

Plan 6: Shift Deployment

60-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-60 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 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Map required positions by daypart and volume band
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Observe three shifts and record coverage changes
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Identify critical positions and single points of failure
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Create a skills and cross-training matrix
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Draft opening, peak, decline, and closing deployment maps
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	Train managers on deployment triggers and handoffs
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result

Day	Phase	Required Action
17	Define/Prepare	Brief employees on movement expectations
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Pilot maps on two representative shifts
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Record every unplanned move and the reason
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Revise triggers and cut sequence from pilot evidence
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	Use deployment maps on all shifts
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Conduct scheduled manager scans before expected waves
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Coach delayed or unclear redeployment
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Protect breaks and handoffs
38	Guided Execution	Review the completed step with the plan

Day	Phase	Required Action
		owner; clarify questions and document what was learned
39	Guided Execution	Compare bottlenecks and intervention count with baseline
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 the peak deployment map
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Test one call-out contingency
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Finalize role cards and cross-training priorities
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final coverage and service review
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock pre-shift deployment approval and post-shift variance notes
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 improvement
59	Verify/Hold	Assign the ongoing report owner

Day	Phase	Required Action
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: Approve the deployment map before each shift and record every significant variance in the manager log.

Manager verification: _____ Date: _____ Next review: _____