeping labor the correct decision right now?

What is the risk if staff is cut too early?

How will the manager continue watching labor?

Do Not Cut Sign-Off

Decision Made By: _____

Date: _____

Time: _____

Signature: _____

FOH CUT DECISION FORM

Restaurant Name: _____

Date: _____

Shift: _____

Manager Completing Form: _____

1. FOH Shift Status

Current Guest Count: _____

Current Open Tables: _____

Guests Waiting?

Yes / No / Not Sure

Reservations Remaining?

Yes / No / Not Sure

Large Parties Remaining?

Yes / No / Not Sure

Bar Guests Affecting FOH?

Yes / No / Not Sure

To-Go Volume Active?

Yes / No / Not Sure

Dining Room Status:

☐ Controlled

☐ Busy

☐ Slowing Down

☐ Unstable

☐ Not Sure

2. FOH Positions Currently Working

Check all that apply:

☐ Host

☐ Server

☐ Busser

☐ Food runner

☐ Expo

☐ To-go

☐ Bartender helping FOH

☐ Floor lead

☐ Manager on floor

☐ Other: _____

Employees currently working FOH:

3. FOH Readiness Before Cut

Before cutting, confirm:

☐ Tables are under control

☐ Guests are being greeted quickly

☐ Server sections are manageable

☐ Refills are controlled

☐ Food is not sitting in window

☐ Table maintenance is controlled

☐ Restrooms have been checked

☐ Server stations are stocked

☐ Side work is assigned

☐ Side work is complete or manageable

- ☐ Remaining staff can handle service
- ☐ Closing work will still be protected

4. Employee Considered for Cut

Employee Name: _____

Position: _____

Scheduled Out-Time: _____

Proposed Cut Time: _____

Reason for Cut:

Side Work Required Before Leaving:

Can remaining FOH team handle the shift?

Yes / No / Not Sure

Will guest service be protected?

Yes / No / Not Sure

Will closing work be protected?

Yes / No / Not Sure

5. FOH Cut Decision

Decision:

- ☐ Cut approved
- ☐ Cut delayed
- ☐ Do not cut
- ☐ Reassign employee first
- ☐ Review again later

Reason:

If cut is delayed, review again at:

If employee is reassigned, new task or position:

6. FOH Manager Notes

What must the manager watch after this cut?

- ☐ Guest wait
- ☐ Server sections
- ☐ Table maintenance
- ☐ Refills
- ☐ Food running
- ☐ Host stand
- ☐ To-go
- ☐ Bar drinks
- ☐ Restrooms
- ☐ Side work
- ☐ Closing work
- ☐ Other: _____

Notes:

FOH Cut Sign-Off

Decision Made By: _____

Date: _____

Time: _____

Signature: _____

BOH CUT DECISION FORM

Restaurant Name: _____

Date: _____

Shift: _____

Manager Completing Form: _____

1. Kitchen Shift Status

Current Open Food Tickets: _____

Ticket Times:

- ☐ Controlled
- ☐ Slightly High
- ☐ High
- ☐ Not Sure

Kitchen Volume:

- ☐ Slow
- ☐ Steady
- ☐ Busy
- ☐ Recovering From Rush
- ☐ Not Sure

Prep Status:

- ☐ Ready
- ☐ Low
- ☐ Behind
- ☐ Not Checked

Dish Status:

- ☐ Controlled
- ☐ Behind
- ☐ Critical
- ☐ Not Checked

Closing Workload:

- ☐ Light
- ☐ Normal
- ☐ Heavy
- ☐ Not Sure

2. BOH Positions Currently Working

Check all that apply:

- ☐ Grill
- ☐ Fry
- ☐ Sauté
- ☐ Pantry / salad
- ☐ Pizza / specialty station
- ☐ Kitchen expo
- ☐ Prep
- ☐ Dish
- ☐ Kitchen lead
- ☐ Closing cook
- ☐ Other: _____

Employees currently working BOH:

3. BOH Readiness Before Cut

Before cutting, confirm:

