

Plan 10: Food-Waste Reduction

60-DAY OUTCOME Reduce avoidable food loss without creating stockouts, unsafe reuse, undersized portions, or lower guest value.

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
Waste cost and weight	_____	_____	_____
Waste by reason	_____	_____	_____
Waste per \$1,000 sales	_____	_____	_____
Overproduction	_____	_____	_____
Spoilage/expiration	_____	_____	_____
Remake and returned-food waste	_____	_____	_____

Recommended target boundaries

- Record at least 95% of material waste
- Reduce the two leading controllable waste categories by 15–25%
- Improve forecast-to-production alignment
- No increase in stockouts or safety exceptions

Likely causes to test—not assume

- Waste is discarded without recording
- Prep follows habit instead of forecast
- Par levels are outdated
- Portions and yields vary
- Storage and rotation are weak

Minimum operating standard

- Record item, amount, reason, station, shift, and disposition
- Never hide waste or reuse food unsafely
- Use approved recipes, yields, portions, labels, and rotation
- Adjust production from evidence, not blame

Training requirements

- Waste categories and honest reporting
- Recipe, yield, and portion control
- Forecast-based prep
- Labeling, rotation, and safe disposition

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define preparation, overproduction, spoilage, portion, remake, return, and transfer categories
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Weigh or count material waste for five days
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Convert waste to estimated cost
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Observe storage, rotation, prep, and portion practices
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Select the top two controllable categories
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 simple, blame-free waste recording
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result
17	Define/Prepare	Verify recipes, yields, scoops, scales, and portions

Day	Phase	Required Action
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Adjust pars for forecast, shelf life, and delivery cycle
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Repair labeling and rotation gaps
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Pilot revised production on selected items
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	Review waste at shift end
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Coach missing records and process causes
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Compare production, stockouts, and waste together
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Adjust one variable at a time
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned

Day	Phase	Required Action
39	Guided Execution	Share verified savings and recognize honest reporting
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	Audit portion and yield consistency
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review vendor, receiving, and storage contributions
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Complete final waste-to-sales comparison
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Document safe pars and production rules
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock daily recording and weekly category 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
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: Record waste every shift, review causes weekly, and recalculate high-cost pars and yields monthly.

Manager verification: _____ Date: _____ Next review: _____