The Gravity Labor & Workforce Control System

A controlled path from demand and availability to staffing, deployment, and labor correction.

SYSTEM FAMILY	GRV-C01-GRV-C30
DOCUMENT	Operating Manual
EDITION	Founding Year Release 1.0 | August 2026

TRUTH -> COST -> SYSTEM

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Author: Thomas Butler

1. Purpose and Operating Promise

Creates one controlled path from demand forecast to schedule, shift coverage, labor deployment, overtime prevention, attendance reliability, daily labor decisions, and monthly workforce improvement.

Truth	Use controlled evidence to establish what is actually happening.
Cost	Name the operational, financial, safety, guest, or people consequence of leaving the gap uncorrected.
System	Assign ownership, frequency, evidence, decision rules, corrective action, and verification.
Renewal	Retest the result, update the controlled standard when needed, and set the next review date.

2. The Gravity Control Standard

- Every active tool has one official ID, one named owner, one stated frequency, and one current version.
- Every management conclusion points back to a defined source, period, and limitation.
- Forms and workbooks organize evidence; they do not become the legal, accounting, payroll, health-department, or other source record unless the applicable authority says they do.
- A failed check produces a decision: correct, escalate, accept with documented authority, or stop.
- No metric may be improved by quietly weakening safety, legality, quality, hospitality, or approved operating standards.
- Local copies must not drift from the controlled master without documented approval and version change.

3. Architecture and Boundaries

This system owns a specific operating subject. It references neighboring Gravity systems without rebuilding their records.

Connected system / authority	Boundary
GRV-SF Sales Intelligence & Forecasting	Projects demand. GRV-C converts approved demand assumptions into staffing and deployment decisions.
GRV-P Performance & Profitability	Uses labor results for profit decisions. GRV-C owns schedule, deployment, overtime, coverage, productivity, and labor-correction evidence.
GRV-T Employee Training & Certification	Owns training and competency records. GRV-C uses certification and cross-training status to make coverage decisions.

Connected system / authority	Boundary
GRV-M Manager Development	Develops management judgment. GRV-C creates operating evidence about labor decisions and outcomes.
Payroll / timekeeping / HRIS	Remain official source systems. GRV-C does not replace payroll, time clocks, personnel files, or qualified employment-law review.

4. Roles, Authority and Escalation

Role	Control responsibility
Owner / Executive Sponsor	Approves the system objective, authority boundaries, high-risk exceptions, resources, and quarterly priorities.
System Owner	Maintains the active system, source map, tool versions, dashboard, review cadence, and open corrective actions.
Manager on Duty / Department Owner	Uses the required records, acts within approved authority, escalates exceptions, and verifies shift-level completion.
Record Owner / Trainer / Specialist	Creates accurate evidence, follows the current standard, corrects known errors, and flags uncertainty.
Qualified Reviewer	Handles matters requiring legal, accounting, payroll, food-safety, HR, insurance, regulatory, or other specialized judgment.

ESCALATION RULE: When authority, source validity, safety, legality, or required evidence is unclear, pause the affected decision when feasible and route the issue to the appropriate qualified owner rather than inventing a local rule.

5. Source Control and Evidence Quality

- Record the source system or document, report name, period/as-of time, owner, and whether the information is preliminary or final.
- Preserve corrections rather than silently overwriting material history. Note what changed, why, by whom, and when.
- Use one approved definition for every recurring metric. If a definition changes, mark the effective date and do not compare unlike periods without disclosure.
- Retain supporting evidence according to the restaurant's approved records policy and any applicable legal or regulatory requirements.
- Do not collect sensitive personal or health information merely because a form has space for it. Record only what the approved process needs.

6. Operating Cycle

Step	Management question	Output
1	What is the approved rule?	Authority / target
2	What actually happened?	Source-backed record
3	What is missing or outside control?	Exception list
4	What must change now?	Decision
5	Who will do what by when?	Owned action
6	Did it work and what changes?	Closed evidence / next review

7. Labor Governance & Core Measures

TOOLS: GRV-C01 through GRV-C05

Management questions

- Are labor definitions and wage assumptions controlled?
- Are role/manager coverage requirements explicit?
- Are staffing decisions separated from payroll source records?

CONTROL RISK One labor-percent number hides coverage, skill, and daypart problems.

