

SOURCE SCHEDULING SYSTEM[®]



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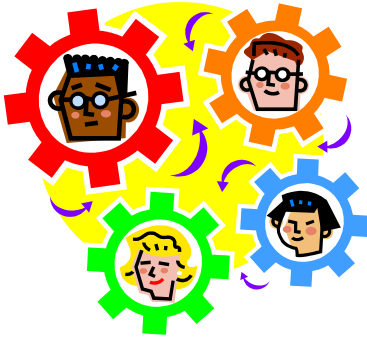
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Back Ground

Source Scheduling System enables a manager to maximize the productivity of the floor team in the Restaurant.

This is done by analyzing the sales per hour, against the hours worked per hour, for the front and back of House. Although this is not the only measurement that one can use I find it the most influential as it links the menu sales price with the seat covers and turn over. Other Measurement includes Labour cost per cover. and covers per labour hour.



This measurement has to be taken into context with the operation, for example a coffee shop that takes and serves orders immediately in conjunction to receipting the monies will reflect a direct relationship with the productivity. However an operation that serves a la Carte and needs more Mise en plus time in the Kitchen will have a less of a relationship, A bookings book would be more favourable in this circumstance. In addition other benchmarks need to be taken into account, we must for example have some knowledge of how many covers a server can handle over a period of service, we must ensure that customers are seated in a sequential manner, so that certain sections are not overloaded, and that

there is a balance between the staffs talent and the demands of the bookings.

The scheduling system works in a similar way as the Restaurant Management Program, in as much as there are a number of linked spreadsheets, tied back to a roster. The roster is linked to Daily Schedule sheets that breaks the day down into AM Shifts and PM shifts, Kitchen and Front of house. The Roster is driven by the manpower planner, in as much as we try to marry the actual hours rostered to the budgeted hours allowed.

You would contend that each operational day would normally have some patterns, such as the time people arrive for breakfast, or the time that the lunch shift has finished; these patterns can be broken by large bookings, public holidays, holiday breaks, seasonal holidays etc. If we were to punch in the last five weeks takings per hour then we can start to identify patterns, alternatively we can start to identify Chaos corners, both of which will assist us in addressing the roster.

XYZ Restaurant												
Month	January		Manpower Planner									
Weeks	1											
Date Range	18-Jan	24-Jan										
Outlet												
Week One	XYZ Restaurant											
DATE	DAY	TOTAL COVERS	AVE FOOD CHECK	TOTAL FOOD SALES	AVE. BEVERAGE CHECK	TOTAL BEVERAGE SALES	TOTAL F&B SALES	Actual Sales	Current Roster hrs	BUDGETED TOTAL HRS ROSTERED	AV. HOURLEY RATE	WAGE TO REV. %
18-Jan	WEDNESDAY	50	45.00	\$2,250	20.00	\$1,000	\$3,250	\$3,140	77.00	56.22	\$18.50	32%
19-Jan	THURSDAY	55	45.00	\$2,475	20.00	\$1,100	\$3,575	\$3,735	80.00	61.84	\$18.50	32%
20-Jan	FRIDAY	80	55.00	\$4,400	20.00	\$1,600	\$6,000	\$6,902	97.00	90.81	\$18.50	28%
21-Jan	SATURDAY	100	55.00	\$5,500	20.00	\$2,000	\$7,500	\$6,000	89.50	113.51	\$18.50	28%
22-Jan	SUNDAY	105	45.00	\$4,725	20.00	\$2,100	\$6,825	\$6,500	73.50	118.05	\$18.50	32%
23-Jan	MONDAY	30	45.00	\$1,350	20.00	\$600	\$1,950	\$2,000	53.50	33.73	\$18.50	32%
24-Jan	TUESDAY	33	45.00	\$1,485	20.00	\$660	\$2,145	\$2,500	64.50	37.10	\$18.50	32%
TOTAL		453	48.97	\$22,185	20.00	\$9,060	\$31,245	\$30,777	535.00	511.26		31%



The Schedule format has one day layout for every day of the Rostered week. The roster is linked to each day so there is no punching in of times etc. if you change the start time and end time in the Roster the effect is carried over to each individual day.

