

The Gravity Labor & Workforce Contr

Digital Control Center | Founding Year Release 1.1 | Thomas Monroe Books

STEP	WHAT TO DO
	1 Complete Settings and Definitions Sources. Load a small verified test period into the operating 2 sheets. Review Dashboard and Checks before making a 3 management decision. Choose no more than three priority actions at one 4 review. 5 Verify results and retain evidence before closing.

NON-NEGOTIA BLE RULES	
1	Use the current approved source and definition.
2	Do not type over formula cells.
3	Do not copy sensitive source records into this workbook unless the approved process requires it.
4	Do not improve a metric by weakening safety, legality, quality, hospitality, or approved standards. Archive replaced workbook versions and preserve one controlled current copy.
5	

Control System

| Thomas Butler

WHY IT MATTERS	CONTROL
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The workbook cannot interpret data consistently without a period, owner, sources, and definitions.	Do not skip source control.
A test catches mapping, unit, date, and formula issues before live use.	Resolve Checks before scaling.
A dashboard without control checks can make bad data look authoritative.	Failed checks require action.
Too many actions dilute ownership and closure.	Use Action Log and due dates.
Completion is not proof that a control worked.	Close only with evidence.

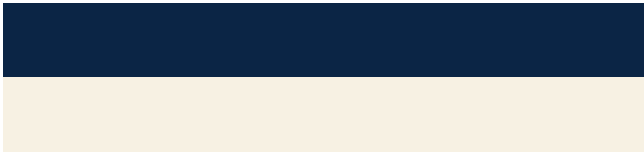




SETTINGS & CONTROL DEFINITIONS

Complete before interpreting the dashboard.

SETTING	VALUE
Restaurant / location	
System owner	
Review period start	
Review period end	
Weekly review day	
Monthly review owner	
Default target / threshold source	
Evidence folder / link	
Current local version	
Last source review	
	1.0

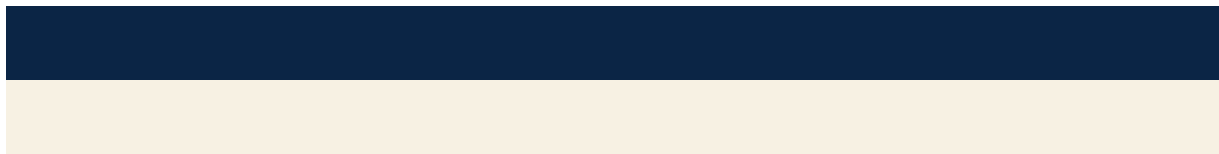


OFFICIAL TOOL INDEX

GRV-C01 through GRV-C30

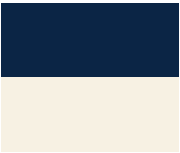
Tool ID	Tool Title	Owner
GRV-C01	Labor Percent Calculation Worksheet	Scheduling Manager
GRV-C02	Sales-to-Staffing Review Worksheet	GM / Scheduling Manager
GRV-C03	FOH Position Planner Worksheet	FOH Manager
GRV-C04	BOH Position Planner Worksheet	Kitchen Manager
GRV-C05	Manager Coverage Planner Worksheet	GM
GRV-C06	Cross-Training Coverage Chart	GM / Department Managers
GRV-C07	Weekly Schedule Planning Page	Scheduling Manager
GRV-C08	Sales Forecast Worksheet	Scheduling Manager
GRV-C09	Labor Budget Builder Worksheet	GM / Scheduling Manager
GRV-C10	Staffing Needs by Daypart Worksheet	Scheduling Manager
GRV-C11	Position-by-Position Schedule Planner	Scheduling Manager
GRV-C12	Weekly Schedule Grid	Scheduling Manager
GRV-C13	Employee Availability Tracker	Scheduling Manager
GRV-C14	Time-Off Request Tracker	Scheduling Manager
GRV-C15	Overtime Risk Tracker	Scheduling Manager
GRV-C16	Manager Schedule Approval Checklist	GM
GRV-C17	Daily Labor Percent Tracker	Shift Manager
GRV-C18	Weekly Labor Percent Tracker	GM
GRV-C19	Scheduled Labor vs. Actual Labor Tracker	GM / Scheduling Manager
GRV-C20	Labor Problem Diagnosis Page	GM

