

The Gravity Labor & Workforce Control System

A controlled path from demand and availability to staffing, deployment, and labor correction.

MANAGER TRAINING | Release 1.1

Thomas Monroe Books | Thomas Butler

The problem this system is built to solve

Creates one controlled path from demand forecast to schedule, shift coverage, labor deployment, overtime prevention, attendance reliability, daily labor decisions, and monthly workforce improvement.

TRUTH

What is actually happening?

COST

What does the gap damage?

SYSTEM

What control prevents recurrence?

Six rules define a real operating system

1 One official tool ID and name

2 One named owner and frequency

3 One source and limitation standard

4 One decision and escalation path

5 One corrective-action and verification loop

6 No local duplicate becomes “the standard” by accident

This system owns one subject — not everything

GRV-SF Sales Intelligence & Forecasting

Projects demand. GRV-C converts approved demand assumptions into staffing and deployment decisions.

GRV-P Performance & Profitability

Uses labor results for profit decisions. GRV-C owns schedule, deployment, overtime, coverage, productivity, and labor-correction evidence.

GRV-T Employee Training & Certification

Owens training and competency records. GRV-C uses certification and cross-training status to make coverage decisions.

GRV-M Manager Development

Develops management judgment. GRV-C creates operating evidence about labor decisions and outcomes.

Six operating areas cover the full control path

C01–C05 Labor Governance & Core Measures

C06–C10 Coverage, Forecasting & Position Planning

C11–C15 Schedule Construction & Availability

C16–C20 Approval, Tracking & Diagnosis

C21–C25 Daily Deployment, Exceptions & Productivity

C26–C30 Analysis, Corrective Action & Renewal

Ownership must be visible before records are collected

Sponsor

Approves authority, resources, risk decisions, and priorities.

System owner

Maintains the current control center and review rhythm.

Manager / record owner

Creates evidence and acts within approved authority.

Qualified reviewer

Handles legal, regulatory, payroll, safety, health, or specialized judgment.

If authority or source validity is unclear, pause the affected decision when feasible and escalate — do not invent a local rule.

Labor Governance & Core Measures

MANAGEMENT QUESTIONS

- Are labor definitions and wage assumptions controlled?
- Are role/manager coverage requirements explicit?
- Are staffing decisions separated from payroll source records?

TOOLS IN THIS AREA

GRV-C01 Labor Percent Calculation Worksheet

GRV-C02 Sales-to-Staffing Review Worksheet

GRV-C03 FOH Position Planner Worksheet

GRV-C04 BOH Position Planner Worksheet

GRV-C05 Manager Coverage Planner Worksheet

CONTROL RISK One labor-percent number hides coverage, skill, and daypart problems.

Coverage, Forecasting & Position Planning

MANAGEMENT QUESTIONS

- Is demand translated into position need rather than one broad labor-percent target?
- Is cross-training evidence current?
- Are fixed work and training loads visible?

TOOLS IN THIS AREA

- GRV-C06 Cross-Training Coverage Chart
- GRV-C07 Weekly Schedule Planning Page
- GRV-C08 Sales Forecast Worksheet
- GRV-C09 Labor Budget Builder Worksheet
- GRV-C10 Staffing Needs by Daypart Worksheet

CONTROL RISK Forecasts that never become position plans create reactive staffing.

Schedule Construction & Availability

MANAGEMENT QUESTIONS

- Does the schedule honor current availability, qualification, coverage, and approved hour rules?
- Are overtime risks visible before posting?
- Is manager coverage reviewed?

TOOLS IN THIS AREA

GRV-C11 Position-by-Position Schedule Planner

GRV-C12 Weekly Schedule Grid

GRV-C13 Employee Availability Tracker

GRV-C14 Time-Off Request Tracker

GRV-C15 Overtime Risk Tracker

CONTROL RISK Schedules can look efficient on paper while violating availability or leaving unqualified coverage.

Approval, Tracking & Diagnosis

MANAGEMENT QUESTIONS

- Can management explain scheduled versus actual variance?
- Are forecast and schedule errors separated?
- Are recurring labor misses diagnosed before cuts are made?