As mentioned before we try to identify patterns of trading in the restaurant, this is achieved by punching in the sales per hour from your POS register, if this report is unavailable then it not hard to “guestimate” the figure by doing a head count or by a running total from the cash register.

If we were to take the average over the past 4 to 5 weeks for the corresponding days sales along the time line as indicated we should see some patterns emerging. If sales are erratic for these trading periods then these should be explained by large bookings or tour groups.

Once this is completed the average sales per man hour is established. If we were to look along this time line we should identify the maximum sales per hour, and the length of time that we could maintain these sales. The same process is completed for the PM shift. We need to make sure that the styles of service remain the same during the day, as some restaurants will change from “running” service for Lunch to table service for Dinner.

Identifying this figure **without** confirming the standard of service would be a mistake, what is required is open discussion to confirm that service is of the standard that is required for the restaurant, if for example your productivity level is \$85.00 sales per man hour, to lift this to \$95.00 is wrong as service would suffer, having it drop to \$75.00 would mean that you would have staff standing around not maximizing your profit. It is a fine line and a little difficult to maintain but it is a great goal to strive for.

Normally when I implement this program in a restaurant I simply take the roster and the revenue readings and punch them in. Next I will talk to the management and staff and ask what their best day was, i.e. work flow, communication, and customer flow; normally you will get a busy day that “flowed”. If I were to examine the results of this day then I can normally benchmark the restaurants productivity level. The goal then is to lift this productivity by

- Training
- Menu design
- Operational procedures
- Service techniques
- Station organization
- Communication between shifts.

This is part of the daily routine of a restaurant, however now we have direction and goals and if we were to build in objectives we can drive profit further in the restaurant.

Now lets not get cynical here if we approach this as a money pinching scheme to drive up profits then this will become dead in the water straight away, however if we reward staff in achieving targets then we are building their involvement and ownership of the process, reward now and reap latter.

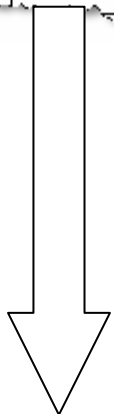


Complicated?

So how do these sheets work? Once set up these sheets take the same amount of time that you would do to draw up your roster. The roster is linked to each day

XYZ Restaurant		January		Budget Roster				
Month	January							
Weeks	1							
Date Range	18-Jan	24-Jan						
Outlet								
January			Wednesday		TOTAL	Thursday		TOTAL
	We		18-Jan			19-Jan		
	Start		Start	Finish	HRS	Start	Finish	HRS
Kitchen		Kitchen			0.00			0.00
Simon	9:00 AM	Simon	9:00 AM	4:00 PM	7.00	6:00 AM	4:00 PM	10.00
Brendon	1:00 PM	Brendon	1:00 PM	9:30 PM	8.50	1:00 PM	9:30 PM	8.50
Dave	6:00 AM	Dave	6:00 AM	3:00 PM	9.00			0.00
Sam		Sam			0.00	08:00 AM	3:30 PM	7.50
Sam (Split Shift)		Sam (Split Shift)			0.00			0.00
Kim	6:00 PM	Kim	6:00 PM	10:00 PM	4.00			0.00
Nam Jin	12:00 PM	Nam Jin	12:00 PM	3:00 PM	3.00	12:00 PM	3:00 PM	3.00
Total		Total			0.00	6:00 PM	10:00 PM	4.00

TOTAL	Monday		TOTAL	Tuesday		TOTAL	Weekly
	23-Jan			24-Jan			
HRS	Start	Finish	HRS	Start	Finish	HRS	Total
0.00			0.00			0.00	0
0.00	6:30 AM	4:00 PM	9.50	6:00 AM	4:00 PM	10.00	50.5
0.00			0.00			0.00	0
7.50			0.00			0.00	53.50
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
8.00			0.00	2:00 PM	9:30 PM	7.50	41.50
0.00			0.00			0.00	0.00
9.50	06:00 AM	4:00 PM	10.00			0.00	41.50
0.00			0.00			0.00	3.00
0.00			0.00			0.00	13.00
0.00			0.00			0.00	8.00
7.00			0.00			0.00	13.00
0.00			0.00			0.00	4.00
0.00	12:00 PM	4:00 PM	4.00	12:00 PM	3:00 PM	3.00	7.00
0.00			0.00	6:00 PM	9:30 PM	3.50	8.50
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
0.00			0.00			0.00	0.00
32.00			23.50			24.00	243.5



