Labor target worksheet

Set your targets. Protect service. Schedule to demand. Complete weekly, before publishing the next schedule.

The goal is to eliminate unproductive labor while protecting service quality and sales.

Location _____ Week ending _____ Completed by _____

WHAT IS IN THE NUMBER

Net sales: sales after discounts, comps, and refunds, before sales tax and tips. **Wages only:** include regular wages, overtime, and management salaries earned during the week. Exclude employer payroll taxes, benefits, and employee tips. **Management:** salaried managers and working owners paid through payroll; unpaid owner labor can understate true operating cost. **DailyGM suggested targets** are starting points, not industry benchmarks. Set your own targets based on your service model, wage rates, sales volume, and profitability requirements.

Does the labor % you usually look at include payroll taxes and benefits? ◯ Yes ◯ No ◯ Not sure

If yes or not sure, confirm your wage-only figures before comparing them with these targets.

1. Last Week Against Target

Last week's net sales ($) _____

Line	DailyGM suggested target	Our target %	Actual $	Actual %	Over / under (pp)
Management	10%	%		%	
Front-of-house hourly	6%	%		%	
Back-of-house hourly	13%	%		%	
Total wages	**29%**	%		%	

Actual % = wages ÷ net sales × 100. **Over / under** = actual minus our target, in percentage points (pp). **Example:** $1,750 in front-of-house hourly wages ÷ $25,000 in net sales = 7%. Against a 6% target, that is 1 percentage point over.

2. Next Week's Draft Schedule

Next week's forecast net sales ($) _____

Line	Suggested	Target %	Target $	Scheduled $	Over / under $
Front-of-house hourly	6%	%			
Back-of-house hourly	13%	%			
Total hourly	**19%**	%			

Target $ = forecast net sales × target % ÷ 100. **Scheduled $** includes regular wages and anticipated overtime premiums. **Over / under $** = scheduled $ minus target $. Compare hourly wages with hourly targets only. **Total hourly** 19% is the sum of the suggested 6% and 13% hourly targets, not a separate benchmark.

3. What Drove the Week, and What Changes

Review last week's commitments before setting new ones.

- Did we miss our labor target because sales were soft, staffing was heavy, or both?
- Which days, shifts, or positions had excess labor or insufficient coverage?
- Where did staffing decisions affect service quality or our ability to capture sales?

Management action	Owner	By when