TOOLS IN THIS AREA

GRV-C16 Manager Schedule Approval Checklist

GRV-C17 Daily Labor Percent Tracker

GRV-C18 Weekly Labor Percent Tracker

GRV-C19 Scheduled Labor vs. Actual Labor Tracker

GRV-C20 Labor Problem Diagnosis Page

CONTROL RISK Variance is blamed on employees when forecast, schedule, or manager decisions caused it.

Daily Deployment, Exceptions & Productivity

MANAGEMENT QUESTIONS

- Are call-outs, cuts, adds, moves, and overtime approvals documented with current conditions?
- Does the remaining team still have safe/service-ready coverage?
- Are productivity reviews contextual?

TOOLS IN THIS AREA

GRV-C21 Emergency Call-Out Coverage Planner

GRV-C22 FOH Cut Decision Form

GRV-C23 Manager Labor Decision Log

GRV-C24 Employee Productivity Review

GRV-C25 Weekly Labor Meeting Form

CONTROL RISK Cuts made without service and skill checks can trade labor savings for lost sales and guest damage.

Analysis, Corrective Action & Renewal

MANAGEMENT QUESTIONS

- Which positions/dayparts drive recurring variance?
- Is attendance/coverage risk visible without treating protected matters casually?
- Do corrective actions change the schedule system rather than only the next shift?

TOOLS IN THIS AREA

- GRV-C26 Labor Cost by Position & Daypart Analysis
- GRV-C27 Forecast-to-Schedule Accuracy Review
- GRV-C28 Attendance & Coverage Reliability Tracker
- GRV-C29 Labor Corrective Action & Improvement Log
- GRV-C30 Monthly Workforce Control Scorecard & 90-Day Staffing Plan

CONTROL RISK Monthly review without a 90-day staffing plan makes the same gaps recur.

The digital control center turns records into management visibility

INPUT

Approved source data,
assumptions, owners,
dates

CALCULATE

Variance, completion,
exception, trend,
exposure

CHECK

Missing source,
overdue action, failed
control, stale review

DECIDE

Owner, corrective
action, due date,
verification

Review failed checks before reading the dashboard. The workbook is a control center, not the official source record.

Every form must end in a decision

- 1 Identify the record and source
- 2 Capture subject-specific evidence
- 3 State the exception or variance
- 4 Assign the decision and owner
- 5 Set verification and next review

The review rhythm is what makes the system live

SHIFT / EVENT

Capture and correct immediate exceptions

DAILY

Check completion and unresolved risk

WEEKLY

Review patterns and 1–3 priority actions

MONTHLY

Score system health and repeated causes

90 DAYS

Reset priorities and verify system change

Corrective action closes the loop

Failed control

Contain /
protect

Find cause

Assign
correction

Retest

Close or
escalate

Do not call an action complete because someone said it was done. Close it when the required evidence shows the control now works.

Five implementation mistakes to avoid

- 1 **Launching all 30 tools at once**
- 2 **Using forms without a review meeting**
- 3 **Typing over source records or formula cells**
- 4 **Keeping several unlabeled “final” versions in circulation**
- 5 **Treating a metric improvement as success when safety, quality, legality, or guest experience weakened**

Install in three controlled phases

DAYS 1-30

STABILIZE

Assign owner • confirm sources •
launch highest-risk tools • start weekly
review

DAYS 31-60

STANDARDIZE

Expand tools • calibrate managers •
validate workbook • correct weak
fields

DAYS 61-90

VERIFY & RENEW

Audit evidence • close checks • confirm
handoffs • approve next 90-day plan

Use current sources and disclose limits

U.S. Department of Labor - Restaurant Employment Toolkit

<https://www.dol.gov/agencies/whd/compliance-assistance/toolkits/restaurant>

U.S. Department of Labor - FLSA Handy Reference Guide

<https://www.dol.gov/agencies/whd/compliance-assistance/handy-reference-guide-flsa>

Restaurant source records

POS demand, approved forecasts, schedules, time punches, payroll summaries, availability, time-off records, certification records, and manager shift notes.

Verify source pages and applicable requirements before relying on a legal, regulatory, health, payroll, or compliance conclusion.

THE GRAVITY SYSTEM

Face the truth. Name the cost. Build the system.

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GRV-C01-GRV-C30 | Thomas Monroe Books | Thomas Butler