

THE GRAVITY SYSTEM

60-Day Guided Restaurant Improvement Plan Library

PRIORITY 12 • BEGINNING-LEVEL EMAIL MEMBER EDITION

Twelve guided plans for measurable restaurant improvement

Customer pacing • Table turns • Ticket times • Order accuracy
Labor forecasting • Deployment • Readiness • Average check
Complaint recovery • Food waste • Training mastery • Sales intelligence

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How to Use This Library

This complete Priority 12 guided edition is provided as a free resource for members of the Gravity Restaurant Leadership email list. Members may receive implementation guidance, new restaurant-management resources, Gravity System news, and relevant product information by email. Email membership is free, and members may unsubscribe at any time.

This edition preserves the exact improvement areas, operating standards, measures, and intended outcomes of the accelerated 30-day edition. It spreads the work across sixty days so beginning managers and slower-paced operations have additional time to understand the measures, practice the standard, coach employees, correct setbacks, and verify that the result can be sustained.

Use one plan at a time unless the restaurant has enough trained management capacity to protect ownership, measurement, coaching, and follow-through in every active plan.

Which edition should I use?

Choose	Best Fit	Commitment
30-Day Accelerated	Established managers; reliable operating data; employees accustomed to structured training; capacity for daily follow-through.	Faster implementation with compressed practice and review.
60-Day Guided	Beginning managers; newer or smaller teams; limited systems experience; operations that need more teaching, repetition, or coaching.	The same standards and intended outcomes with a steadier learning pace.

Quality promise: The 60-day edition is not a reduced standard. Both editions use the same measures, operating requirements, protections, and intended outcomes. Only the pacing and level of implementation support differ.

The required operating sequence

Period	Purpose
Days 1–10	Learn the measure, observe the current operation, and establish a trustworthy baseline.
Days 11–20	Define the standard, ownership, tools, target, and employee explanation.
Days 21–30	Train in small groups, practice, and run a limited pilot.
Days 31–46	Expand execution gradually, observe, coach, and record.
Days 47–54	Stress-test the process and correct weak handoffs without abandoning the standard.
Days 55–60	Verify results, document the improved method, and establish sustainment.

Rules that apply to every plan

- Never improve one number by damaging food safety, hospitality, product quality, employee dignity, or legal compliance.
- Define every metric before measuring it. Use medians, rates, and outliers where averages can hide the truth.
- Record the baseline before coaching changes behavior.
- Assign one accountable manager and named supporting roles.
- Use the additional time for learning, practice, observation, and correction—not delay.
- Document exceptions and causes; do not treat every variance as employee failure.
- At Day 60, either standardize the improved method, extend the controlled test, redesign it, or stop the change.

Priority order and compatibility

Wave	Plans	Reason
Wave 1	Readiness; Order Pacing; Ticket-Time Consistency; Order Accuracy	Stabilizes the guest and production path.
Wave 2	Table Turns; Labor Forecasting; Shift Deployment	Matches capacity and staffing to demand.
Wave 3	Average Check; Complaint Recovery; Food Waste	Improves revenue, retention, and cost control.
Wave 4	Training Mastery; Daily Sales & Operating-Factor Review	Protects learning and strengthens future decisions.

Plan 1: Customer Order Pacing

60-DAY OUTCOME Create a natural, controlled meal pace from greeting through payment without rushing the guest or overwhelming the kitchen.

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
Door/seating-to-greeting time	_____	_____	_____
Greeting-to-first beverage time	_____	_____	_____
Beverage-to-order-entry time	_____	_____	_____
Appetizer-to-entrée interval	_____	_____	_____
Entrée-clear-to-check-ready time	_____	_____	_____
Guest pacing complaints	_____	_____	_____

Recommended target boundaries

- 90% of tables greeted within the approved standard
- 90% of orders entered within the approved service window
- Reduce course-collision incidents by at least 30% from baseline
- No increase in pacing-related guest complaints

Likely causes to test—not assume

- Servers batch several tables before entering orders
- Courses are entered or fired without table-readiness checks
- Kitchen capacity is not considered during large arrival waves
- Food runners and servers do not communicate course status

