

Plan 2: Table-Turn Time

30-DAY OUTCOME Reduce preventable table occupancy delays while protecting hospitality, food quality, and the guest's right to enjoy the meal.

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
Seated-to-departure time by table size	_____	_____	_____
Departure-to-reset-ready time	_____	_____	_____
Check-request-to-payment-complete time	_____	_____	_____
Unoccupied clean-table minutes	_____	_____	_____
Quoted-wait accuracy	_____	_____	_____
Rush-related complaints	_____	_____	_____

Recommended target boundaries

- Reduce median turn time by 8–12% where baseline shows preventable delay
- Reset 90% of departed tables within the approved reset standard
- Reduce check/payment delays by at least 25%
- No increase in rushed-guest complaints

Likely causes to test—not assume

- Slow greeting or ordering
- Long ticket times or poor course pacing
- Late pre-bussing and check presentation
- Payment-processing delays
- Unclear bussing and table-release ownership

Minimum operating standard

- Measure turn time by table size and daypart—not one universal number
- Pre-bus without interrupting the guest

- Offer the check at an appropriate readiness signal
- Reset, inspect, and release the table through one clear handoff

Training requirements

- Turn-time components
- Pre-bussing and check readiness
- Payment and checkout urgency
- Busser–host table-release communication

The 30-Day Action Calendar

Day	Phase	Required Action
1	Measure	Define start, stop, and reset-ready timestamps
2	Measure	Measure 30 table turns by table size and daypart
3	Measure	Break total time into greeting, ordering, production, dining, payment, and reset
4	Measure	Identify the two largest controllable delays
5	Measure	Set segment targets without creating guest pressure
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 table-turn and reset standards
9	Define	Train servers, bussers, hosts, and managers together
10	Define	Practice pre-bussing, payment readiness, and table-release calls
11	Train/Pilot	Pilot a visible clean/dirty/reset/available table status
12	Train/Pilot	Review wait-list effects during the pilot
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 process to all shifts
17	Execute	Observe ten complete turns per day
18	Execute	Correct handoff failures between server, busser, and host
19	Execute	Compare table sizes and avoid unfair server

Day	Phase	Required Action
		rankings
20	Execute	Review guest feedback for signs of rushing
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	Test during the highest-volume service
25	Stress-Test	Correct the slowest controllable segment
26	Stress-Test	Verify quoted waits improve with better release information
27	Stress-Test	Complete final comparison by table size and daypart
28	Verify/Hold	Lock the reset standard and weekly turn-time report
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 median and 90th-percentile turn times weekly by table size; investigate extremes rather than chasing one average.

Manager verification: _____ Date: _____ Next review: _____