

The Gravity Hiring, Retention & Employee Relations System

A complete operating system for staffing pipeline, interviews, job fit, onboarding handoff, retention signals, coaching routes, employee relations, fair documentation, and employment-process discipline.

OPERATING MANUAL

GRV-HR01-GRV-HR30 | Complete Elite Release | Founding Year Free Access

Published by Thomas Monroe Books
Author: Thomas Butler

1. Central Purpose

Purpose: Controls the employee lifecycle before and around training: who is recruited, how fit is assessed, how people are welcomed, what retention signals are heard, and how concerns are documented fairly.

Truth: What is actually happening in the employee pipeline, team experience, retention, conflict, communication, and documentation process?

Cost: What do weak hiring, unclear expectations, ignored concerns, rushed corrective action, gossip, turnover, and unfair treatment cost the restaurant?

System: Create a fair employee lifecycle with role clarity, structured interviews, retention checks, coaching routes, concern handling, protected documentation, and review rhythms.

Elite operating standard: every repeated problem must move from opinion to evidence, from evidence to decision, and from decision to verified practice.

2. What This System Controls

- Owner and review cadence
- Operating records and source evidence
- Approval thresholds and decision authority
- Routine checks and exception handling
- Corrective action and renewal rhythm
- Handoffs to adjacent Gravity systems
- Approved local customization without uncontrolled duplicate versions
- Management review that turns facts into visible action

3. Architecture and Boundaries

GRV-HR uses 30 stable tool IDs across six operating areas. The system controls its own records and does not replace another system's source authority.

Tool range	Operating area
GRV-HR01-GRV-HR05	Workforce Need & Hiring Strategy
GRV-HR06-GRV-HR10	Recruiting, Interviewing & Selection
GRV-HR11-GRV-HR15	Onboarding Handoff & First-90-Day Retention
GRV-HR16-GRV-HR20	Employee Relations & Communication
GRV-HR21-GRV-HR25	Fair Documentation & Corrective-Action Routing
GRV-HR26-GRV-HR30	Retention Scorecards & Workforce Renewal

Boundary Rules

Training & Certification: GRV-T owns skill training, certification, retraining, and training evidence. GRV-HR owns hiring, retention, employee-relations routing, and employment-process documentation.

Manager Development: GRV-M develops managers. GRV-HR controls the employee lifecycle and makes sure manager actions are documented and routed correctly.

Loss Prevention: GRV-LP supplies evidence for financial/control incidents; GRV-HR governs fair employee-process handling and qualified review before employment action.

4. Governance, Roles and Authority

Role	Authority
Owner / Executive Sponsor	Approves system use, major thresholds, investments, and renewal decisions.
GM / System Owner	Owns the weekly/monthly operating rhythm, evidence quality, action closure, and escalation.
Department Manager	Maintains assigned tools, completes reviews on frequency, and corrects failed checks.
Qualified Reviewer	Reviews sensitive, legal, safety, employment, financial, privacy, or technical matters when required.

Authority rule: no tool is live until an owner, frequency, evidence location, and review path are known.

5. Operating Rhythm

Cadence	Required behavior
Daily	Complete front-line checks, record exceptions, protect service and guest/staff safety.
Weekly	Review open records, failed controls, repeated patterns, and highest-value corrections.
Monthly	Update scorecard, measure trends, review owner decisions, and close or escalate actions.
Quarterly	Re-rank risk/priority, update roles, retire outdated forms, and reset the 90-day plan.
Annual	Renew standards, validate source authority, and decide capital/strategy priorities.

6. Data, Records and Evidence Standards

- Use one approved current version of every tool.
- Name the source report, owner, date, limitation, and decision.
- Do not overwrite completed records; archive them in a controlled location.
- Do not use estimates as final evidence without labeling them as preliminary.
- When the record touches law, safety, health, privacy, payroll, or employment action, use qualified review.
- Retire obsolete drafts when a new version is approved.

