

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

The Gravity Employee Training & Certification System

A controlled path from onboarding to demonstrated competency, certification, retraining, and renewal.

MANAGER TRAINING | RELEASE 1.1

Thomas Monroe Books | Thomas Butler

The problem this system is built to solve

Creates one controlled path from hiring readiness to onboarding, station training, competency verification, trainer calibration, retraining, reviews, certification, and renewal.

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-M Manager Development

Develops management and leadership capability. GRV-T controls employee, position, station, and trainer qualification evidence.

SOP Library / GRV-S

Defines approved tasks and procedures. GRV-T verifies that employees learn, demonstrate, and renew those standards.

GRV-C Labor & Workforce Control

Uses certification and cross-training evidence to plan coverage. GRV-T owns training records and competency status.

GRV-FS Food Safety & Sanitation

Owens food-safety source requirements and food-safety competency standards. GRV-T records delivery and demonstrated competency where the role requires it.

Six operating areas cover the full control path

T01–T05 Training Governance & New-Hire Readiness

T06–T10 Onboarding & Role Introduction

T11–T15 Station Training & Task Mastery

T16–T20 Competency, Trainer Calibration & Certification

T21–T25 Certification, Coaching & Review

T26–T30 System Health, Cross-Training & 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.

Training Governance & New-Hire Readiness

MANAGEMENT QUESTIONS

- Is the role and training path defined before the employee arrives?
- Are trainers, materials, access, and expectations ready?
- Are required source standards current?

TOOLS IN THIS AREA

GRV-T01 New Hire Readiness Checklist

GRV-T02 First Day Welcome Checklist

GRV-T03 Employee Information & Position Setup

GRV-T04 Restaurant Tour Checklist

GRV-T05 Safety & Sanitation Introduction

CONTROL RISK Hiring readiness failures become a bad first day and inconsistent expectations.

Onboarding & Role Introduction

MANAGEMENT QUESTIONS

- Does onboarding explain how the restaurant actually works, not just policies?
- Are service culture, safety, and role boundaries clear?
- Are unresolved questions carried forward?

TOOLS IN THIS AREA

GRV-T06 Service Culture Introduction

GRV-T07 First Week Training Plan

GRV-T08 New Hire Onboarding Completion Page

GRV-T09 Server Training Tracker

GRV-T10 Host Training Tracker

CONTROL RISK Orientation without role practice gives information but not capability.

Station Training & Task Mastery

MANAGEMENT QUESTIONS

- Does station training require demonstration?
- Are task standards tied to current SOPs?
- Can managers tell what the employee can do independently?

TOOLS IN THIS AREA

GRV-T11 Cook Training Tracker

GRV-T12 Dishwasher Training Tracker

GRV-T13 Manager Training Tracker

GRV-T14 FOH Task Mastery Sheet

GRV-T15 BOH Task Mastery Sheet

CONTROL RISK Training trackers that measure attendance instead of demonstration create false readiness.

Competency, Trainer Calibration & Certification

MANAGEMENT QUESTIONS

- Are trainers authorized and calibrated?
- Are observations evidence-based and repeatable?
- Does certification expire or get reviewed when the standard changes?

TOOLS IN THIS AREA

GRV-T16 Guest Recovery Mastery Sheet

GRV-T17 Opening & Closing Task Mastery Sheet

GRV-T18 Position Task SOP Template

GRV-T19 Trainer Authorization & Calibration Form

GRV-T20 Employee Training Sign-Off Page

STATUS STANDARD NS Not Started • L Learning • P Practicing • D Demonstrated • V Verified • C Certified • R Retraining Required

Certification, Coaching & Review

MANAGEMENT QUESTIONS

- Are coaching and retraining separated from punishment?
- Do 30-day and department reviews surface support needs?
- Are station certifications current?

TOOLS IN THIS AREA

GRV-T21 Station Certification Page

GRV-T22 Coaching Conversation Log

GRV-T23 Retraining Assignment Log

GRV-T24 30-Day Employee Review

GRV-T25 Department Training Scorecard

CONTROL RISK Retraining without a defined gap and retest becomes repetitive coaching.

System Health, Cross-Training & Renewal

MANAGEMENT QUESTIONS

- Can the restaurant see qualification depth by employee and station?
- Are training gaps ranked by risk?
- Do recertification and corrective action close with evidence?

TOOLS IN THIS AREA

- GRV-T26 Team Competency & Certification Matrix
- GRV-T27 Cross-Training Coverage & Qualification Map
- GRV-T28 Training Gap & Risk Priority Review
- GRV-T29 Training Corrective Action & Recertification Log
- GRV-T30 Monthly Training Health Scorecard & Improvement Plan

CONTROL RISK A restaurant cannot schedule confidently when qualification status is scattered or stale.

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 meaningful record must lead to a useful next step

- 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 with verification

Failed control

Contain /
protect

Find cause

Assign
correction

Retest

Close or
escalate

Use one shared status path: Open → Assigned → Corrected → Verified Closed. Do not call an action complete because someone said it was done; close it when evidence shows the control 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**

Choose the pace without changing the standard

30-DAY ACCELERATED

DAYS 1-30

Measure + Define • Train + Pilot •
Execute • Stress-Test • Verify +
Decide

60-DAY GUIDED

DAYS 1-30

Learn + Measure • Define +
Prepare • Train + Practice • Day-30
Midpoint Gate

60-DAY GUIDED

DAYS 31-60

Guided Execution • Stress-Test •
Verify + Hold • Day-60 Final
Decision

Use current sources and disclose limits

Restaurant source records

Job descriptions, approved SOPs, station standards, training plans, observation records, sign-offs, certifications, and manager reviews.

U.S. Department of Labor - Restaurant Employment Toolkit

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

OSHA - Recommended Practices for Safety and Health Programs

<https://www.osha.gov/safety-management>

FDA Retail Food Protection training resources

<https://www.fda.gov/food/retail-food-industryregulatory-assistance-training>

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-T01-GRV-T30 | Thomas Monroe Books | Thomas Butler