The Roster Automatically is thrown into Thursday's schedule

Budget Roster						
January	Wednesday		TOTAL	Thursday		TOTAL
	18-Jan			19-Jan		
	Start	Finish	HRS	Start	Finish	HRS
Kitchen			0.00			0.00
Simon	9:00 AM	4:00 PM	7.00	6:00 AM	4:00 PM	10.00
			0.00			0.00
Brendon	1:00 PM	9:30 PM	8.50	1:00 PM	9:30 PM	8.50
			0.00			0.00
Dave	6:00 AM	3:00 PM	9.00			0.00
			0.00			0.00
Sam			0.00	08:00 AM	3:30 PM	7.50
Sam (Split Shift)			0.00			0.00
Kim	6:00 PM	10:00 PM	4.00			0.00
			0.00			0.00
Nam Jin	12:00 PM	3:00 PM	3.00	12:00 PM	3:00 PM	3.00
			0.00	6:00 PM	10:00 PM	4.00
			0.00			0.00

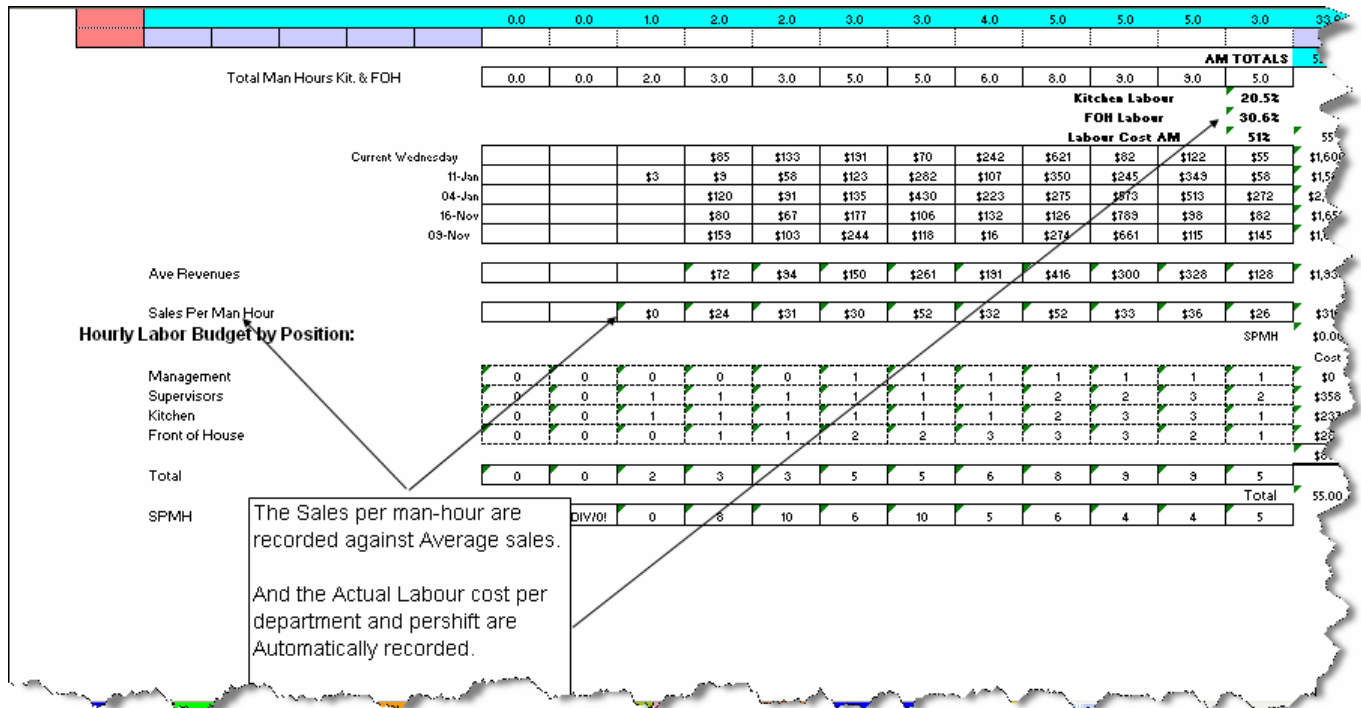
Thursday

POSITION	Start	Finish	Hours	Rate	AM SHIFT															
					5:00 AM	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM					
					6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM					
Kitchen																				
Simon	6:00 AM	4:00 PM	10.00	\$23.03	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brendon	1:00 PM	9:30 PM	8.50	\$16.19														1	1	1
Dave			0.00	\$15.67																
Sam	8:00 AM	3:30 PM	7.50					1	1	1	1	1	1	1	1	1	0.5			
Sam (Split Shift)			0.00																	
Kim			0.00	\$15.67																
Nam Jin	12:00 PM	3:00 PM	3.00	\$15.67										1	1	1				
Matt Kelly	10:00 AM	3:00 PM	5.00																	

Imputing the Hourly Revenue

The only other task to complete is to plug in the hourly revenues over the past five to six weeks, this initial set up will take app one hour, but then this can be then updated weekly and you are then continuously up to date.

Currently the sales per labour hour are set up to reflect Average sales per man hour, however these can be changed to reflect actual hours as well, or both.



The goal is to them try and maximize the sales per man hour, this is done by changing the start and finish times or indeed to add staff at particular times Lets look at some results:

Lets go to Fig 1.

This result has come out of a real restaurant, if you look at the outcome of this roster you will see how dramatically the revenues have changed in the period of 6 weeks, I've coloured the months of November and January to highlight the differences, now although this is only 6 weeks apart, you can see how the revenues have dropped, this is because Christmas is over and many companies are on their annual break, but you can see the patterning and how the trends are starting to change. If you look at the Av Sales per man-hour they peak at \$64, between 1:00 and 2:00 o'clock, but realistically they are comfortable around \$ 45.00, we have evidence of some low \$40's and Mid range 40's, this would be my mark, and I would try and manipulate the roster to try and lift the productivity.

If you look at the SPMH after 2:00pm you will see how dramatically they drop, in this case the restaurant had too many staff on to clean up after the lunch period. We adjusted this, the sales per man-hour still drops however not to the dramatic rate as before. Hopefully now you can see how this tool can help in the adjustment of Rosters to match the business at hand.



- If the menu has been priced sufficiently
- If we are maintaining market share

A well run restaurant will adequately return a 32% labour cost if these three factors are in balance, if they are not then, this is a good indicator of where we should turn our attention to.

The Summary

	Actual Weekly Labor											
	Wednesday			Thursday			Friday			Saturday		
	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total
Revenue	\$5,654	\$587	\$6,241	\$5,961	\$539	\$6,500	\$6,645	\$513	\$7,158	\$9,744	\$878	\$10,622
Wage Cost \$	\$1,637	\$201	\$1,838	\$1,602	\$201	\$1,803	\$1,889	\$253	\$2,143	\$2,558	\$224	\$2,782
Wage Cost %	29%	34%	29%	27%	37%	28%	28%	49%	30%	26%	26%	26%
	Sunday			Monday			Tuesday					
	AM	PM	Total	AM	PM	Total	AM	PM	Total			
Revenue	\$7,855	\$601	\$8,457	\$5,230	\$516	\$5,746	\$5,353	\$376	\$5,729			
Wage Cost \$	\$2,706	\$294	\$3,000	\$1,201	\$233	\$1,433	\$1,368	\$266	\$1,634			
Wage Cost %	34%	49%	35%	23%	45%	25%	26%	71%	29%			

The summary is a good place to start with the end in mind. At a glance this will identify where and when the labour costs are falling down, in this example the PM shifts drag down the daily totals. Sunday also needs attention, and for my part I would examine Monday AM shift as the result of 23% will mean that there are few staff on which I think will result in delays in service.

Once again as with Source Restaurant Management SRM © program, the scheduling program only reflects what has happened on the floor. The examination of these results and the imputing of daily results should only take 15 mins a day, the main effort is still servicing the guest.