7. Tool Directory by Operating Area

1. Workforce Need & Hiring Strategy

ID	Tool	Owner	Frequency	Operating purpose
GRV-HR01	Staffing Need & Role Request	GM / Department Manager	Per opening	Confirms whether a hire is needed, role purpose, schedule need, skill gap, budget fit, and approval.
GRV-HR02	Position Success Profile	GM / Department Manager	At setup; annual	Defines what success looks like in behavior, availability, pace, service, teamwork, and reliability.
GRV-HR03	Hiring Priority & Pipeline Tracker	Hiring Manager	Weekly	Tracks open roles, applicant source, stage, urgency, owner, and next action.
GRV-HR04	Recruiting Source Effectiveness Review	GM	Monthly	Measures which sources produce qualified applicants, attendance, retention, performance, and hiring cost.
GRV-HR05	Applicant Communication Standard	Hiring Manager	At setup; quarterly	Controls response time, interview invitation, rejection tone, equal-process expectations, and record handling.

Area review question: What fact did this area make visible that was previously hidden, delayed, disputed, or handled by memory?

2. Recruiting, Interviewing & Selection

ID	Tool	Owner	Frequency	Operating purpose
GRV-HR06	Structured Interview Guide	Hiring Manager	Per interview	Creates consistent, job-related questions and notes tied to the position success profile.
GRV-HR07	Work Availability & Scheduling Fit Check	Hiring Manager	Per candidate	Verifies availability, role coverage need, scheduling constraints, and realistic fit before hiring.
GRV-HR08	Restaurant Values & Team-Fit Evidence Page	Hiring Manager	Per finalist	Documents observable alignment with guest care, teamwork, honesty, pace, humility, and accountability.
GRV-HR09	Reference / Prior Experience Review Record	Hiring Manager	Per approved process	Records relevant prior experience or references according to approved policy and applicable law.
GRV-HR10	Selection Decision & Offer Approval	GM / Hiring Manager	Per offer	Documents why a candidate is selected, offer terms, approval, start date, and onboarding handoff.

Area review question: What fact did this area make visible that was previously hidden, delayed, disputed, or handled by memory?

3. Onboarding Handoff & First-90-Day Retention

ID	Tool	Owner	Frequency	Operating purpose
GRV-HR11	Preboarding Readiness Checklist	Manager / Trainer	Before first shift	Confirms paperwork route, uniform needs, schedule, welcome plan, trainer, first-day expectations, and contact.
GRV-HR12	First Week Fit & Support Check	Manager	End of first week	Identifies confusion, schedule mismatch, training support needs, early warning signs, and retention risk.
GRV-HR13	30-Day Retention Conversation Guide	Manager	Around day 30	Creates a structured conversation about fit, support, clarity, respect, workload, training, and concerns.
GRV-HR14	60-Day Retention & Development Check	Manager	Around day 60	Reviews progress, attendance, teamwork, feedback, obstacles, and next support.
GRV-HR15	90-Day Employment Fit Review	GM / Manager	Around day 90	Makes a documented keep/support/redirect decision based on evidence, training, behavior, reliability, and fit.

Area review question: What fact did this area make visible that was previously hidden, delayed, disputed, or handled by memory?

4. Employee Relations & Communication

ID	Tool	Owner	Frequency	Operating purpose
GRV-HR16	Employee Concern Intake Record	Manager / GM	Per concern	Records concerns respectfully with facts, date, people involved, urgency, privacy limits, and next routing.
GRV-HR17	Team Climate & Respect Pulse Check	GM	Monthly	Surfaces trust, fairness, workload, communication, gossip, respect, safety, and morale signals.
GRV-HR18	Conflict Conversation Preparation	Manager / GM	Per conflict	Prepares facts, desired repair, boundaries, questions, and follow-up before difficult employee conversations.
GRV-HR19	Gossip, Retaliation & Conduct Concern Route	GM / HR Reviewer	Per concern	Routes destructive conduct concerns through calm documentation rather than rumor, accusation, or public correction.
GRV-HR20	Employee Recognition & Retention Action Log	Manager	Weekly	Captures specific recognition, retention actions, appreciation, growth opportunities, and follow-up.

