

Plan 3: Kitchen Ticket-Time Consistency

60-DAY OUTCOME Reduce unpredictable and extreme ticket times while maintaining recipe, temperature, presentation, and safety standards.

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
Median ticket time	_____	_____	_____
90th-percentile ticket time	_____	_____	_____
Longest ticket by period	_____	_____	_____
Tickets outside standard	_____	_____	_____
Station completion spread	_____	_____	_____
Remakes caused by timing	_____	_____	_____

Recommended target boundaries

- Reduce tickets outside standard by at least 30%
- Reduce 90th-percentile ticket time by at least 15%
- Reduce station completion spread on multi-station tickets
- No deterioration in food-quality or safety checks

Likely causes to test—not assume

- Incomplete station readiness
- Unbalanced station workload
- Poor call-backs and fire sequencing
- Batch order entry from dining room
- Late identification of long tickets

Minimum operating standard

- Standards vary by menu category and order complexity
- Expo calls and stations acknowledge priorities

- Long tickets are identified before exceeding the standard
- Speed never overrides temperature, allergen, recipe, or safety controls

Training requirements

- Ticket reading and sequencing
- Station call-backs
- Expo control and escalation
- Recovery from volume surges

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Export or record ticket times by item category and period
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Measure median, 90th percentile, and outliers—not average alone
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Observe station workload during three peak periods
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Identify readiness, equipment, staffing, menu, and communication causes
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Set category standards and escalation points
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 station and expo timing 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 call-backs, priorities, and long-ticket alerts
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Verify pars, backups, equipment, and mise en place
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Pilot a five-minute peak-period ticket review rhythm
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Debrief the pilot with cooks, expo, runners, and managers
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	Apply the rhythm on every peak shift
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Track the first station delay on each outlier ticket
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Adjust deployment or prep for repeating bottlenecks
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload

Day	Phase	Required Action
		boundaries
37	Guided Execution	Practice surge recovery and honest guest-delay communication
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Compare median and 90th-percentile performance
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	Stress-test on the busiest forecasted shift
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Audit food quality alongside speed
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Correct menu items or processes producing repeated extremes
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final data comparison and station review
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock standards, alerts, and weekly outlier analysis
56	Verify/Hold	Observe the process without taking over; record where additional instruction is needed
57	Verify/Hold	Obtain employee feedback on usability

Day	Phase	Required Action
58	Verify/Hold	Coach one identified gap, allow another attempt, and document the evidence of 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 outlier tickets weekly by station and item; update pars and deployment when patterns change.

Manager verification: _____ Date: _____ Next review: _____