Minimum operating standard

- Acknowledge immediately and greet within the restaurant standard
- Enter drinks and courses according to defined pacing checkpoints
- Use hold/fire controls only under approved procedures
- Communicate delays before the guest must ask

Training requirements

- Table pacing checkpoints
- POS course and hold/fire functions
- Reading guest pace without stereotyping
- Server–expo–kitchen communication

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define each pacing interval and select observation periods
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Time 20 complete table experiences without coaching
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Separate delays by host, server, bar, kitchen, runner, guest, or payment
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Map arrival waves against order-entry waves
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Review baseline and set realistic targets
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 the pacing standard and manager observation form
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result
17	Define/Prepare	Train greeting, beverage, appetizer, entrée,

Day	Phase	Required Action
		dessert, and payment checkpoints
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Practice POS entry, course sequencing, and approved hold/fire controls
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Assign manager monitoring positions for peak periods
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Run a controlled pilot in one section and record results
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 the standard to all sections
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Coach order holding, batching, and course-collision behavior
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Review bar and kitchen constraints affecting pacing
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Recognize strong pacing that also preserves

Day	Phase	Required Action
		hospitality
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Compare current intervals with baseline and correct the weakest handoff
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 standard during the busiest period
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review pacing by server, daypart, table size, and menu type
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Correct any speed gains that make guests feel rushed
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final observations and calculate improvement
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Publish the sustained pacing standard and weekly review rule
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 pacing exceptions weekly and repeat a timed table-path audit monthly.

Manager verification: _____ Date: _____ Next review: _____

Plan 2: Table-Turn Time

60-DAY OUTCOME Reduce preventable table occupancy delays while protecting hospitality, food quality, and the guest's right to enjoy the meal.

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
Seated-to-departure time by table size	_____	_____	_____
Departure-to-reset-ready time	_____	_____	_____
Check-request-to-payment-complete time	_____	_____	_____
Unoccupied clean-table minutes	_____	_____	_____
Quoted-wait accuracy	_____	_____	_____
Rush-related complaints	_____	_____	_____

Recommended target boundaries

- Reduce median turn time by 8–12% where baseline shows preventable delay
- Reset 90% of departed tables within the approved reset standard
- Reduce check/payment delays by at least 25%
- No increase in rushed-guest complaints

Likely causes to test—not assume

- Slow greeting or ordering
- Long ticket times or poor course pacing
- Late pre-bussing and check presentation
- Payment-processing delays
- Unclear bussing and table-release ownership

Minimum operating standard

- Measure turn time by table size and daypart—not one universal number
- Pre-bus without interrupting the guest

- Offer the check at an appropriate readiness signal
- Reset, inspect, and release the table through one clear handoff

Training requirements

- Turn-time components
- Pre-bussing and check readiness
- Payment and checkout urgency
- Busser–host table-release communication

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define start, stop, and reset-ready timestamps
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Measure 30 table turns by table size and daypart
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Break total time into greeting, ordering, production, dining, payment, and reset
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Identify the two largest controllable delays
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Set segment targets without creating guest pressure
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 table-turn and reset 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 servers, bussers, hosts, and managers together
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Practice pre-bussing, payment readiness, and table-release calls
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Pilot a visible clean/dirty/reset/available table status
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Review wait-list effects during the pilot
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 the process to all shifts
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Observe ten complete turns per day
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Correct handoff failures between server, busser, and host
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries

Day	Phase	Required Action
37	Guided Execution	Compare table sizes and avoid unfair server rankings
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Review guest feedback for signs of rushing
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	Test during the highest-volume service
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Correct the slowest controllable segment
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Verify quoted waits improve with better release information
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final comparison by table size and daypart
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock the reset standard and weekly turn-time report
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

Day	Phase	Required Action
		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 median and 90th-percentile turn times weekly by table size; investigate extremes rather than chasing one average.

Manager verification: _____ Date: _____ Next review: _____

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: _____

Plan 4: Order Accuracy and Remake Reduction

60-DAY OUTCOME Reduce errors by controlling the entire order path: guest communication, POS entry, kitchen interpretation, preparation, expo, and delivery.

