

Plan 7: Station and Pre-Shift Readiness

60-DAY OUTCOME Ensure every service-critical station, supply, employee, system, and contingency is ready before demand arrives.

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
Readiness checklist completion	_____	_____	_____
Critical items missing at opening	_____	_____	_____
Mid-shift stockouts	_____	_____	_____
Equipment failures found after opening	_____	_____	_____
Late prep tasks	_____	_____	_____
Preventable service interruptions	_____	_____	_____

Recommended target boundaries

- 100% of critical readiness items verified, corrected, or escalated before service
- Reduce preventable mid-shift interruptions by at least 40%
- Zero unassigned critical readiness items
- Document and correct every failed readiness check

Likely causes to test—not assume

- Checklist completion without physical verification
- Unclear ownership
- Par levels do not match forecasts
- Equipment is not tested
- Managers begin service without a readiness decision

Minimum operating standard

- Check, physically verify, correct, and sign—not merely initial
- Use forecast-adjusted pars

- Test critical equipment and POS functions
- Manager declares ready, conditional, or not ready before service

Training requirements

- Station readiness standards
- Forecast-adjusted pars
- Equipment checks
- Manager readiness decision

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	List every service-critical readiness condition
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Observe three openings and record failures discovered after service begins
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Separate station, staffing, equipment, product, facility, and information gaps
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Assign ownership and verification authority
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Set readiness deadlines by daypart
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	Build concise station and manager checklists
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result

Day	Phase	Required Action
17	Define/Prepare	Train physical verification and exception reporting
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Pilot forecast-adjusted pars and backup locations
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Run a formal readiness walk
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Revise items that are vague, duplicated, or unactionable
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 the process every shift
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Track late corrections and mid-shift interruptions
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Coach false sign-offs immediately
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Review recurring equipment and purchasing issues

Day	Phase	Required Action
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Compare preventable interruptions 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	Conduct an unannounced readiness audit
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Test one contingency for a missing product or failed tool
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Finalize escalation and conditional-opening rules
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final readiness score
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock checklist ownership and weekly trend review
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

Day	Phase	Required Action
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: Complete and verify readiness every shift; review recurring failures weekly and revise pars monthly.

Manager verification: _____ Date: _____ Next review: _____