

Plan 6: Shift Deployment

30-DAY OUTCOME Place the right trained people in the right positions at the right times and redeploy deliberately as volume changes.

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
Position coverage by 15/30-minute interval	_____	_____	_____
Uncovered critical tasks	_____	_____	_____
Manager interventions	_____	_____	_____
Service bottlenecks	_____	_____	_____
Early-cut reversals	_____	_____	_____
Cross-trained coverage percentage	_____	_____	_____

Recommended target boundaries

- 100% named ownership for critical positions and transitions
- Reduce unmanaged coverage gaps by at least 50%
- Reduce unnecessary early-cut reversals
- Document deployment changes during peak periods

Likely causes to test—not assume

- Managers treat the schedule as the deployment plan
- No arrival-wave or cut sequence
- Skills are not considered
- Managers react after bottlenecks appear
- Breaks and transitions are unmanaged

Minimum operating standard

- Publish opening, build, peak, decline, and closing positions
- Name the trigger for adding, moving, or cutting labor
- Protect critical stations and guest handoffs

- Manager owns every deployment change

Training requirements

- Deployment maps
- Volume triggers
- Cross-position handoffs
- Cuts, breaks, and recovery deployment

The 30-Day Action Calendar

Day	Phase	Required Action
1	Measure	Map required positions by daypart and volume band
2	Measure	Observe three shifts and record coverage changes
3	Measure	Identify critical positions and single points of failure
4	Measure	Create a skills and cross-training matrix
5	Measure	Draft opening, peak, decline, and closing deployment maps
6	Define	Share baseline findings with managers and confirm no coaching began early
7	Define	Approve the target, definitions, and data owner
8	Define	Train managers on deployment triggers and handoffs
9	Define	Brief employees on movement expectations
10	Define	Pilot maps on two representative shifts
11	Train/Pilot	Record every unplanned move and the reason
12	Train/Pilot	Revise triggers and cut sequence from pilot evidence
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	Use deployment maps on all shifts
17	Execute	Conduct scheduled manager scans before expected waves
18	Execute	Coach delayed or unclear redeployment
19	Execute	Protect breaks and handoffs
20	Execute	Compare bottlenecks and intervention count

Day	Phase	Required Action
		with baseline
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 peak deployment map
25	Stress-Test	Test one call-out contingency
26	Stress-Test	Finalize role cards and cross-training priorities
27	Stress-Test	Complete final coverage and service review
28	Verify/Hold	Lock pre-shift deployment approval and post-shift variance notes
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: Approve the deployment map before each shift and record every significant variance in the manager log.

Manager verification: _____ Date: _____ Next review: _____