

Plan 11: Training Completion and Task Mastery

60-DAY OUTCOME Replace “time spent training” with verified knowledge, demonstrated skill, consistent execution, and documented authorization.

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
Required modules completed	_____	_____	_____
Knowledge checks passed	_____	_____	_____
Observed demonstrations passed	_____	_____	_____
Retraining frequency	_____	_____	_____
Early errors by task	_____	_____	_____
Trainer consistency	_____	_____	_____

Recommended target boundaries

- 100% assigned training has an owner and deadline
- No independent assignment before required verification
- At least 90% first-cycle completion by deadline
- Reduce early task errors in the selected role

Likely causes to test—not assume

- Training is measured by days worked
- Trainers teach different methods
- Sign-offs are given without observation
- Employees are assigned before readiness
- Retraining is undocumented

Minimum operating standard

- Explain, demonstrate, practice, observe, verify, authorize

- Use one approved method and standard
- Sign-off means evidence was observed
- Failed verification creates coaching and a new attempt—not punishment

Training requirements

- Trainer standardization
- Demonstration and observation
- Fair verification
- Retraining and authorization

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Select one high-impact role or task family
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	List required knowledge, demonstrations, and safety gates
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Audit current completion and early error patterns
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Identify trainer differences
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Define evidence required for each sign-off
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 or refine task verification records
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result

Day	Phase	Required Action
17	Define/Prepare	Calibrate trainers using the same demonstrations
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Train explain–demonstrate–practice–observe–verify
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Set authorization and retraining rules
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Pilot with one employee or task group
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 to the selected role
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Observe trainers as well as trainees
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Correct premature or unsupported sign-offs
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Track errors after authorization
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what

Day	Phase	Required Action
		was learned
39	Guided Execution	Hold brief progress reviews with trainees
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	Recheck a sample of completed skills
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Compare early errors and retraining with baseline
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Document trainer and material gaps
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Finalize mastery and recertification rules
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock monthly training-file and field-performance audits
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

Day	Phase	Required Action
		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: Audit training records and observed field performance monthly; recertify safety- or control-critical skills on a defined schedule.

Manager verification: _____ Date: _____ Next review: _____