

Rachel Shaw

5.2 Assignment

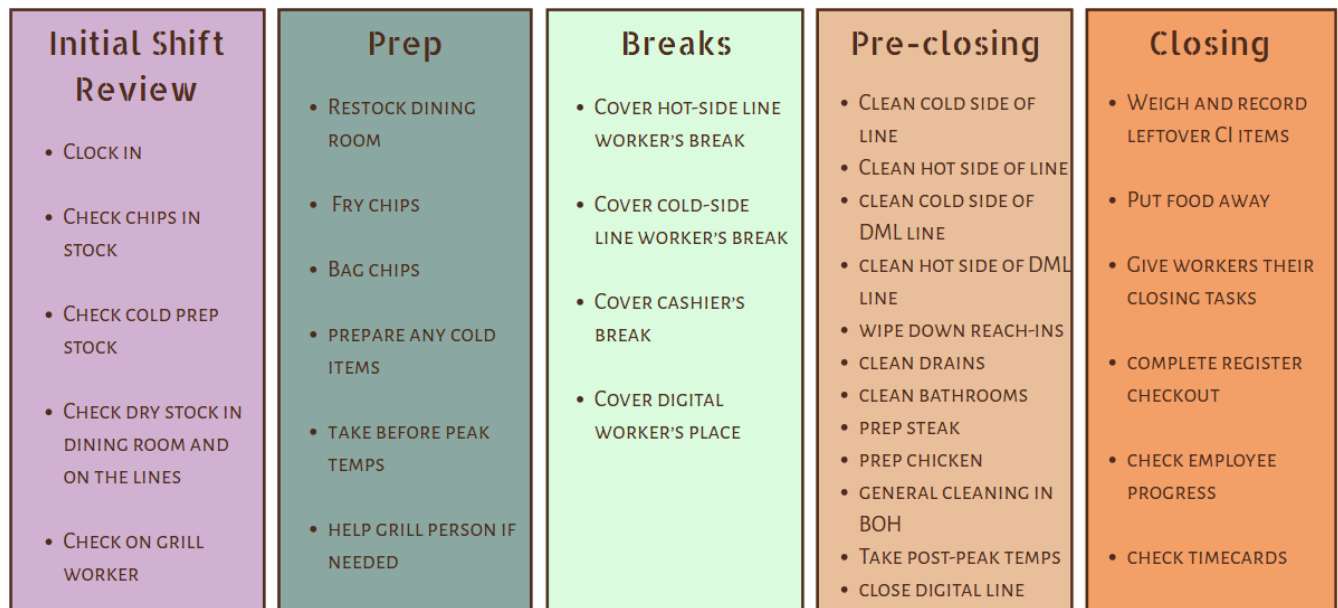
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Value Stream Map:

(for a closing shift as a manager at Chipotle)

Value Stream Map

FOR A CLOSING SHIFT AT WORK



Estimated Average Time Flow

Initial shift review	10 minutes
Prep	120 minutes
Breaks	180 minutes
Preclosing	200 minutes
Closing	40 minutes
Total estimated cycle time	9.16 hours

Optimizing the Shift

Eliminating waste:

- Rather than clocking in and checking the shift from the back of house to the front of house, I could check the dining room on my way into the building and do a quick survey of the state of the back of house as I go to put my personal items away.
- There are several simple tasks that I prefer to do myself because I'll get them done faster, such as frying chips, bagging chips, and some cold-side items. Assuming I have a full staff of seven employees, including myself, I can eliminate waste by handing these simple tasks off to the other crew members. This would give me more time to ensure the grill worker is set up and prepared for the dinner rush.
- I can complete small cleaning tasks while sending employees on break to make pre-cleaning faster later. Or, if the store isn't busy, I may be able to complete some of the precleaning tasks.

Workflow orchestration:

- If the store is not busy after the main dinner rush, I can help my crew complete some of the larger precleaning tasks, such as cleaning the hot and cold sides of the line and closing the dining room. That way, I have an extra set of hands to speed through the smaller tasks.
- The dishwasher on shift is usually the person responsible for preparing steak and chicken for the next day. Because of this, there is usually about an hour each shift where dishwashing is stopped completely. That said, I can try placing another employee in the dish pit while the dishwasher is prepping. This will make it less likely for the dishwasher to fall behind and have to stay late to finish the dishes.

Automation:

- Once the store closes, I have my own manager duties and paperwork to complete. This means I often have to leave the rest of the crew to finish cleaning up the store. Most nights, they'll come into the office every 10 minutes asking what they should do next or if they're good to go home, and those minor interruptions distract me from what I need to get done. That said, to "automate" the closing process, I can create a checklist for each employee to complete before they leave so that they don't have to ask me what to do. They can complete the list and check in with me once they are done.