

<b>EMPLOYEE INFORMATION</b>			
<input checked="" type="checkbox"/> Year-End Review		<input type="checkbox"/> Mid-Year Review	
NAME		CURRENT TITLE	
CURRENT WAGE		CURRENT SUPERVISOR and TITLE	
STORE NUMBER		AREA MANAGER and REGION	

## DEVELOPMENTAL REVIEW

### EFFECTIVE COMMUNICATION

**Advanced**

- Conveys one's thoughts verbally or in writing in an articulate, confident and compelling manner.
- Communication style may be vivid and compelling. Often displays skill in reducing complex information to simple forms and helping others to understand that information.

**Competent**

- Oral and written communications are usually acceptable, being both comprehensible and appropriate.
- Understands written and/or oral instructions and requests quickly.

**Improvement Needed**

- Shows inconsistency in his/her communications.
- May display a tendency to slowness in passing on important information, or slowness in responding to or understanding information communicated to them.

**Year-End**    Needs Improvement    Competent    Advanced

**Mid-Year**    Needs Improvement    Competent    Advanced

**Comments:**

**Comments:**

### CUSTOMER FOCUS

**Advanced**

- Works to not only meet customers' current needs, but anticipates and prepares to address future ones.
- Seeks and uses customers' ideas, reactions and input to better understand their needs and improve the products and/or services provided to them.

**Competent**

- Knows who his/her customers are and takes personal responsibility for responding to their requests or problems and ensuring their satisfaction.
- Is diplomatic in dealing with customers, showing empathy in listening to their complaints.

**Improvement Needed**

- Shows inconsistency in meeting requirements for customer focus in this position.
- May not fully recognize the importance of resolving customer concerns; therefore, shows no urgency or empathy for their needs.

**Year-End**    Needs Improvement    Competent    Advanced

**Mid-Year**    Needs Improvement    Competent    Advanced

**Comments:**

**Comments:**

## PROBLEM SOLVING

**Advanced**

- Thinks “outside the box” in order to make quantum improvements.
- Identifies ways to grow the business or make it more profitable by identifying and resolving key business issues and challenges.

**Competent**

- Sets priorities for tasks in order of importance or value.
- Generates conclusions by analyzing and evaluating information.

**Improvement Needed**

- Does not display a sense of urgency, or a desire to improve business performance.
- Relies on the “status quo”; doesn’t look for a better way to get things done.

**Year-End**    Needs Improvement    Competent    Advanced

**Mid-Year**    Needs Improvement    Competent    Advanced

**Comments:**

**Comments:**

## EFFORT & FLEXIBILITY

**Advanced**

- Consistently or frequently exceeds existing expectations for personal and/or organizational performance and acts on them.
- Reaches new standards of performance by demonstrating a high level of personal energy, a positive, relentless attitude and a strong urgency for results.

**Competent**

- Employees at this level produce work that usually exceeds requirements.
- Does not hesitate to “get on board” with implementing changes.

**Improvement Needed**

- Shows inconsistency in his/her work effectiveness.
- Error and problem rate is usually higher than acceptable; a larger than usual quantity of work must be repeated, rejected or corrected by others.

**Year-End**    Needs Improvement    Competent    Advanced

**Mid-Year**    Needs Improvement    Competent    Advanced

**Comments:**

**Comments:**

## COMMITMENT TO QUALITY

**Advanced**

- Ensures that the restaurants are delivering QSC expectations and meeting or exceeding standards in profit.
- Develops systems to ensure that pre-shift checklists, shift execution and post-shift analysis are executed.

**Competent**

- Correctly positions and manages people, products and equipment to improve shift level and profitability.
- Uses sales trends to control labor.

**Improvement Needed**

- QSC standards are somewhat lower than expectations.
- Shows a lack of willingness or ability to apply diagnostic tools to improve the efficiency of operations.

**Year-End**    Needs Improvement    Competent    Advanced

**Mid-Year**    Needs Improvement    Competent    Advanced

**Comments:**

**Comments:**



**FINANCIAL CONCEPTS**

**Advanced**

- Understands contribution margins and pass-through profit and how they affect the restaurants.
- Fully executes all financial aspects of the marketing plan.

