

Plan 2: Table-Turn Time

60-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-60 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 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define start, stop, and reset-ready timestamps
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Measure 30 table turns by table size and daypart
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Break total time into greeting, ordering, production, dining, payment, and reset
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Identify the two largest controllable delays
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Set segment targets without creating guest pressure
10	Learn/Measure	Coach one identified gap, allow another attempt, and document the evidence of improvement
11	Define/Prepare	Share baseline findings with managers and confirm no coaching began early
12	Define/Prepare	Check the result against safety, quality, hospitality, fairness, and workload boundaries
13	Define/Prepare	Approve the target, definitions, and data owner
14	Define/Prepare	Review the completed step with the plan owner; clarify questions and document what was learned
15	Define/Prepare	Publish table-turn and reset standards
16	Define/Prepare	Repeat the step on a second representative

Day	Phase	Required Action
		shift or sample before accepting the result
17	Define/Prepare	Train servers, bussers, hosts, and managers together
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Practice pre-bussing, payment readiness, and table-release calls
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Pilot a visible clean/dirty/reset/available table status
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Review wait-list effects during the pilot
24	Train/Practice	Check the result against safety, quality, hospitality, fairness, and workload boundaries
25	Train/Practice	Observe the pilot without rescuing every difficulty
26	Train/Practice	Review the completed step with the plan owner; clarify questions and document what was learned
27	Train/Practice	Revise the standard only when evidence supports the change
28	Train/Practice	Repeat the step on a second representative shift or sample before accepting the result
29	Train/Practice	Confirm every affected employee received training
30	Train/Practice	Explain the purpose to the affected employees and confirm understanding in plain language
31	Guided Execution	Expand the process to all shifts
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Observe ten complete turns per day
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Correct handoff failures between server, busser, and host
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries

Day	Phase	Required Action
37	Guided Execution	Compare table sizes and avoid unfair server rankings
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Review guest feedback for signs of rushing
40	Guided Execution	Repeat the step on a second representative shift or sample before accepting the result
41	Guided Execution	Hold a ten-minute mid-plan review with assigned owners
42	Guided Execution	Explain the purpose to the affected employees and confirm understanding in plain language
43	Guided Execution	Document exceptions, causes, and corrective actions
44	Guided Execution	Observe the process without taking over; record where additional instruction is needed
45	Guided Execution	Recheck the highest-risk handoff
46	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
47	Stress-Test	Test during the highest-volume service
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Correct the slowest controllable segment
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Verify quoted waits improve with better release information
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final comparison by table size and daypart
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock the reset standard and weekly turn-time report
56	Verify/Hold	Observe the process without taking over; record where additional instruction is needed
57	Verify/Hold	Obtain employee feedback on usability
58	Verify/Hold	Coach one identified gap, allow another attempt, and document the evidence of

Day	Phase	Required Action
		improvement
59	Verify/Hold	Assign the ongoing report owner
60	Verify/Hold	Check the result against safety, quality, hospitality, fairness, and workload boundaries

Weekly Review Record

Review	Result	Primary Cause	Decision / Owner	Due
Day 10				
Day 20				
Day 30				
Day 40				
Day 50				
Day 60				

Day-60 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: _____