- ☐ Ticket times are controlled
- ☐ Rush has slowed
- ☐ No large orders are pending
- ☐ Stations are stocked
- ☐ Prep is not dangerously low
- ☐ Dish is controlled
- ☐ Kitchen tools are available
- ☐ Remaining cooks can cover stations
- ☐ Food quality will be protected
- ☐ Closing work is assigned
- ☐ Closing work is manageable
- ☐ Kitchen lead agrees with decision
- ☐ Manager has checked kitchen directly

4. Employee Considered for Cut

Employee Name: _____

Position: _____

Scheduled Out-Time: _____

Proposed Cut Time: _____

Reason for Cut:

Station or Work Required Before Leaving:

Can remaining BOH team handle the shift?

Yes / No / Not Sure

Will ticket times be protected?

Yes / No / Not Sure

Will food quality be protected?

Yes / No / Not Sure

Will dish or closing work be protected?

Yes / No / Not Sure

5. BOH Cut Decision

Decision:

- ☐ Cut approved
- ☐ Cut delayed
- ☐ Do not cut
- ☐ Reassign employee first
- ☐ Review again later

Reason:

If cut is delayed, review again at:

If employee is reassigned, new task or position:

6. BOH Manager Notes

What must the manager watch after this cut?

- ☐ Ticket times
- ☐ Food quality
- ☐ Grill
- ☐ Fry

- ☐ Sauté
- ☐ Pantry / salad
- ☐ Pizza / specialty station
- ☐ Prep levels
- ☐ Dish flow
- ☐ Kitchen cleanliness
- ☐ Closing work
- ☐ Other: _____

Notes:

BOH Cut Sign-Off

Decision Made By: _____

Date: _____

Time: _____

Signature: _____

Kitchen Lead Review: _____

BAR CUT DECISION FORM

Restaurant Name: _____

Date: _____

Shift: _____

Manager Completing Form: _____

1. Bar Shift Status

Current Bar Guests: _____

Service Bar Demand:

- ☐ Low
- ☐ Medium
- ☐ High
- ☐ Not Sure

Dining Room Drink Volume:

- ☐ Low
- ☐ Medium
- ☐ High
- ☐ Not Sure

Bar Ticket Times:

- ☐ Controlled
- ☐ Slightly Slow
- ☐ Slow
- ☐ Not Sure

Bar Stocking Status:

- ☐ Stocked
- ☐ Needs Restock
- ☐ Behind
- ☐ Not Checked

Bar Closing Workload:

- ☐ Light
- ☐ Normal
- ☐ Heavy
- ☐ Not Sure

2. Bar Positions Currently Working

Check all that apply:

- ☐ Bartender
- ☐ Service bartender
- ☐ Barback
- ☐ Cocktail server
- ☐ Bar lead
- ☐ Manager support
- ☐ Other: _____

Employees currently working bar:

3. Bar Readiness Before Cut

Before cutting, confirm:

- ☐ Bar guests are controlled
- ☐ Service bar is controlled
- ☐ Servers are not waiting too long for drinks
- ☐ Glassware is available
- ☐ Ice is stocked
- ☐ Garnishes are stocked

- ☐ Liquor, beer, wine, and mixers are stocked
- ☐ Bar top is clean
- ☐ Bar dishes are controlled
- ☐ Responsible service can still be monitored
- ☐ Remaining bartender can handle demand
- ☐ Closing work will still be protected

4. Employee Considered for Cut

Employee Name: _____

Position: _____

Scheduled Out-Time: _____

Proposed Cut Time: _____

Reason for Cut:

Bar Work Required Before Leaving:

Can remaining bar team handle the shift?

Yes / No / Not Sure

Will service bar be protected?

Yes / No / Not Sure

Will bar guests be protected?

Yes / No / Not Sure

Will closing work be protected?

Yes / No / Not Sure

5. Bar Cut Decision

Decision:

- ☐ Cut approved
- ☐ Cut delayed
- ☐ Do not cut
- ☐ Reassign employee first
- ☐ Review again later

Reason:

If cut is delayed, review again at:

If employee is reassigned, new task or position:

6. Bar Manager Notes

What must the manager watch after this cut?