Tool	Owner / frequency	Operating use
GRV-C01 | Labor Percent Calculation Worksheet	Scheduling Manager Weekly	Calculates labor percent using a documented sales and labor-cost basis and records whether the figures are scheduled, actual, preliminary, or final.
GRV-C02 | Sales-to-Staffing Review Worksheet	GM / Scheduling Manager Weekly	Compares expected demand with required coverage and identifies where staffing levels need to rise, fall, or change by daypart.
GRV-C03 | FOH Position Planner Worksheet	FOH Manager Before schedule build	Defines required front-of-house positions and minimum coverage by demand band and service condition.
GRV-C04 | BOH Position Planner Worksheet	Kitchen Manager Before schedule build	Defines required back-of-house positions and minimum coverage by demand band, production load, and operating condition.
GRV-C05 | Manager Coverage Planner Worksheet	GM Weekly	Ensures leadership coverage matches open hours, peaks, cash/closing responsibility, training needs, and known risk

		periods.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

8. Coverage, Forecasting & Position Planning

TOOLS: GRV-C06 through GRV-C10

Management questions

- Is demand translated into position need rather than one broad labor-percent target?
- Is cross-training evidence current?
- Are fixed work and training loads visible?

CONTROL RISK Forecasts that never become position plans create reactive staffing.

Tool	Owner / frequency	Operating use
GRV-C06 | Cross-Training Coverage Chart	GM / Department Managers Monthly	Shows which employees are currently qualified for each position so schedule flexibility is based on evidence rather than assumption.
GRV-C07 | Weekly Schedule Planning Page	Scheduling Manager Weekly	Builds the scheduling plan from forecast, availability, time off, position need, manager coverage, events, training, and labor target.
GRV-C08 | Sales Forecast Worksheet	Scheduling Manager Weekly	Records the approved sales forecast used for staffing, including source, context, confidence, known events, and adjustment reason.
GRV-C09 | Labor Budget Builder Worksheet	GM / Scheduling Manager Weekly	Converts approved labor targets into planned dollars and hours by day or daypart using documented wage assumptions.
GRV-C10 | Staffing Needs by Daypart Worksheet	Scheduling Manager Weekly	Defines the number and mix of positions required by daypart after considering demand, service model, production work, breaks, and manager coverage.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

9. Schedule Construction & Availability

TOOLS: GRV-C11 through GRV-C15

Management questions

- Does the schedule honor current availability, qualification, coverage, and approved hour rules?
- Are overtime risks visible before posting?
- Is manager coverage reviewed?

CONTROL RISK Schedules can look efficient on paper while violating availability or leaving unqualified coverage.

Tool	Owner / frequency	Operating use
GRV-C11 | Position-by-Position Schedule Planner	Scheduling Manager Weekly	Maps qualified employees to required positions while checking availability, hours, skill, rest, training, and coverage constraints.
GRV-C12 | Weekly Schedule Grid	Scheduling Manager Weekly	Provides the controlled posted schedule by employee, day, shift, position, and manager coverage.
GRV-C13 | Employee Availability Tracker	Scheduling Manager At hire and when changed	Maintains approved availability and effective dates so schedule decisions use current employee-provided constraints.
GRV-C14 | Time-Off Request Tracker	Scheduling Manager Ongoing	Tracks request dates, requested time, approval status, decision owner, conflicts, and schedule impact.
GRV-C15 | Overtime Risk Tracker	Scheduling Manager Before posting and daily	Identifies employees approaching applicable overtime or approved hour thresholds and requires an explicit prevention or approval decision.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

10. Approval, Tracking & Diagnosis

TOOLS: GRV-C16 through GRV-C20

Management questions

- Can management explain scheduled versus actual variance?
- Are forecast and schedule errors separated?
- Are recurring labor misses diagnosed before cuts are made?

CONTROL RISK Variance is blamed on employees when forecast, schedule, or manager decisions caused it.

Tool	Owner / frequency	Operating use
GRV-C16 | Manager Schedule Approval Checklist	GM Before schedule posting	Verifies coverage, availability, qualification, labor target, overtime risk, fairness concerns, known events, and manager coverage before release.
GRV-C17 | Daily Labor Percent Tracker	Shift Manager Daily	Records actual sales and labor against the approved daily plan and identifies material variance while the shift can still be managed.
GRV-C18 | Weekly Labor Percent Tracker	GM Weekly	Combines daily labor outcomes into a weekly view with forecast error, staffing causes, overtime, coverage, and corrective actions.
GRV-C19 | Scheduled Labor vs. Actual Labor Tracker	GM / Scheduling Manager Weekly	Compares scheduled hours/cost with actual hours/cost and separates demand, call-out, early-in, late-out, cut, training, and manager-decision effects.
GRV-C20 | Labor Problem Diagnosis Page	GM When labor misses target	Structures root-cause review before cutting hours, blaming employees, or changing standards.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

11. Daily Deployment, Exceptions & Productivity

TOOLS: GRV-C21 through GRV-C25

Management questions

- Are call-outs, cuts, adds, moves, and overtime approvals documented with current conditions?
- Does the remaining team still have safe/service-ready coverage?
- Are productivity reviews contextual?

