3595 Scheduling Is a Leadership Decision

People Fieldbook · https://kb.jeffreysummers.com/docs/3595-scheduling-is-a-leadership-decision-2/

The Demand

Before you post next week's schedule, you check it for two consecutive days off per cast member and you check your labor model against transaction volume, not revenue. If you keep splitting days off and scheduling against revenue, you are telling your cast their rest doesn't matter, and you are staffing against a number that moves for reasons that have nothing to do with how busy the floor actually was.

The Work

Rebuild this week's schedule with these checks before you post it.

1. Confirm every cast member has two consecutive days off, not split days. Fix any schedule that splits a break across the week.
2. Check who has been scheduled on the worst shifts repeatedly. If it is consistently your best people, change the rotation this week.
3. Pull your labor model against expected covers or tickets, not against projected revenue. Rebuild the model this week if it is still built against sales dollars.
4. Run the hourly gross-profit-versus-labor-cost test for your latest daypart. If gross profit is less than labor cost for that hour, decide this week whether that hour is a deliberate decision or a default you have been tolerating.

This week, post a schedule that gives every cast member two consecutive days off and is built against covers, not revenue.