

SUPREME LEADERSHIP



SL SESSION #4

**Managing Labor Costs & Making
Informed Decisions**

Participant Guide



Labor Scheduling

What is Labor Scheduling?
The process of creating and managing employee schedules to meet operational needs while controlling labor costs.

What do you think your part is the overall process of labor scheduling?

Forecasting
Plan for demand by estimating the weekly transactions and sales volume.

Labor Targeting
Identify how many people need to be served to hit our labor target.

Schedule Building
Build deployment for the week and identify the manager in charge.

Deployment
Put aces in places to ensure the right people are in the right place at the right time.

Optimization
Adjust the schedule to ensure that it is aligned with the forecast, breaks and preferences.

Notes:



Discussing the Whys



Let's discuss a few of the reasons that make labor scheduling so important for our business, from cost control and deployment, to the impact on customer service and profitability.



Notes:



Labor Scheduling
What's Your Part?

Notes:



Shift Leader Responsibilities

Monitoring Staffing Levels:

<div style="border: 1px solid #ccc; background-color: #e0e0e0; padding: 5px;"> <div style="background-color: #2e5496; color: white; padding: 2px; font-weight: bold; margin-bottom: 5px;">Constant Evaluation</div> <p>Keep an eye on how busy the restaurant is at different times of the day.</p> </div>	<div style="border: 1px solid #ccc; background-color: #e0e0e0; padding: 5px;"> <div style="background-color: #d9534f; color: white; padding: 2px; font-weight: bold; margin-bottom: 5px;">Team Member Feedback</div> <p>Encourage an open-door policy for your team to communicate if they feel there are too many or too few team members staffed.</p> </div>	<div style="border: 1px solid #ccc; background-color: #e0e0e0; padding: 5px;"> <div style="background-color: #6a3d9a; color: white; padding: 2px; font-weight: bold; margin-bottom: 5px;">Customer Flow</div> <p>Look at sales and customer flows to identify patterns when staffing levels may need to be adjusted. Do we need more staff or less?</p> </div>
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Making Real-Time Adjustments:

<div style="border: 1px solid #ccc; background-color: #e0e0e0; padding: 5px;"> <div style="background-color: #f1c232; color: white; padding: 2px; font-weight: bold; margin-bottom: 5px;">Flexibility</div> <p>Be ready to call in additional staff during unexpected rushes or send some home when it's slow.</p> </div>	<div style="border: 1px solid #ccc; background-color: #e0e0e0; padding: 5px;"> <div style="background-color: #00a0c6; color: white; padding: 2px; font-weight: bold; margin-bottom: 5px;">Effective Communication</div> <p>Ensure that team members can easily reach out to you or another manager for staffing adjustments.</p> </div>	<div style="border: 1px solid #ccc; background-color: #e0e0e0; padding: 5px;"> <div style="background-color: #70ad47; color: white; padding: 2px; font-weight: bold; margin-bottom: 5px;">Reporting</div> <p>Use real-time data and labor schedule reports to inform decisions about adjusting staffing levels.</p> </div>
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Notes:



Peak Deployment

Let's Review & Reinforce

Notes:

SL Supreme Leadership – Session 4



Labor Deployment Guide



RGM Best Practice:

MIC's chosen on the manager schedule need to be placed in the expo box, and all team members and shift leaders on shift will need to be deployed.

Note: Managers will appear to double at the bottom of screen, it's just a glitch. This will be removed when you save and close deployment chart. Print and post on TRED Board for MICs to use when completing Deployment Board.

LABOR DEPLOYMENT GUIDE		
Deployment	2 Lines	3 Lines
1	DT Cashier	DT Cashier
2	DT Starter	DT Starter
3	DT Finisher	DT Finisher
4	DT Order Taker	DT Order Taker
5	FC Starter	FC Starter
6	FC Finisher	FC Finisher
7	FC/Host	FC/Host
8	DT Expediter	DT Expediter
9	FC Expediter	3L Starter
10	FC/Host	FC/Host
11	Dedicated Fryer	Dedicated Fryer
12+	Continue to fill production line expeditors and support restaurant operations through cleanliness, food readiness & safety.	

*Above assumed Drive-Thru is lower volume than Front Counter
DT = Drive Thru
FC = Front Counter
3L = 3 Lines

Notes:



Communication & Teamwork

Setting Expectations & Shift Huddles



Notes:



Shift Huddles: Best Practices



The purpose of a huddle is to quickly relay information and create enthusiasm around it. Post yesterday's results but FOCUS on today! How are we going to achieve the goals we set?