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
Remakes per 100 entrées	_____	_____	_____
POS-entry errors	_____	_____	_____
Modification errors	_____	_____	_____
Kitchen-preparation errors	_____	_____	_____
Expo/runner delivery errors	_____	_____	_____
Remake cost and recovery time	_____	_____	_____

Recommended target boundaries

- Reduce remakes per 100 entrées by at least 30%
- Achieve 100% documented cause classification
- Reduce repeated modification errors
- Recover every affected guest through the approved process

Likely causes to test—not assume

- Incomplete read-back
- Unclear POS modifiers
- Recipe or allergy ambiguity
- Expo verification gaps
- Wrong-table or seat-number delivery

Minimum operating standard

- Clarify and confirm unusual orders before leaving the table

- Use approved POS modifiers and seat numbers
- Kitchen acknowledges critical modifications
- Expo verifies item, modification, table, and presentation before release

Training requirements

- Order confirmation language
- POS modifier and seat use
- Allergy escalation
- Expo and food-runner verification

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define remake and error categories
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Audit 30 recent remakes or begin a five-day log
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Trace each error to the first failed control
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Calculate remake frequency and estimated cost
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Select the three highest-frequency error patterns
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	Repair modifier buttons, recipes, or communication instructions

Day	Phase	Required Action
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result
17	Define/Prepare	Train order confirmation and critical-modifier procedures
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Train kitchen acknowledgment and expo verification
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Practice accurate food-running with table and seat numbers
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Pilot the error log and immediate coaching process
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 every remake before shift end
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Coach the first failed control rather than blaming the last handler
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Post temporary reminders for the top error patterns
36	Guided Execution	Check the result against safety, quality,

Day	Phase	Required Action
		hospitality, fairness, and workload boundaries
37	Guided Execution	Recognize accurate execution during high volume
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Compare errors per 100 entrées 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	Audit critical modifications and allergy handling
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Verify repaired POS buttons and recipe references
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Complete final remake and cost comparison
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Document unresolved equipment or menu-design risks
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock the monthly accuracy review and ownership
56	Verify/Hold	Observe the process without taking over; record where additional instruction is needed

Day	Phase	Required Action
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: Review every remake daily and the top three error patterns weekly until they remain controlled for eight weeks.

Manager verification: _____ Date: _____ Next review: _____

Plan 5: Labor-Hours Forecasting

60-DAY OUTCOME Convert forecasted sales, guests, workload, events, and service standards into defensible labor-hour requirements.

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
Forecasted versus actual sales	_____	_____	_____
Forecasted versus actual guests	_____	_____	_____
Scheduled versus required hours	_____	_____	_____
Actual sales per labor hour	_____	_____	_____
Labor percentage	_____	_____	_____
Coverage failures and excess-hour incidents	_____	_____	_____

Recommended target boundaries

- Establish a written labor-demand model for every daypart
- Reduce forecast-to-actual labor-hour error over the baseline
- Keep service-critical positions protected
- Document all major forecast adjustments and causes

Likely causes to test—not assume

- Scheduling from habit
- Using sales alone without workload or guest count
- Ignoring events, weather, school, and promotions
- No separation of fixed and variable labor
- No forecast-error review

Minimum operating standard

- Begin with historical comparable days
- Adjust for events, weather, promotions, reservations, and known changes

- Calculate fixed opening/closing work separately from volume-driven hours
- Record forecast, decision, actual result, and lesson

Training requirements

- Comparable-day selection
- Sales and guest forecasting
- Fixed versus variable labor
- Forecast error and bias

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Collect four to eight comparable weeks of sales, guests, and hours
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Separate opening, service, and closing hours
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Identify fixed tasks and volume-driven positions
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Record known events and operating factors
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Build the first daypart labor-demand baseline
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	Define staffing floors and productivity ranges
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 managers to document forecast assumptions
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Create the next seven-day sales, guest, and labor forecast
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Compare schedule hours with calculated need
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Approve changes using service-risk checks
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	Record actual results daily
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Calculate forecast error and direction of bias
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Adjust for weather, events, reservations, and local patterns
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries

Day	Phase	Required Action
37	Guided Execution	Correct recurring overstaffing or understaffing periods
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Produce the second seven-day forecast using lessons learned
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	Test the model through a full schedule cycle
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review service results alongside labor results
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Document where sales-per-hour measures are misleading
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Finalize daypart ranges and adjustment rules
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Publish the weekly forecast and post-shift learning rhythm
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: Forecast seven days ahead, update 48 and 24 hours ahead, and review error and bias every week.