CONTROL RISK Cuts made without service and skill checks can trade labor savings for lost sales and guest damage.

Tool	Owner / frequency	Operating use
GRV-C21 | Emergency Call-Out	Shift Manager	Documents the vacancy,

Coverage Planner	For each call-out	qualified options, guest/safety risk, overtime or hour impact, contacts, decision, and final coverage.
GRV-C22 | FOH Cut Decision Form	FOH Manager When considering a cut	Tests whether releasing a front-of-house employee is supported by current demand, service conditions, remaining skill mix, side work, and projected labor result.
GRV-C23 | Manager Labor Decision Log	Shift Manager Each material labor decision	Records material adds, cuts, call-ins, role moves, schedule changes, overtime approvals, and the evidence used.
GRV-C24 | Employee Productivity Review	Department Manager Monthly or as needed	Reviews position-specific productivity using defined measures and context without reducing performance to one raw number.
GRV-C25 | Weekly Labor Meeting Form	GM and Managers Weekly	Runs the labor review from forecast accuracy, scheduled/actual variance, overtime, call-outs, productivity, staffing gaps, decisions, and due dates.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

12. Analysis, Corrective Action & Renewal

TOOLS: GRV-C26 through GRV-C30

Management questions

- Which positions/dayparts drive recurring variance?
- Is attendance/coverage risk visible without treating protected matters casually?
- Do corrective actions change the schedule system rather than only the next shift?

CONTROL RISK Monthly review without a 90-day staffing plan makes the same gaps recur.

Tool	Owner / frequency	Operating use
GRV-C26 | Labor Cost by Position & Daypart Analysis	GM / Scheduling Manager Weekly or monthly	Shows labor dollars/hours by position and daypart against demand and service output to identify structural over- or under-staffing.

GRV-C27 | Forecast-to-Schedule Accuracy Review	GM / Scheduling Manager Weekly	Measures how closely the schedule reflected the approved forecast and whether mismatch came from forecast error, scheduling judgment, availability, or late changes.
GRV-C28 | Attendance & Coverage Reliability Tracker	GM / People Owner Weekly	Tracks attendance-related coverage disruptions and response patterns while routing protected or sensitive employment matters to qualified review.
GRV-C29 | Labor Corrective Action & Improvement Log	GM Weekly	Closes an operating labor-control failure with cause, action, owner, due date, evidence, retest, and system change.
GRV-C30 | Monthly Workforce Control Scorecard & 90-Day Staffing Plan	Owner / GM Monthly and quarterly	Combines labor percent, forecast accuracy, schedule variance, overtime, reliability, coverage depth, productivity, and open actions into the next 90-day staffing plan.

Area exit test: the current records are complete enough to support a decision, material exceptions have owners, overdue actions are visible, and the next review date is scheduled.

13. Digital Control Center

The workbook is the live management control center. It should summarize approved source data and active decisions; it should not become a shadow POS, payroll system, accounting ledger, health-department record, or personnel file.

Editable input cells are intentionally separated from formula and control cells. Managers should resolve failed checks before interpreting dashboard results.

The dashboard is designed to answer five questions: What changed? Where is the largest exposure? Which control failed? Who owns the correction? Has the result been verified?

14. Forms, Record Handling and Version Control

- Use the editable DOCX forms only for controlled customization. Preserve the official tool ID and system meaning.
- Use the fixed PDF forms for normal printing and blank-field distribution.
- File completed records in one named location by period or subject so review evidence can be found without searching personal folders.
- Archive replaced versions and clearly identify the effective version. Do not keep several unlabeled “final” copies in active use.

- Restrict sensitive records to the minimum people who need them and follow applicable privacy, employment, health, and records rules.

15. Management Review Rhythm

Rhythm	Required management use
Shift / event	Complete event-based records, correct immediate failures, escalate safety/legal/authority issues.
Daily	Check required logs, exceptions, unresolved actions, and handoff items.
Weekly	Review patterns, key variances, open actions, overdue items, and one to three priority corrections.
Monthly	Review system scorecard, source quality, recurring causes, training needs, and cross-system effects.
Quarterly / 90 days	Retest priorities, update pars/targets/coverage/standards as applicable, close stale actions, and approve the next improvement plan.
Annual / major change	Reconfirm source authority, ownership, system boundaries, document versions, major assumptions, and required qualified review.