A great shift huddle gives the goals we are working towards. A 5-star supreme shift huddle gives your team the action steps behind how we going to reach our goals!

EMPOWER *your* TEAM

- ✓ Let people contribute to the Goals, the How, Recognition & Best Practice. Remember your 1st one won't be perfect.
- ✓ Look for clues while you're talking. Listen to comments made.
- ✓ Get Feedback : Do you enjoy the shift huddles? Anything you think we should add? Get their buy in!
- ✓ Consistency is key! Make sure managers execute huddles when you aren't there.

Notes:



Fostering a Sense of Ownership & FUN!



Here are some simple and fun ways that you can help to foster a sense of ownership within your team to make sure all team members feel responsible for meeting the restaurant's goals.

Remember, making work fun and making everyone feel like they're part of the team mission is the secret fire sauce to creating a sense of ownership and responsibility.



Notes:



Real-Time Decision Making

Monitoring Sales Volume & Prioritizing Tasks



Notes:



Daily Routines



Shift Lead To-Do List

- ✓ Review the DCS
- ✓ Opening MIC – Complete the Deployment
- ✓ What information needs to be communicated to the team?
- ✓ Know the scheduled IN and OUT time for all team members on the shift



Shift Lead To-Do List

- ✓ Know all breaks that should be given
- ✓ Is there any planned training, Team Member Feedback, etc. for that day?
- ✓ Continually Check dashboard and manger monitor for transactions and labor
- ✓ Communicate your actions to your fellow store leaders and team members



Notes:

Store	Description	Wed - 08/16	Thu - 08/17	Fri - 08/18	Sat - 08/19	Sun - 08/20	Mon - 08/21	Tue - 08/22	WTD	PTD
Sales										
11111	Register Sales	\$7,762.37	\$7,982.62	\$9,953.86	\$9,723.39	\$8,062.52	\$7,408.14	\$7,707.48	\$58,600.38	\$119,677.02
11111	Refunds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2.57	\$0.00	\$2.57	\$22.62
11111	Overrings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Gross Sales	\$7,762.37	\$7,982.62	\$9,953.86	\$9,723.39	\$8,062.52	\$7,405.57	\$7,707.48	\$58,597.81	\$119,654.40
11111	Sales Tax	\$531.27	\$539.23	\$683.31	\$663.68	\$553.70	\$506.11	\$507.67	\$3,984.97	\$8,083.42
11111	Gift Cards Sold	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$63.00
11111	Total Sales	\$7,227.50	\$7,436.60	\$9,259.93	\$9,054.02	\$7,507.47	\$6,892.76	\$7,196.32	\$54,574.60	\$111,441.05
11111	Forecasted Sales	\$8,041.72	\$8,477.74	\$9,375.50	\$8,372.85	\$7,171.73	\$6,966.06	\$7,594.40	\$56,000.00	\$112,000.00
11111	Act vs Fcst Sales	-\$814.22	-\$1,041.14	-\$115.57	\$681.17	\$335.74	-\$73.30	-\$398.08	-\$1,425.40	-\$558.95
11111	Paid Out (Voucher)	\$0.00	\$0.00	-\$45.14	\$0.00	\$0.00	\$0.00	\$0.00	-\$45.14	-\$75.14
11111	Promos	\$0.00	\$2.19	\$4.57	\$4.38	\$21.44	\$2.49	\$72.88	\$107.95	\$1,080.55
11111	Emp & Mngr Meals	\$128.41	\$144.24	\$102.03	\$109.93	\$78.90	\$108.24	\$116.99	\$788.74	\$1,410.57
11111	Open \$ and %	\$0.00	\$10.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.76	\$34.92
11111	Discount - Other	\$37.32	\$76.42	\$41.09	\$76.49	\$45.89	\$56.52	\$186.99	\$520.72	\$966.34
11111	Sr. Discount	\$5.35	\$2.63	\$10.63	\$3.20	\$2.37	\$3.66	\$5.69	\$33.53	\$62.00
11111	Total Discounts	\$171.08	\$234.05	\$153.75	\$189.62	\$127.16	\$168.42	\$309.67	\$1,353.75	\$2,473.83
11111	Net Sales - LY	\$7,056.42	\$7,200.36	\$9,101.61	\$8,860.02	\$7,358.87	\$6,721.85	\$6,813.77	\$53,112.90	\$107,886.67
11111	Net Sales - LY	\$5,981.83	\$6,574.50	\$7,238.10	\$7,703.01	\$5,477.00	\$5,837.27	\$6,532.90	\$45,344.61	\$89,763.85
11111	\$ / % Difference	\$1,074.59/17.96%	\$625.86/9.52%	\$1,863.51/25.75%	\$1,157.01/15.02%	\$1,881.87/34.36%	\$884.58/15.15%	\$280.87/4.30%	\$7,768.29/17.13	\$18,122.82/20.19
11111	DoorDash Sales	\$528.09	\$292.24	\$575.21	\$590.44	\$814.96	\$347.61	\$290.80	\$3,439.35	\$7,711.73
11111	GrubHub Sales	\$0.00	\$35.62	\$21.44	\$34.96	\$0.00	\$0.00	\$66.40	\$158.42	\$460.86
11111	PostMates Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Uber Eats Sales	\$164.17	\$170.26	\$217.67	\$362.26	\$175.87	\$343.17	\$198.11	\$1,631.51	\$3,467.37
11111	Transactions	508.00	506.00	591.00	550.00	456.00	497.00	561.00	3,669.00	7,436.00
11111	Transactions - LY	498.00	519.00	533.00	513.00	415.00	471.00	529.00	3,478.00	6,943.00
11111	# / % Difference	10/2.01%	-13/-2.50%	58/10.88%	37/7.21%	41/9.88%	26/5.52%	32/6.05%	191/5.49%	493.00/7.10%
11111	Forecasted Trans	577.30	593.26	635.20	543.34	465.39	499.36	543.23	3,857.08	7,705.12
11111	Forecasted vs Actual Trans	-69.30	-87.26	-44.20	6.66	-9.39	-2.36	17.77	-188.08	-269.12
11111	Drinks Per Transaction	0.75	0.70	0.82	0.85	0.74	0.71	0.68	0.75	0.76
11111	Beef Add On % of transactions	17.91%	15.81%	14.55%	13.09%	11.18%	13.28%	14.08%	14.31%	13.47%
11111	Beef Add On Qty	91.00	80.00	86.00	72.00	51.00	66.00	79.00	525.00	1,002
11111	Round Up Key	\$3.60	\$6.70	\$11.50	\$5.69	\$1.35	\$5.65	\$3.06	\$37.55	\$65.02
11111	Paid Outs	\$0.00	\$0.00	\$45.14	\$0.00	\$0.00	\$0.00	\$0.00	\$45.14	\$75.14
11111	Deletions Before \$	\$545.17	\$462.19	\$404.05	\$390.37	\$350.82	\$290.86	\$511.16	\$2,954.62	\$5,690.13
