

# Measurement Guide: Build Trustworthy Evidence

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## Define before measuring

| Element       | Required Definition                                                      |
|---------------|--------------------------------------------------------------------------|
| Measure       | Exactly what will be counted or timed.                                   |
| Start point   | The observable event that starts the measurement.                        |
| Stop point    | The observable event that ends it.                                       |
| Unit          | Minutes, dollars, count, percentage, rate, or another stated unit.       |
| Population    | Which shifts, checks, tables, tickets, employees, or items are included. |
| Exclusions    | Conditions excluded in advance and the reason.                           |
| Data owner    | Who records, checks, and reports the information.                        |
| Review rhythm | When results are reviewed and by whom.                                   |

## Representative baseline rules

- Use enough observations to reflect normal variation; never select only the best or worst moments.
- Include relevant dayparts, weekdays, weekends, volume levels, and event conditions.
- Record weather, holidays, school schedules, local events, outages, staffing gaps, equipment problems, promotions, and other known operating factors.
- Do not coach the targeted behavior until the baseline is complete unless immediate safety or legal risk requires action.

# Measurement Guide: Calculations and Interpretation

| Term                                                                                                                                                                                      | How to Calculate or Use It                                       | Restaurant Example                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Rate                                                                                                                                                                                      | $\text{Events} \div \text{opportunities} \times 100$             | 4 remakes $\div$ 160 entrées $\times$ 100 = 2.5% remake rate.                           |
| Average                                                                                                                                                                                   | Sum of values $\div$ number of values                            | Total ticket minutes $\div$ tickets measured.                                           |
| Median                                                                                                                                                                                    | Middle value after sorting                                       | Useful when a few extreme tickets distort the average.                                  |
| Percentage change                                                                                                                                                                         | $(\text{New} - \text{baseline}) \div \text{baseline} \times 100$ | Waste falls from \$400 to \$320: -20%.                                                  |
| Forecast variance                                                                                                                                                                         | Actual - forecast; also show percentage                          | Actual sales \$12,000 vs. \$11,500 forecast: +\$500 or +4.35%.                          |
| Outlier                                                                                                                                                                                   | A value materially outside the normal pattern                    | A 70-minute ticket during an equipment failure; record, explain, and review separately. |
| <b>INTERPRET CAREFULLY</b> A better number does not prove a better operation. Check whether quality, safety, hospitality, employee workload, or another metric worsened at the same time. |                                                                  |                                                                                         |

## Minimum evidence standard

- ☐ Definitions stayed consistent.
- ☐ Baseline and current periods are comparable.
- ☐ Exceptions were documented rather than erased.
- ☐ Results are shown by relevant shift, daypart, volume, or category.
- ☐ The conclusion matches the evidence available.