3280 The Labor ReClassification

People Fieldbook · https://kb.jeffreysummers.com/docs/3280-the-labor-reclassification-2/

The Demand

Before you evaluate any hire this week, you decide first whether their role is Execution Labor or Oversight Labor. If you measure a lead or a kitchen manager by throughput because that is the only metric you know how to use, you will conclude a hire who is holding their domain correctly is not working, and you will trigger [Control Snapback] on a transfer that was actually succeeding.

The Work

1. List every hire and role currently on payroll. Next to each name, write Execution Labor or Oversight Labor. Execution Labor performs the work at the volume the shift demands and is measured in throughput — covers, plates, tables turned. Oversight Labor holds a piece of the operation so you can stop holding it, and is measured in the capacity it returns to you.
2. For every Oversight Labor hire, write down what you can now do that you could not do before they held that piece of the operation. If you cannot name it, the transfer has not actually happened yet — go check the [Scope Handoff Document] and [The Ten-Minute Close] cadence for that role.
3. For any Oversight Labor hire you have been silently judging by a throughput standard, stop this week. Reset what success looks like for that role using the capacity-returned measure, not the cover count.
4. Before your next hire, classify the role before you write the [Scope Handoff Document]. The classification decides how the role is scoped, how success is defined, and what [The Ten-Minute Close] listens for.

This week, you produce a written classification — Execution or Oversight — for every current hire, and you correct any measurement you have been running against the wrong category.