GRV-C21	Emergency Call-Out Coverage Planner	Shift Manager
GRV-C22	FOH Cut Decision Form	FOH Manager
GRV-C23	Manager Labor Decision Log	Shift Manager
GRV-C24	Employee Productivity Review	Department Manager
GRV-C25	Weekly Labor Meeting Form	GM and Managers
GRV-C26	Labor Cost by Position & Daypart Analysis	GM / Scheduling Manager
GRV-C27	Forecast-to-Schedule Accuracy Review	GM / Scheduling Manager
GRV-C28	Attendance & Coverage Reliability Tracker	GM / People Owner
GRV-C29	Labor Corrective Action & Improvement Log	GM
GRV-C30	Monthly Workforce Control Scorecard & 90-Day Staffing Plan	Owner / GM



Frequency	Purpose
Weekly	Calculates labor percent using a documented sales and labor-cost basis and records whether the figures are scheduled, actual, preliminary, or final.
Weekly	Compares expected demand with required coverage and identifies where staffing levels need to rise, fall, or change by daypart.
Before schedule build	Defines required front-of-house positions and minimum coverage by demand band and service condition.
Before schedule build	Defines required back-of-house positions and minimum coverage by demand band, production load, and operating condition.
Weekly	Ensures leadership coverage matches open hours, peaks, cash/closing responsibility, training needs, and known risk periods.
Monthly	Shows which employees are currently qualified for each position so schedule flexibility is based on evidence rather than assumption.
Weekly	Builds the scheduling plan from forecast, availability, time off, position need, manager coverage, events, training, and labor target.
Weekly	Records the approved sales forecast used for staffing, including source, context, confidence, known events, and adjustment reason.
Weekly	Converts approved labor targets into planned dollars and hours by day or daypart using documented wage assumptions.
Weekly	Defines the number and mix of positions required by daypart after considering demand, service model, production work, breaks, and manager coverage.
Weekly	Maps qualified employees to required positions while checking availability, hours, skill, rest, training, and coverage constraints.
Weekly	Provides the controlled posted schedule by employee, day, shift, position, and manager coverage.
At hire and when changed	Maintains approved availability and effective dates so schedule decisions use current employee-provided constraints.
Ongoing	Tracks request dates, requested time, approval status, decision owner, conflicts, and schedule impact.
Before posting and daily	Identifies employees approaching applicable overtime or approved hour thresholds and requires an explicit prevention or approval decision.
Before schedule posting	Verifies coverage, availability, qualification, labor target, overtime risk, fairness concerns, known events, and manager coverage before release.
Daily	Records actual sales and labor against the approved daily plan and identifies material variance while the shift can still be managed.
Weekly	Combines daily labor outcomes into a weekly view with forecast error, staffing causes, overtime, coverage, and corrective actions.
Weekly	Compares scheduled hours/cost with actual hours/cost and separates demand, call-out, early-in, late-out, cut, training, and manager-decision effects.
When labor misses target	Structures root-cause review before cutting hours, blaming employees, or changing standards.

For each call-out	Documents the vacancy, qualified options, guest/safety risk, overtime or hour impact, contacts, decision, and final coverage.
When considering a cut	Tests whether releasing a front-of-house employee is supported by current demand, service conditions, remaining skill mix, side work, and projected labor result.
Each material labor decision	Records material adds, cuts, call-ins, role moves, schedule changes, overtime approvals, and the evidence used.
Monthly or as needed	Reviews position-specific productivity using defined measures and context without reducing performance to one raw number.
Weekly	Runs the labor review from forecast accuracy, scheduled/actual variance, overtime, call-outs, productivity, staffing gaps, decisions, and due dates.
Weekly or monthly	Shows labor dollars/hours by position and daypart against demand and service output to identify structural over- or under-staffing.
Weekly	Measures how closely the schedule reflected the approved forecast and whether mismatch came from forecast error, scheduling judgment, availability, or late changes.
Weekly	Tracks attendance-related coverage disruptions and response patterns while routing protected or sensitive employment matters to qualified review.
Weekly	Closes an operating labor-control failure with cause, action, owner, due date, evidence, retest, and system change.
Monthly and quarterly	Combines labor percent, forecast accuracy, schedule variance, overtime, reliability, coverage depth, productivity, and open actions into the next 90-day staffing plan.