- ☐ Bar guests
- ☐ Service bar tickets
- ☐ Server drink wait time
- ☐ Glassware
- ☐ Ice
- ☐ Stocking
- ☐ Responsible service
- ☐ Bar cleanliness
- ☐ Closing work
- ☐ Other: _____

Notes:

Bar Cut Sign-Off

Decision Made By: _____

Date: _____

Time: _____

Signature: _____

MANAGER LABOR DECISION LOG

Restaurant Name: _____

Date: _____

Shift: _____

Manager: _____

Labor Target: _____

Labor Decision Entry 1

Time of Decision: _____

Decision Type:

- ☐ Cut employee
- ☐ Delayed cut
- ☐ Did not cut
- ☐ Called employee in
- ☐ Sent employee home
- ☐ Moved employee to another position
- ☐ Manager covered position
- ☐ Approved late stay
- ☐ Other: _____

Employee or Position Involved: _____

Reason for Decision: _____

Expected Labor Impact: _____

Expected Guest Impact: _____

Result of Decision:

- ☐ Helped labor
- ☐ Hurt labor
- ☐ Protected service
- ☐ Hurt service
- ☐ No major impact
- ☐ Needs review

Notes:

Labor Decision Entry 2

Time of Decision: _____

Decision Type:

- ☐ Cut employee
- ☐ Delayed cut
- ☐ Did not cut
- ☐ Called employee in
- ☐ Sent employee home
- ☐ Moved employee to another position
- ☐ Manager covered position
- ☐ Approved late stay
- ☐ Other: _____

Employee or Position Involved: _____

Reason for Decision: _____

Expected Labor Impact:

Expected Guest Impact:

Result of Decision:

- ☐ Helped labor
- ☐ Hurt labor
- ☐ Protected service
- ☐ Hurt service
- ☐ No major impact
- ☐ Needs review

Notes:

Labor Decision Entry 3

Time of Decision: _____

Decision Type:

- ☐ Cut employee
- ☐ Delayed cut
- ☐ Did not cut
- ☐ Called employee in
- ☐ Sent employee home
- ☐ Moved employee to another position
- ☐ Manager covered position
- ☐ Approved late stay
- ☐ Other: _____

Employee or Position Involved:

Reason for Decision:

Expected Labor Impact:

Expected Guest Impact:

Result of Decision:

- ☐ Helped labor
- ☐ Hurt labor
- ☐ Protected service
- ☐ Hurt service
- ☐ No major impact
- ☐ Needs review

Notes:

Shift Labor Decision Summary

Best labor decision made this shift:

Decision that needs review:

Was labor controlled well?

Yes / No / Partly / Not Sure

Did guest experience remain protected?

Yes / No / Partly / Not Sure

What should the next manager know?

Labor Decision Log Sign-Off

Completed By: _____

Date: _____

Signature: _____

Reviewed By: _____

Date Reviewed: _____

Signature: _____

GUEST IMPACT REVIEW AFTER LABOR CUT

Restaurant Name: _____

Date: _____

Shift: _____

Manager Completing Review: _____

Cut Decision Reviewed: _____

1. Labor Cut Summary

Employee or Position Cut:

Time Cut:

Reason for Cut:

Labor Goal:

- ☐ Reduce labor percent
- ☐ Reduce standing-around time
- ☐ Adjust to lower sales
- ☐ Improve productivity
- ☐ Correct overstaffing
- ☐ Other: _____

Was the labor goal achieved?

Yes / No / Partly / Not Sure

Explain:

2. Guest Service Review

After the cut, did service change?

Yes / No / Not Sure

Check all that apply:

- ☐ Greeting slowed down
- ☐ Seating slowed down
- ☐ Server sections became too large
- ☐ Refills were missed
- ☐ Table maintenance weakened
- ☐ Food running slowed down
- ☐ Bar drinks slowed down
- ☐ To-go slowed down
- ☐ Manager had to recover guests
- ☐ No service issue noticed
- ☐ Other: _____

Service notes:

3. Kitchen and Bar Review

After the cut, did kitchen or bar performance change?