11111	Deletions Before %	7.54%	6.22%	4.36%	4.31%	4.67%	4.22%	7.10%	5.41%	5.11%
11111	Deletions After \$	\$37.47	\$45.96	\$70.57	\$37.70	\$23.51	\$58.87	\$35.40	\$309.48	\$826.74
11111	Deletions After %	0.52%	0.62%	0.76%	0.42%	0.31%	0.85%	0.49%	0.57%	0.74%
11111	Average Check	\$13.89	\$14.23	\$15.40	\$16.11	\$16.14	\$13.52	\$12.15	\$14.48	\$14.51
11111	Average Check - LY	\$12.01	\$12.67	\$13.58	\$15.02	\$13.20	\$12.39	\$12.35	\$13.04	\$12.93
11111	\$ Difference Average Check	\$1.88	\$1.56	\$1.82	\$1.09	\$2.94	\$1.13	-\$0.20	\$1.44	\$1.58
11111	Total Cash Deposits	\$1,144.00	\$823.00	\$1,504.00	\$1,313.00	\$659.00	\$1,204.00	\$1,268.00	\$7,915.00	\$16,777.00
11111	Total Credit Cards	\$6,448.00	\$6,923.94	\$8,240.68	\$8,210.59	\$7,257.00	\$6,030.79	\$6,055.70	\$49,166.70	\$99,237.94
11111	Total Cash & Credit	\$7,592.00	\$7,746.94	\$9,744.68	\$9,523.59	\$7,916.00	\$7,234.79	\$7,323.70	\$57,081.70	\$116,014.94
11111	Cash + / -	\$0.71	\$0.65	-\$6.60	-\$5.80	\$2.08	\$1.26	-\$0.77	-\$8.47	-\$7.86
Labor										
11111	Total Labor \$	\$1,286.49	\$1,351.64	\$1,417.77	\$1,092.36	\$1,279.96	\$1,059.01	\$1,354.69	\$8,841.92	\$18,462.82
11111	Budgeted Labor \$	\$1,291.23	\$1,328.59	\$1,654.33	\$1,617.55	\$1,341.25	\$1,231.43	\$1,285.66	\$9,750.04	\$19,909.52
11111	Variance \$	-\$4.74	\$23.05	-\$236.56	-\$525.19	-\$61.29	-\$172.42	\$69.03	-\$908.12	-\$1,446.70
11111	Total Labor %	17.80%	18.18%	15.31%	12.06%	17.05%	15.36%	18.82%	16.20%	16.57%
11111	Budgeted Labor %								17.87%	17.87%
11111	Scheduled Labor Hours	80.00	80.00	96.50	90.50	83.00	80.25	84.75	595.00	1,188.75
11111	Actual Labor Hours	75.17	78.37	89.95	71.63	73.43	69.57	81.65	539.77	1,119.72
11111	Variance	4.83	1.63	6.55	18.87	9.57	10.68	3.10	55.23	69.03
11111	Total OT \$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Average Pay Rate	\$17.11	\$17.25	\$15.76	\$15.25	\$17.43	\$15.22	\$16.59	\$16.38	\$16.49
11111	Vacation \$	\$340.00	\$340.00	\$505.00	\$505.00	\$165.00	\$165.00	\$0.00	\$2,020.00	\$2,297.50
11111	Actual Hrs (No Training)	75.17	78.37	89.95	71.63	73.43	69.57	81.65	539.77	1,119.72
SOS										
11111	DT Order Time	:54	:50	:56	:1:11	:58	:51	:52	:56	:56
11111	DT Window Time	1:09	1:08	1:17	1:20	1:22	1:10	1:06	1:13	1:14
11111	DT OTD	2:52	2:41	3:07	3:28	3:20	2:46	2:47	3:01	3:03
11111	Cars	368	361	434	411	308	362	377	2,621	5,348
11111	DT Transactions	404	396	455	416	352	395	415	2,833	5,721
11111	DT Variance #	36	35	21	5	44	33	38	212	373
11111	DT Variance %	8.91%	8.84%	4.62%	1.20%	12.50%	8.35%	9.16%	7.48%	6.52%
COGS										
11111	Daily Food COS %	9.94%	9.84%	-26.00%	44.58%	10.08%	8.41%	10.31%	9.45%	9.39%
11111	Daily ICOS Variance %	-0.68%	-0.81%	24.92%	-25.43%	-1.40%	-0.11%	-0.78%	-0.50%	-0.50%
11111	Weekly Food COS \$								\$8,792.69	\$17,753.44
11111	Weekly Food COS %								16.11%	15.93%
11111	Weekly ICOS Variance %								-1.26%	-1.15%
11111	Paper costs								\$1,041.94	\$2,115.99
11111	C.O.S. Paper%								1.91%	1.90%
11111	C.O.S. Drink \$								\$1,776.72	\$2,895.49
11111	Drink Trans Out								\$0.00	\$0.00
11111	Drink Cost								\$1,776.72	\$2,895.49
11111	C.O.S. Drink %								3.26%	2.60%
11111	C.O.S. Supplies \$								\$352.19	\$494.80
11111	C.O.S. Supplies %								0.65%	0.44%
11111	C.O.S. Total \$								\$1,611.35	\$22,764.92
11111	C.O.S. Total %								21.28%	20.43%
11111	Transfers In \$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11111	Transfer Out \$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00



