

Plan 1: Customer Order Pacing

30-DAY OUTCOME Create a natural, controlled meal pace from greeting through payment without rushing the guest or overwhelming the kitchen.

Control	Plan Requirement
Plan owner	_____
Start and end dates	_____ to _____
Baseline period	_____
Primary shift/daypart	_____
Supporting roles	_____

Measures and targets

Measure	Baseline	Day-30 Target	Actual
Door/seating-to-greeting time	_____	_____	_____
Greeting-to-first beverage time	_____	_____	_____
Beverage-to-order-entry time	_____	_____	_____
Appetizer-to-entrée interval	_____	_____	_____
Entrée-clear-to-check-ready time	_____	_____	_____
Guest pacing complaints	_____	_____	_____

Recommended target boundaries

- 90% of tables greeted within the approved standard
- 90% of orders entered within the approved service window
- Reduce course-collision incidents by at least 30% from baseline
- No increase in pacing-related guest complaints

Likely causes to test—not assume

- Servers batch several tables before entering orders
- Courses are entered or fired without table-readiness checks
- Kitchen capacity is not considered during large arrival waves
- Food runners and servers do not communicate course status

Minimum operating standard

- Acknowledge immediately and greet within the restaurant standard
- Enter drinks and courses according to defined pacing checkpoints
- Use hold/fire controls only under approved procedures
- Communicate delays before the guest must ask

Training requirements

- Table pacing checkpoints
- POS course and hold/fire functions
- Reading guest pace without stereotyping
- Server–expo–kitchen communication

The 30-Day Action Calendar

Day	Phase	Required Action
1	Measure	Define each pacing interval and select observation periods
2	Measure	Time 20 complete table experiences without coaching
3	Measure	Separate delays by host, server, bar, kitchen, runner, guest, or payment
4	Measure	Map arrival waves against order-entry waves
5	Measure	Review baseline and set realistic targets
6	Define	Share baseline findings with managers and confirm no coaching began early
7	Define	Approve the target, definitions, and data owner
8	Define	Publish the pacing standard and manager observation form
9	Define	Train greeting, beverage, appetizer, entrée, dessert, and payment checkpoints
10	Define	Practice POS entry, course sequencing, and approved hold/fire controls
11	Train/Pilot	Assign manager monitoring positions for peak periods
12	Train/Pilot	Run a controlled pilot in one section and record results
13	Train/Pilot	Observe the pilot without rescuing every difficulty
14	Train/Pilot	Revise the standard only when evidence supports the change
15	Train/Pilot	Confirm every affected employee received training
16	Execute	Expand the standard to all sections
17	Execute	Coach order holding, batching, and course-collision behavior
18	Execute	Review bar and kitchen constraints affecting pacing
19	Execute	Recognize strong pacing that also preserves hospitality

Day	Phase	Required Action
20	Execute	Compare current intervals with baseline and correct the weakest handoff
21	Execute	Hold a ten-minute mid-plan review with assigned owners
22	Execute	Document exceptions, causes, and corrective actions
23	Execute	Recheck the highest-risk handoff
24	Stress-Test	Stress-test the standard during the busiest period
25	Stress-Test	Review pacing by server, daypart, table size, and menu type
26	Stress-Test	Correct any speed gains that make guests feel rushed
27	Stress-Test	Complete final observations and calculate improvement
28	Verify/Hold	Publish the sustained pacing standard and weekly review rule
29	Verify/Hold	Obtain employee feedback on usability
30	Verify/Hold	Assign the ongoing report owner

Weekly Review Record

Review	Result	Primary Cause	Decision / Owner	Due
Day 7				
Day 14				
Day 21				
Day 27				
Day 30				

Day-30 Verification

- Was the baseline measured consistently? ☐ Yes ☐ No
- Was the standard trained and observed? ☐ Yes ☐ No
- Did the primary metric improve? ☐ Yes ☐ No
- Were safety, quality, hospitality, and fairness protected? ☐ Yes ☐ No
- Decision: ☐ Standardize ☐ Extend controlled test ☐ Redesign ☐ Stop

Sustainment rule: Review pacing exceptions weekly and repeat a timed table-path audit monthly.

Manager verification: _____ Date: _____ Next review: _____