Yes / No / Not Sure

Check all that apply:

- ☐ Ticket times increased
- ☐ Food quality dropped
- ☐ Expo became overwhelmed

- ☐ Line cooks became overloaded
- ☐ Prep ran short
- ☐ Dish fell behind
- ☐ Service bar slowed down
- ☐ Bar guests waited longer
- ☐ No kitchen or bar issue noticed
- ☐ Other: _____

Kitchen and bar notes:

4. Cleanliness and Closing Review

After the cut, did cleanliness or closing work suffer?

Yes / No / Not Sure

Check all that apply:

- ☐ Tables stayed dirty too long
- ☐ Dining room cleanliness dropped
- ☐ Restrooms were not checked
- ☐ Server stations were not stocked
- ☐ Bar closing work fell behind
- ☐ Kitchen closing work fell behind
- ☐ Dish closing work fell behind
- ☐ Trash or floors were missed
- ☐ Team stayed too late to finish close
- ☐ No cleanliness or closing issue noticed
- ☐ Other: _____

Cleanliness and closing notes:

5. Employee Impact Review

After the cut, did employees become overwhelmed?

Yes / No / Not Sure

Check all that apply:

- ☐ Servers overwhelmed
- ☐ Hosts overwhelmed
- ☐ Bartenders overwhelmed
- ☐ Cooks overwhelmed
- ☐ Dish overwhelmed
- ☐ Manager had to cover too much
- ☐ Strong employee carried too much workload
- ☐ New employee lacked support
- ☐ Team handled the cut well
- ☐ Other: _____

Employee impact notes:

6. Guest Complaint Review

Were there guest complaints after the cut?

Yes / No / Not Sure

If yes, describe:

Were there visible guest experience problems without complaints?

Yes / No / Not Sure

If yes, describe:

Did the manager need to comp, discount, remake, apologize, or recover a guest?

Yes / No / Not Sure

Explain:

7. Final Decision Review

Was the cut decision correct?

- ☐ Yes
- ☐ No
- ☐ Partly
- ☐ Not Sure

Why?

Should this cut be repeated in a similar situation?

Yes / No / Only With Changes

Explain:

What should be done differently next time?

Who needs follow-up?

Follow-up date:

Guest Impact Review Sign-Off

Reviewed By: _____

Position: _____

Date Reviewed: _____

Signature: _____

MANAGER QUICK REFERENCE PAGE

Purpose

The purpose of this page is to give managers a simple labor control reference they can review quickly. This page summarizes the most important labor control questions in the workbook.

MANAGER QUICK REFERENCE PAGE

Before writing the schedule, ask:

- Did we review last week's sales?
- Did we review last week's labor?
- Did we review sales forecast?
- Did we review events, weather, reservations, and holidays?
- Did we review employee availability?
- Did we review time-off requests?
- Did we review position coverage?
- Did we review manager coverage?
- Did we review overtime risk?

Before posting the schedule, ask:

- Does this schedule match expected sales?
- Are the strongest employees placed during peak periods?
- Are new employees scheduled with support?
- Are all key positions covered?
- Are any shifts overstaffed?
- Are any shifts understaffed?
- Are any employees scheduled outside availability?
- Are time-off requests handled?
- Can the manager explain this schedule?

During the shift, ask:

- Are sales above or below forecast?
- Is labor above or below target?
- Are employees productive?
- Is anyone standing around?
- Can anyone be cut safely?
- Would cutting hurt guest experience?
- Are side work and stations controlled?
- Is the kitchen stable?
- Is the bar stable?
- Is dish stable?
- Will closing be protected?

Before cutting staff, ask:

- Is the rush over?
- Are guests still arriving?
- Are reservations still coming?
- Are sections manageable?
- Are ticket times controlled?
- Is bar service controlled?
- Is dish caught up?
- Is side work complete or assigned?
- Can the remaining team handle the shift?
- Will the guest still be protected?

After the week ends, ask:

Did labor meet target?

Did sales match forecast?

Which day was best?

Which day was worst?

Which department caused labor problems?

Which shift caused labor problems?

Which manager made strong decisions?

Which manager needs follow-up?

What staffing gap affected labor?

What must change next schedule?