16. 90-Day Installation Plan

Days 1-30 | Stabilize

Assign the system owner. Confirm sources and definitions. Launch only the highest-risk five to eight tools. Train record owners. Remove uncontrolled duplicate forms. Establish the weekly review.

Days 31-60 | Standardize

Expand the tool set, validate the workbook, correct weak fields, calibrate managers, document exceptions, and begin monthly scorecard review.

Days 61-90 | Verify & Renew

Audit evidence quality, measure outcomes, close failed checks, confirm cross-system handoffs, approve the next 90-day priorities, and freeze Release 1.0 local configuration.

17. Complete Tool Directory

ID / Tool	Owner	Frequency	Purpose
GRV-C01 Labor Percent Calculation Worksheet	Scheduling Manager	Weekly	Calculates labor percent using a documented sales and labor-cost basis and

ID / Tool	Owner	Frequency	Purpose
			records whether the figures are scheduled, actual, preliminary, or final.
GRV-C02 Sales-to-Staffing Review Worksheet	GM / Scheduling Manager	Weekly	Compares expected demand with required coverage and identifies where staffing levels need to rise, fall, or change by daypart.
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GRV-C05 Manager Coverage Planner Worksheet	GM	Weekly	Ensures leadership coverage matches open hours, peaks, cash/closing responsibility, training needs, and known risk periods.
GRV-C06 Cross-Training Coverage Chart	GM / Department Managers	Monthly	Shows which employees are currently qualified for each position so schedule flexibility is based on evidence rather than assumption.
GRV-C07 Weekly Schedule Planning Page	Scheduling Manager	Weekly	Builds the scheduling plan from forecast, availability, time off, position need, manager coverage, events, training, and labor

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GRV-C20	GM	When labor misses	Structures root-cause

ID / Tool	Owner	Frequency	Purpose
Labor Problem Diagnosis Page		target	review before cutting hours, blaming employees, or changing standards.
GRV-C21 Emergency Call-Out Coverage Planner	Shift Manager	For each call-out	Documents the vacancy, qualified options, guest/safety risk, overtime or hour impact, contacts, decision, and final coverage.
GRV-C22 FOH Cut Decision Form	FOH Manager	When considering a cut	Tests whether releasing a front-of-house employee is supported by current demand, service conditions, remaining skill mix, side work, and projected labor result.
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GRV-C25 Weekly Labor Meeting Form	GM and Managers	Weekly	Runs the labor review from forecast accuracy, scheduled/actual variance, overtime, call-outs, productivity, staffing gaps, decisions, and due dates.
GRV-C26 Labor Cost by Position & Daypart Analysis	GM / Scheduling Manager	Weekly or monthly	Shows labor dollars/hours by position and daypart against demand and

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			service output to identify structural over- or under-staffing.
GRV-C27 Forecast-to-Schedule Accuracy Review	GM / Scheduling Manager	Weekly	Measures how closely the schedule reflected the approved forecast and whether mismatch came from forecast error, scheduling judgment, availability, or late changes.
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GRV-C29 Labor Corrective Action & Improvement Log	GM	Weekly	Closes an operating labor-control failure with cause, action, owner, due date, evidence, retest, and system change.
GRV-C30 Monthly Workforce Control Scorecard & 90-Day Staffing Plan	Owner / GM	Monthly and quarterly	Combines labor percent, forecast accuracy, schedule variance, overtime, reliability, coverage depth, productivity, and open actions into the next 90-day staffing plan.

18. Official Sources and Use Limitations

The sources below support the control design. The restaurant must still use its own verified operating records and the current authority applicable to its location. Source pages and laws can change; verify them before relying on a legal, regulatory, health, payroll, tax, or compliance conclusion.

Reference	Official source / use
U.S. Department of Labor - Restaurant Employment Toolkit	https://www.dol.gov/agencies/whd/compliance-assistance/toolkits/restaurant

U.S. Department of Labor - FLSA Handy Reference Guide	https://www.dol.gov/agencies/whd/compliance-assistance/handy-reference-guide-flsa
Restaurant source records	POS demand, approved forecasts, schedules, time punches, payroll summaries, availability, time-off records, certification records, and manager shift notes.

FINAL OPERATING STANDARD Use trustworthy evidence, face the cost of the gap, make one controlled decision, assign the correction, and verify the result before calling the system healthy.