Manager verification: _____ Date: _____ Next review: _____

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: _____

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: _____

Plan 8: Average Guest Check

60-DAY OUTCOME Increase average check through useful recommendations, menu knowledge, and complete hospitality—not pressure or manipulation.

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
Average check per guest	_____	_____	_____
Appetizer attachment	_____	_____	_____
Beverage attachment	_____	_____	_____
Dessert attachment	_____	_____	_____
Add-on attachment	_____	_____	_____
Guest complaints about selling	_____	_____	_____

Recommended target boundaries

- Increase average guest check 3–5% where capacity and concept support it
- Improve at least two attachment categories
- Achieve consistent recommendation observations
- No increase in pressure-related complaints

Likely causes to test—not assume

- Weak menu knowledge
- Generic scripted selling
- Poor timing
- Employees assume what guests can afford
- No measurement by opportunity

Minimum operating standard

- Recommend only items that fit the guest's stated preferences and occasion
- Use specific descriptions and genuine choices
- Offer at appropriate service checkpoints
- Respect the first clear decline

Training requirements

- Menu knowledge and tasting
- Preference questions
- Specific recommendation language
- Ethical sales boundaries

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Establish average check and attachment baselines
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Observe current recommendation behavior
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Identify high-value, high-satisfaction opportunities
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Review item availability and operational capacity
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Select two categories for the initial focus
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 menu knowledge through taste, description, and pairing
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result
17	Define/Prepare	Practice preference-based questions and recommendations

Day	Phase	Required Action
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Define natural appetizer, beverage, add-on, and dessert moments
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Set observation—not quota—expectations
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Pilot with one meal period and review guest response
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 coaching to all servers
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Track attachment and average check by shift without public rankings
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Recognize helpful, accurate recommendations
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Correct robotic scripts and repeated pressure
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 sales lift with complaints, comps, and ticket time
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	Refresh weak menu knowledge
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review results by daypart and guest occasion
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Confirm kitchen and bar capacity remain protected
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final check and attachment analysis
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock weekly coaching and monthly menu-opportunity 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: Review average check with guest satisfaction, attachment, comps, and ticket time so sales growth never damages hospitality.

Manager verification: _____ Date: _____ Next review: _____

Plan 9: Guest Complaint Recovery

60-DAY OUTCOME Resolve guest concerns quickly, respectfully, consistently, and in a way that produces organizational learning.

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
Complaints per 100 guests	_____	_____	_____
Time to manager acknowledgment	_____	_____	_____
Resolution at first contact	_____	_____	_____
Repeat complaint themes	_____	_____	_____
Follow-up completion	_____	_____	_____
Guest return or response after recovery	_____	_____	_____

Recommended target boundaries

- Manager acknowledgment within the approved standard
- 100% documentation of material complaints
- 100% assigned follow-up for unresolved causes
- Reduce the leading repeated complaint category

Likely causes to test—not assume

- Employees become defensive
- Managers arrive late
- Authority limits are unclear
- Recovery is not documented
- The immediate guest is helped but the cause remains

Minimum operating standard

- Listen without interruption and acknowledge the effect
- Clarify the desired resolution and act within authority
- Never debate the guest at the table

- Document the event, cause, recovery, owner, and follow-up

Training requirements

- Listen–acknowledge–resolve–verify
- Manager escalation
- Recovery authority
- Cause classification and follow-up

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Review 30 days of complaints, comps, reviews, and manager notes
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Classify service, food, accuracy, speed, facility, policy, and expectation issues
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Measure response time and repeated themes
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Clarify employee and manager recovery authority
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Choose the leading repeat cause for correction
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 the recovery sequence and escalation triggers
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 listening, acknowledgment, options, and verification
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Role-play common high-emotion situations
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Launch one complaint record and ownership log
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Pilot manager follow-up on material concerns
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 every material complaint daily
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Coach defensive language and delayed escalation
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Correct the selected repeat cause operationally
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Verify promised follow-up occurs

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 resolution and recurrence 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	Audit authority use, documentation, and privacy
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review online and direct feedback together
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Complete final complaint-pattern analysis
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Recognize recoveries that protected dignity and learning
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock weekly complaint review and corrective-action ownership
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: Review material complaints daily and patterns weekly; close the cause, not merely the conversation.

Manager verification: _____ Date: _____ Next review: _____

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: _____

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: _____

Plan 12: Daily Sales and Operating-Factor Review

60-DAY OUTCOME Create a searchable institutional memory connecting sales and labor results with weather, events, school schedules, promotions, traffic, and operating conditions.

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
Daily records completed	_____	_____	_____
Sales and guest variance versus forecast	_____	_____	_____
YTD and comparable-day variance	_____	_____	_____
Forecast error and bias	_____	_____	_____
Event records captured	_____	_____	_____
Labor-hour variance	_____	_____	_____

Recommended target boundaries

- Complete 95% or more of daily records
- Record every known material operating factor
- Produce a weekly comparable-day learning summary
- Use documented lessons in the next forecast and labor plan

Likely causes to test—not assume

- Sales are recorded without context
- Event knowledge remains in one manager's memory
- Days cannot be searched by event or condition
- Late-discovered factors cannot be added
- Forecast accuracy is not measured

Minimum operating standard

- Record sales, guests, labor, weather, events, promotions, school dates, outages, and material conditions

- Allow authorized later edits with date, editor, and reason
- Tag recurring events consistently
- Compare forecast, actual, variance, cause, and lesson

Training requirements

- Daily record completion
- Event and factor tagging
- Comparable-day search
- Forecast error and bias

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define required daily fields and controlled event tags
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Enter or import at least 14 prior comparable days
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Record weekday/weekend, weather, school, event, promotion, traffic, and operating notes
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Establish YTD and comparable-day calculations
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Set the daily completion deadline and owner
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 objective notes and

Day	Phase	Required Action
		consistent tags
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result
17	Define/Prepare	Practice searching one recurring event across years
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Create forecast, actual, variance, cause, and lesson fields
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Define authorized later-edit and audit-note rules
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Use the record to prepare the next seven-day labor forecast
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	Complete the record every day
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Review forecast error and bias at least twice
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Add late-discovered factors with an edit reason

Day	Phase	Required Action
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Compare one event with last year's weekday, weather, and sales
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Translate findings into labor and prep adjustments
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 completeness and tag consistency
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review the strongest and weakest forecast days
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Confirm search works for festivals, car shows, parades, school dates, and weather
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Publish the first monthly intelligence summary
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Lock daily entry, weekly review, and monthly pattern analysis
56	Verify/Hold	Observe the process without taking over; record where additional instruction is

Day	Phase	Required Action
		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: Complete the record daily, review comparable history weekly, and update recurring-event intelligence after every occurrence.

Manager verification: _____ Date: _____ Next review: _____

Expansion Roadmap

After the Priority 12 library is installed and the book catalog is completed, the remaining improvement areas can be developed into the next controlled release. Preserve the same baseline–standard–training–execution–verification architecture so future plans remain compatible.

- Guest flow: wait-list accuracy, seating efficiency, food-running, payment, resets, and takeout readiness
- Guest retention: recognition, repeat visits, reactivation, reviews, reservations, and special occasions
- Sales: appetizers, beverages, desserts, add-ons, promotions, events, catering, and slow periods
- Labor: schedule accuracy, opening/closing productivity, breaks, overtime, cross-training, attendance, and retention
- Kitchen: prep, recipes, portions, presentation, modifications, temperature, batch cooking, and availability
- Inventory: receiving, storage, rotation, pars, ordering, yields, recipe costs, prices, and transfers
- Front of house: section readiness, checkout, side work, refills, pre-bussing, running, expo, and handoffs
- Leadership: onboarding, trainer consistency, manager readiness, coaching, recognition, accountability, and alignment
- Safety and facility: restrooms, cleaning, dish flow, inspections, allergens, maintenance, injury prevention, and emergencies
- Financial control: discounts, voids, cash, deposits, menu profitability, weekly review, and corrective-action closure

Release-control note

A plan is not complete because sixty days passed. It is complete when the measurement is trustworthy, the operating standard is usable, the people were trained, the result was verified, and ownership for continued review is documented.