Notes:

SL Session 4: Breakout Activity



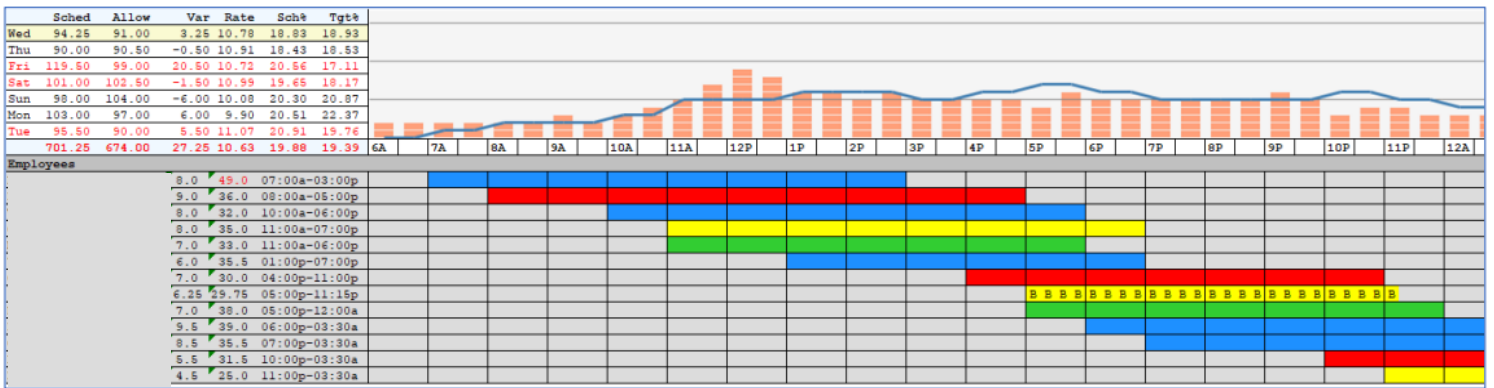
Understanding Daily Labor Schedules

Daily Labor Schedule #1:



What can you tell from this labor schedule? (Include your thoughts here.)

Daily Labor Schedule #2:



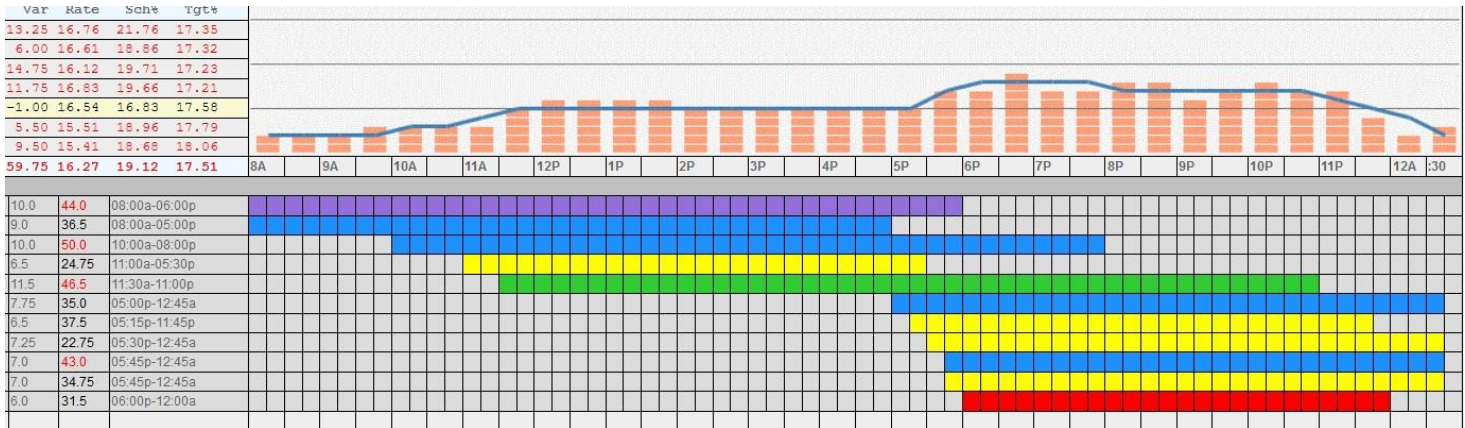
What can you tell from this labor schedule? (Include your thoughts here.)