Status

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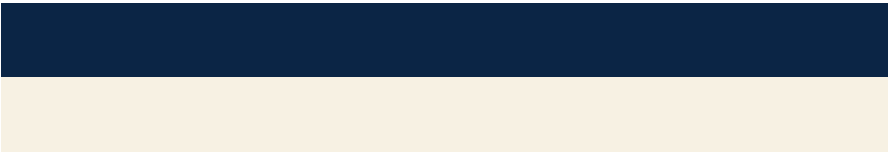
Active

Active

CORRECTIVE ACTION LOG

Blue-tinted cells are intended for input. Cream cells contain formulas or control output.

Action ID	Open Date	Tool ID	Issue / Failed Control
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Priority	Owner	Due Date	Status

Evidence / Result	Closed Date	Days Open	Overdue?

REVIEW CALENDAR

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Review	Owner	Frequency	Last Review
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NOT SET

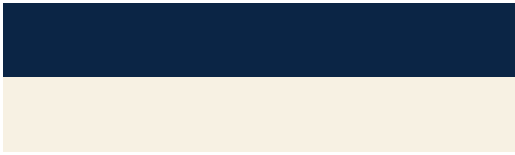
DEFINITIONS, BOUNDARIES & OFFICIAL SOURCE

Use current sources; retain review dates and local authority references.

TYPE	REFERENCE
Official / operating source	U.S. Department of Labor - Restaurant Employment Toolkit
	U.S. Department of Labor - FLSA Handy Reference Guide
Official / operating source	Restaurant source records
System boundary	GRV-SF Sales Intelligence & Forecasting
System boundary	GRV-P Performance & Profitability
System boundary	GRV-T Employee Training & Certification
System boundary	GRV-M Manager Development
System boundary	Payroll / timekeeping / HRIS

SOURCES

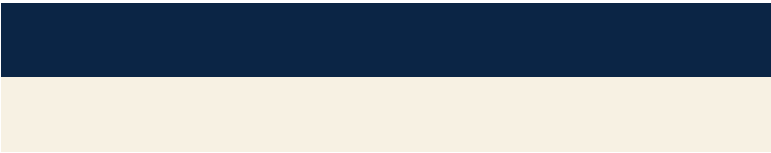
SOURCE / DEFINITION	LAST VERIFIED
https://www.dol.gov/agencies/whd/compliance-assistance/toolkits/restaurant	2026-08-17
https://www.dol.gov/agencies/whd/compliance-assistance/handy-reference-guide-flsa	2026-08-17
POS demand, approved forecasts, schedules, time punches, payroll summaries, availability, time-off records, certification records, and manager shift notes.	2026-08-17
Projects demand. GRV-C converts approved demand assumptions into staffing and deployment decisions.	2026-08-17
Uses labor results for profit decisions. GRV-C owns schedule, deployment, overtime, coverage, productivity, and labor-correction evidence.	2026-08-17
Owns training and competency records. GRV-C uses certification and cross-training status to make coverage decisions.	2026-08-17
Develops management judgment. GRV-C creates operating evidence about labor decisions and outcomes.	2026-08-17
Remain official source systems. GRV-C does not replace payroll, time clocks, personnel files, or qualified employment-law review.	2026-08-17



DEMAND FORECAST CONTROL

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Date	Daypart	Forecast Sales	Actual Sales	Variance \$	Variance %



Context	Confidence

POSITION & COVERAGE PLAN

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Date	Daypart	Position	Required	Scheduled	Gap

Qualified Backups	Risk	Decision

SCHEDULE CONSTRUCTION

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Employee	Date	Position	Scheduled Hours	Hourly Cost
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Scheduled Cost	Available?	Qualified?	OT Risk?	Manager Approval

AVAILABILITY CONTROL

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Employee	Effective Date	Mon	Tue	Wed	Thu
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Fri	Sat	Sun	Restrictions / Notes	Confirmed
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TIME-OFF REQUEST CONTROL

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Employee	Request Date	Start	End	Status
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Decision Owner	Schedule Impact	Notes
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OVERTIME / HOUR RISK

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Employee	Week	Scheduled Hours	Actual-to-Date	Projected Hours

Approved Threshold	Variance	Risk	Decision

DAILY LABOR CONTROL

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Date	Sales	Labor Hours	Labor Cost	Labor %	Target %

Variance pp	Manager Decision

SCHEDULED VS ACTUAL

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Employee	Week	Scheduled Hours	Actual Hours	Hours Variance

Scheduled Cost	Actual Cost	Cost Variance	Reason

COVERAGE RELIABILITY

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Date	Shift / Daypart	Position	Required	Present / Covered

Gap	Cause	Response	Resolved?

POSITION PRODUCTIVITY REVIEW

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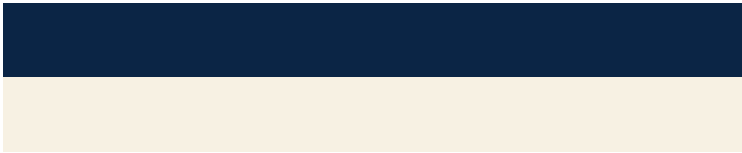
Period	Employee / Position	Output Measure	Hours	Output Qty

Output per Hour	Context	Decision

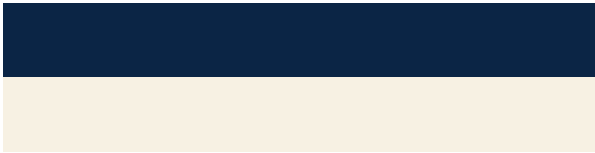
ATTENDANCE & RELIABILITY OPERATING RECORD

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Date	Employee	Coverage Disruption?	Operational Cause Code
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Replacement Needed?	Resolved?	Qualified HR Review?
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Notes

LABOR & WORKFORCE CONTROL DASHBOA

Management summary | Review Checks before interpreting.

Latest Labor %
0.0%

OT Reviews
0

MANAGEMENT CONTROL	CURRENT RESULT
Source control	Confirm Settings and Definitions Sour
Failed checks	See Checks sheet
Open actions	See Action Log
Review cadence	See Review Calendar

ARD

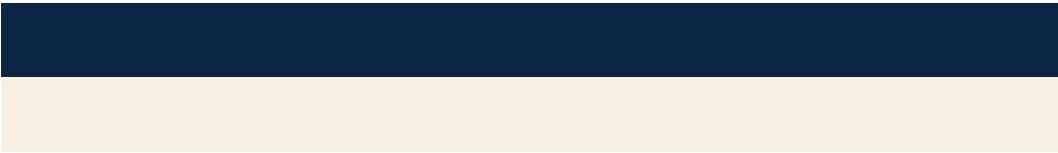
Labor Variance pp

0.0%

Schedule Cost Var

\$0.00

STATUS / LIMIT	NEXT ACTION
Required before interpretation	Update source map
Do not ignore FAIL	Assign corrective action
Keep priorities small	Close with evidence
Overdue reviews weaken control	Schedule next review



Forecast Avg Abs %
0.0%

Coverage Gaps
0

Open Actions
0

Overdue Actions
0

CONTROL CHECKS

Resolve failed setup, source, overdue-action, and review controls before interpr

CHECK	RESULT
Restaurant/location set	FAIL
System owner set	FAIL
No overdue actions	PASS
Coverage gaps controlled	PASS
OT review backlog controlled	PASS
Review calendar current	PASS

eting results.

WHY IT MATTERS

Schedule context depends on location.

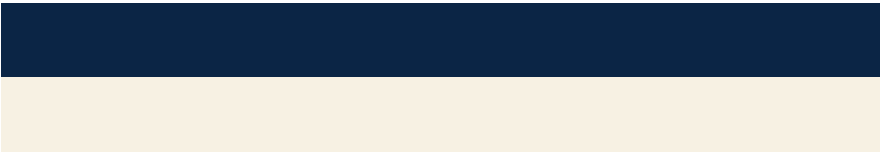
Labor decisions need accountable ownership.

Overdue labor corrections weaken control.

Repeated uncovered positions create service and safety risk.

Hour-risk issues need explicit decisions.

Stale review cycles allow drift.



REQUIRED ACTION

- Complete Settings.
- Assign system owner.
- Review Action Log.

- Review coverage depth.
- Resolve overtime/hour risk.
- Schedule overdue reviews.

LABOR & WORKFORCE CC

Use this page to run the monthly management review

REVIEW FIELD
Month / period
Reviewed by
What changed
Largest risk / cost exposure
Strongest control result
Failed or weak control
Root cause / limitation
Decision 1
Decision 2
Decision 3
Cross-system handoff
Next review date
90-day priority

CONTROL MONTHLY REVIEW

new and set the next three actions.

MANAGEMENT RECORD