Area review question: What fact did this area make visible that was previously hidden, delayed, disputed, or handled by memory?

5. Fair Documentation & Corrective-Action Routing

ID	Tool	Owner	Frequency	Operating purpose
GRV-HR21	Coaching Route Decision	Manager / GM	Per performance issue	Decides whether an issue needs coaching, retraining, schedule support, clarification, investigation, or corrective-action review.
GRV-HR22	Performance Documentation Standard	Manager	Per issue	Records objective facts, expectation, impact, prior support, employee response, next step, and review date.
GRV-HR23	Corrective-Action Review Checklist	GM / Qualified Reviewer	Before action	Confirms policy basis, consistency, evidence, employee input, protected concerns, and qualified review before action.
GRV-HR24	Attendance Pattern Review	Manager / GM	Monthly; per pattern	Reviews attendance patterns, call-outs, tardiness, approved leave, schedule fit, and support options.
GRV-HR25	Separation / Exit Learning Record	GM	Per separation	Captures reason, preventability, final paperwork route, rehire status if applicable, and system learning.

Area review question: What fact did this area make visible that was previously hidden, delayed, disputed, or handled by memory?

6. Retention Scorecards & Workforce Renewal

ID	Tool	Owner	Frequency	Operating purpose
GRV-HR26	Turnover Pattern Analysis	Owner / GM	Monthly	Finds repeat turnover by role, manager, shift, source, training path, schedule, or climate factor.
GRV-HR27	Retention Risk Register	GM	Monthly	Tracks employees at risk of leaving, root cause, support plan, owner, and review date.
GRV-HR28	Workforce Bench & Internal Candidate Map	GM	Quarterly	Identifies potential shift leads, trainers, cross-trained staff, and future managers without making promises.
GRV-HR29	Monthly Workforce Health Scorecard	Owner / GM	Monthly	Scores hiring pipeline, retention, climate, open concerns, documentation quality, and staffing stability.
GRV-HR30	90-Day Retention Improvement Plan	Owner / GM	Quarterly	Turns the highest employee-lifecycle risks into a sequenced improvement plan with owners and verification.

Area review question: What fact did this area make visible that was previously hidden, delayed, disputed, or handled by memory?

8. 90-Day Installation Plan

Phase	Management focus
Days 1-30 Stabilize	Launch the most visible controls, assign owners, clean up source records, and stop unmanaged exceptions.
Days 31-60 Standardize	Train managers, set evidence rules, connect handoffs, and begin weekly review discipline.
Days 61-90 Scale	Use scorecards, analyze patterns, close corrective action, and approve the next 90-day improvement plan.

9. Dashboard and Scorecard Measures

- Open actions
- Overdue actions
- High-priority failures
- Control completion rate
- Corrective-action closure rate
- Owner review current
- Next 90-day priority
- Evidence missing or stale
- Repeat failure count
- Qualified review required

10. Corrective Action Standard

1. Define the failure in one sentence.
2. Name the source and evidence limitation.
3. Identify whether the cause is standard, training, capacity, equipment, authority, process, behavior, or outside dependency.
4. Assign one owner and one due date.
5. Verify with evidence before closing.
6. Update the system if the same failure returns.

11. Source and Professional Review Notice

This system organizes management records and decisions. It does not replace legal, employment, payroll, tax, accounting, engineering, safety, fire, food-code, accessibility, privacy, payment-card, insurance, public-health, or other qualified professional review. Use current federal, state, local, tribal, territorial, platform, lender, insurer, and contract requirements where applicable.

Official Source References

Reference	URL
U.S. Department of Labor Restaurant Employment Toolkit	https://www.dol.gov/agencies/whd/compliance-assistance/toolkits/restaurant
EEOC Small Business Resource Center	https://www.eeoc.gov/employers/small-business
OSHA Recommended Practices for Safety and Health Programs	https://www.osha.gov/safety-management

Final operating standard: face the truth, measure the cost, build the system, and verify the result before expanding the work.