SL Session 4: Breakout Activity



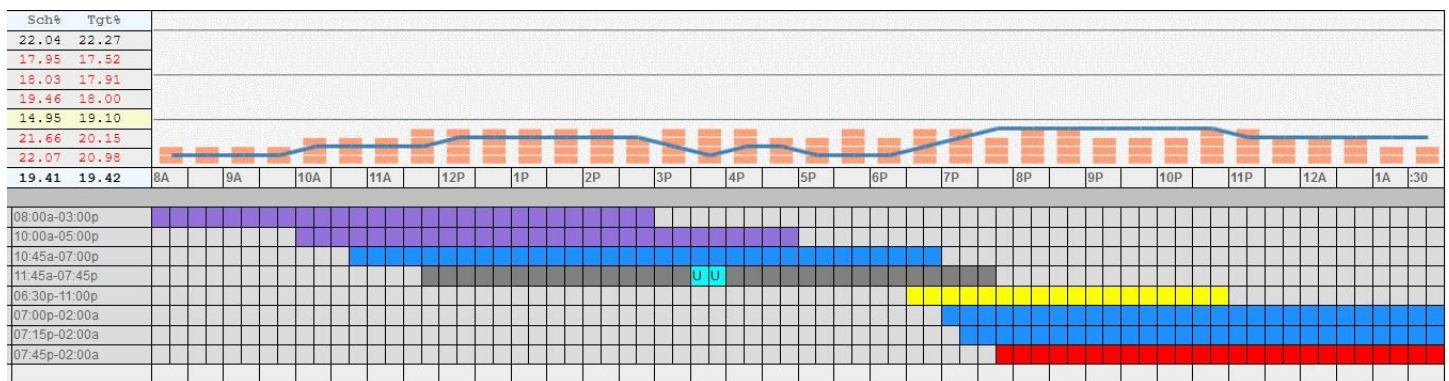
Understanding Daily Labor Schedules

Daily Labor Schedule #3:



What can you tell from this labor schedule? (Include your thoughts here.)

Daily Labor Schedule #4:



What can you tell from this labor schedule? (Include your thoughts here.)





Closing Thoughts

Managing Labor Costs
& Making Informed Decisions

Notes:

Supreme Bingo: Card 1



B I N G O

Labor Scheduling	Accountability	Customer Satisfaction		Manager Monitor
SMART Goal Setting	TRUE	Daily Control Sheet	Deployment	Being Present
Daily Labor Schedule	Labor Targeting		Team	Station Readiness
Financial Stability	Being Authentic	Optimization	Peak Deployment	Forecasting
The 5 Whys Method		Schedule Builder	Culture of Accountability	Schedule Building

Supreme Bingo: Card 2



B I N G O

Labor Scheduling		Forecasting	Being Present	Labor Targeting
Daily Control Sheet	Deployment	Daily Labor Schedule	Accountability	Schedule Builder
Team	Manager Monitor		Peak Deployment	TRUE
Being Authentic	The 5 Whys Method	SMART Goal Setting	Culture of Accountability	Customer Satisfaction
	Financial Stability	Optimization	Station Readiness	Schedule Building

Supreme Bingo: Card 3






B I N G O

Labor Targeting	Deployment	TRUE	The 5 Whys Method	Manager Monitor
Daily Control Sheet	Being Present	Forecasting	Schedule Builder	
Team	Peak Deployment		Labor Scheduling	Culture of Accountability
SMART Goal Setting	Daily Labor Schedule	Accountability	Being Authentic	Financial Stability
Optimization		Customer Satisfaction	Station Readiness	Schedule Building

Supreme Bingo: Card 4



B I N G O

Daily Control Sheet		Financial Stability	Labor Scheduling	Being Present
Culture of Accountability	Forecasting	SMART Goal Setting	Being Authentic	Team
Accountability	Schedule Building		The 5 Whys Method	Manager Monitor
Labor Targeting	Deployment	TRUE	Customer Satisfaction	Daily Labor Schedule
Peak Deployment	Optimization	Schedule Builder	Station Readiness	



Closing Thoughts



Big Take-Aways:

- 01** → Staying on top of the daily labor schedule, making frequent adjustments to deployment, and communicating with fellow store leaders and team member is crucial for running smooth shifts and managing costs.
- 02** → Remember, making work fun and making everyone feel like they're part of the team mission is the secret fire sauce to creating a sense of ownership and responsibility.
- 03** → Daily Labor Schedule Report: This is an important tool in your MIC tool belt! Staying proactive and making a game plan is important for each shift you are managing, but also helps to foster a sense of ownership among your team!

Notes:

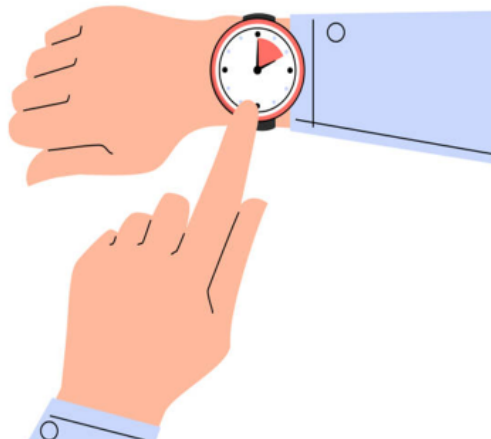


Let's taco 'bout your homework!



Homework Assignment:

Print the Labor Schedule everyday. Your RGM will dedicate some time to discuss how to print and understand this report. Your homework is to make sure that you are looking at this report daily and using it to understand how you will make proactive decisions to ensure a smooth shift and effective deployment of your team.



Notes:



Notes:
