Instructions for Accessing Online Video Training:

- Log into the Red Hawk University online learning system:
  - Go to [http://redhawk.ce-lms.com/](http://redhawk.ce-lms.com/)
  - Enter your username and password and click the Login button.
  - Team Members username will be the first initial of the first and last name and their 5 digit Team Member ID number.
    - Example: Joe Employee would be JE03612 (not case sensitive)
  - The generic password is: redhawk (all one word, all lowercase). You will be prompted and required to enter a new personal, secure password.
    - Note that the password fields are case-sensitive.
  - Please contact the Training Department at 672-5366 if you need any assistance.

- Once you are logged in, under “Learning Activities”, you will see a list of courses available to you under the “Enrolled” tab. Click on the Green Go button to the right of the “Principles of Effective Scheduling” course.

- Click on the link to launch the course video (1 hour, 4 minutes in length).
  - You will have four chapters of the video to complete. Please watch each chapter in order and in its entirety. The online learning system will timestamp when you started and finished the video. You are welcome to pause the video if needed. However, you may not fast-forward.
  - Complete the fields (fill in the blanks) and exercises in this workbook as you watch the video. You will need this information to complete your online assessment.

- At the end of the video, your Principles of Effective Scheduling Assessment will now be available. Click the Green Go button to the right of the Assessment to complete your test.
  - You are welcome to use your workbook and your notes when taking the assessment.

- If the Principles of Effective Scheduling course & assessment are not visible in your Enrolled tab, please contact the Training Department at 672-5366. We will confirm with the Planning and Analysis Department that you require access the video & assessment and grant your access.

- After completing the assessment, please contact the Labor Analyst at x5229 to schedule your hands-on training for using the Watson scheduling system.
Agenda:

1. Quality, Service Standards and Labor Standards
2. Introducing UniFocus Labor Management System (LMS)
3. Forecasting the Necessary Work
4. Planning the Work to be Done
5. Scheduling Employees
6. Executing the Work
7. Reporting What was Done
8. Evaluating Productivity
9. Using the System
10. Summary and Call to Action

Learning Objectives:

- By the end of this session, you should be able to:
  - Explain the principles of Labor Management as they are applied by Red Hawk Casino
  - Describe a week in the life of property using UniFocus Labor Management System
  - Generate and edit Team Member schedules
  - Create, review and analyze Labor Management System (LMS) reports
  - Use the LMS Dashboard to review property performance

Quality, Service Standards and Labor Standards:

Describe a good Service Experience you’ve had!! Why did it happen?

---

Quality is determined by ________________ to a standard.

[ kwóllətə ]

1. excellence: the highest or finest standard (often used before a noun)
   e.g. quality products
The Nature of Quality:

How does brand positioning of these two casinos affect standards?

What difference would you expect to see at these two casinos?

Service Standards:

A guest’s experience will relate to:

- The ____________ within which something was accomplished.
- The ____________ of the Team Member who was serving the guest, and
- The actual ____________.

Service Standards Lead to Labor Standards:

Labor Standards focus on the time to meet your Service Standards to ensure ________________
Defining Labor Standards:

- Labor Standard
  - The amount of time it takes to meet the desired service quality for a task
- Examples:

Whether a norm, a policy decision, or directly observed, labor standards are usually derived from the type of task to be performed, combined with the property’s market niche.

Types of Tasks:

1) ____________________________
   - Must be performed a set number of times per day (week, month, etc.)
   - Not dependent on volume of business
   - Examples: ____________________________

2) ____________________________
   - Number of times fluctuates day to day
   - Entirely dependent on volume of business
   - Examples: ____________________________
## PLM Exercises

*Identifying Fixed and Variable Tasks*

<table>
<thead>
<tr>
<th>Fixed Tasks</th>
<th>Variable Tasks</th>
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Introducing UniFocus Labor Management:

- How much business?
- What resources do we need?
- Which employees will work, and when?
- How did we do?
- Do the work!