**Competent**

- Understands the impact of operations on the P&L.
- Has the ability to read financial statements, analyze the P&L, and identify opportunities to improve restaurant results.

**Improvement Needed**

- Shows a lack of ability to read financial statements, to analyze the P&L or to identify opportunities to improve restaurant results.
- Restaurant results typically fall short of budget or expected targets.

**Year-End**  Needs Improvement  Competent  Advanced

**Mid-Year**  Needs Improvement  Competent  Advanced

**Comments:**

**Comments:**

**LEADERSHIP**

**Advanced**

- Manages and leads others in ways that clearly demonstrate that the ability to build and lead high performance teams is critical to the success of the business.
- He/She has a wide network of positive working relationships with peers, subordinates, supervisors, customers, and suppliers.

**Competent**

- Provides and supports on-going training that enhances the skills of others.
- May be involved in an occasional trivial dispute or misunderstanding, but usually shows that he/she can find ways to resolve interpersonal problems on his/her own.

**Improvement Needed**

- Shows inconsistency in interpersonal conduct.
- There is evidence of problems, for example, excessive complaints from fellow workers, customers, or others.

**Year-End**  Needs Improvement  Competent  Advanced

**Mid-Year**  Needs Improvement  Competent  Advanced

**Comments:**

**Comments:**

**ADDITIONAL COMMENTS**

**Year-End:**

**Mid-Year:**



**OBJECTIVES & TARGETS**

**GOAL EVALUATIONS-BASED ON PRIOR REVIEW**

Goal #1:  
Status of the goal:

Goal #2:  
Status of the goal:

Goal #3:  
Status of the goal:

**FUTURE OBJECTIVES**

<b>Description:</b> What is Objective #1?	
<b>Evaluation:</b> How will we know if the objective is achieved? What will happen or change?	
<b>Support:</b> What training or experience, or other support, could help?	
<b>Timing:</b> When will the objective be achieved?	

<b>Description:</b> What is Objective #2?	
<b>Evaluation:</b> How will we know if the objective is achieved? What will happen or change?	
<b>Support:</b> What training or experience, or other support, could help?	
<b>Timing:</b> When will the objective be achieved?	

<b>Description:</b> What is Objective #3?	
<b>Evaluation:</b> How will we know if the objective is achieved? What will happen or change?	
<b>Support:</b> What training or experience, or other support, could help?	
<b>Timing:</b> When will the objective be achieved?	



# Restaurant Operations Performance Appraisal

## RATING SUMMARY

Tally the employee overall scores below. As an example, if the employee scored competent in job knowledge, you'd check the check box under "competent." That's worth two points, so you'd write a 2 under the "point value" column. Under overall score, add the total of the points of all 7 rows.

	Improvement Needed (1)		Competent (2)		Advanced (3)		Point Value	
	Y-E	M-Y	Y-E	M-Y	Y-E	M-Y	Y-E	M-Y
<b>MID-YEAR (M-Y) OR YEAR-END REVIEW (Y-E)</b>								
EFFECTIVE COMMUNICATIONS								
CUSTOMER FOCUS								
PROBLEM SOLVING & INNOVATION								
EFFORT AND FLEXIBILITY								
COMMITMENT TO QUALITY								
FINANCIAL CONCEPTS								
LEADERSHIP								
<b>TOTAL</b>								

### TOTALS

OVERALL SCORE FOR YEAR-END

7-11 Needs Improvement    
  12-17 Competent    
  18-21 Advanced

OVERALL SCORE FOR MID-YEAR

7-11 Needs Improvement    
  12-17 Competent    
  18-21 Advanced

PERCENTAGE INCREASE (FOR YEAR-END ONLY)

0%    
 1%    
 2%    
 3%    
 4%    
 Other

### EMPLOYEE:

Please include any comments you would like to make:

**Year-End Comments:**

  
  

**Mid-Year Comments:**

**Employee Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Supervisor Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### DIRECTIONS

1. Complete this form on a computer and save in a confidential location as "employee's name, winter 2004 review."
2. Print out form, give review to employee, and obtain employee comments/signature.
3. Enter information onto the Performance Review Summation sheet.
4. Give review form to your Regional Manager for submittal to HR.
5. Regional Manager-submit one packet (with all reviews and Performance Review Summation sheet) per store to your HR representative.