UniFocus Labor Management is a tool for measuring performance against standards while assisting in the proper application of labor resources to consistently meet those standards. All of this in an effort to continually improve organizational operating performance.
Forecasting the Necessary Work:

- To _________________a future event from current knowledge
- To _________________in advance

To adequately serve its guests, a property first must know how many guests it is expecting to serve. That can only be achieved through an effective forecast.

What can affect Forecasting?

1) SEASONS
   ________________________________
   ________________________________
   ________________________________

2) SPECIAL EVENTS
   ________________________________
   ________________________________
   ________________________________

3) CIRCUMSTANCES
   ________________________________
   ________________________________
   ________________________________

__________ is happening that has an effect on Guest count?

__________ does the work need to be performed based on that count?

__________ does the work need to be performed?
**Forecasting:**

What information do you have?

Who has access to that information?

What systems are in place to retrieve it?

---

**What Needs to be forecasted?**

- The number of guests to whom service must be provided
- KBI stands for:
  - K__________
  - B__________
  - I__________

KBI = A countable factor that helps determine labor requirements

KBI → Standard → Hours → Schedule

Examples:

---

Three types of KBI’s:

1)____________________KBI's
2)____________________KBI’s
3)____________________KBI’s

This historical data serves as an integral part of the forecast process
Forecasting:
Regression Analysis:

Averaging:

Calculation:

Input:

Planning the Work to be Done:

With labor standards in place, and the forecast now available, it is time to plan out the staffing needs.
Labor Management Process – Management Involvement:

Weekly:

1) ___________________________________________________________________

2) ___________________________________________________________________

3) ___________________________________________________________________

4) ___________________________________________________________________

5) ___________________________________________________________________

Yearly (or as necessary):

1) ___________________________________________________________________

What is a “Guest Demand Pattern?”

The _________________ of guests over _________________.

How many Desk Clerks are needed during each half-hour increment?

Notes: ___________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Scheduling Employees:

Employee Scheduling

Once Labor Requirements have been determined, Team Member skills, availability and other requests are utilized to create a schedule.
Executing the Work:

_________ and ________________ is tracked in relation to the agreed to schedule that reflects the service standards.

Reporting What was Done:

Three reports you should run:

1) Labor Effectiveness Report
2) Employee Schedule Analysis
3) Weekly KBI Analysis Report

Why is reporting important?

Notes: ____________________________________________

Measuring if standards are being met provides Dept. Mgrs. with:

• Proof of desired performance
• Problem identification
• Avenue for feedback
• Separating fact from perception

What is reported?

_____________ Hours
_____________ Hours
_____________ Hours
_____________ Hours
### PLM Exercises

#### Reports

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<tr>
<th>Name of Report Viewed</th>
<th>Frequency</th>
<th>Resulting Action</th>
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**What reports do you like?**

**What reports do you wish you had?**
Evaluating Productivity:

Reviewing financial results may provide an indication of whether the budget is being met, but they do not directly inform an operation of how successfully it delivers.

Formula for answer:

\[
\frac{\text{Labor Expense}}{\text{Average Wage divided by Covers}} = \text{Minutes per Cover}
\]

Labor percentages can be inconsistent when actual performance is consistent.

A. Applebee’s
B. TGI Fridays
C. Red Robin

What is your viewpoint on performance at each of these restaurants?

Which operation is performing the best?

- Try to use KBI’s and units of measure (time) that are consistent.
Summary and Call to Action:

What is the vision?

- The right people at the right place at the right time based on business needs
- A system that balances financial performance, guest satisfaction and team member satisfaction
- A “tool” that supports the manager in day-to-day and/or week-to-week activities

So at the end of the day, what has really changed?
- Forecasting, Planning, Scheduling, Reporting and Evaluating all done through one main system

What hasn’t changed?
- Managers still need to manage

Thank You!