

Restaurant Manager
Performance Evaluation Dimensions & Objectives:

1. Customer Impact

Definition: The capacity to provide expertise, advice, or help to a customer before, during, and after a purchase. This includes product knowledge, pricing, addressing customer's concerns, and ensuring a positive customer experience.

Proficiency Level	Behavioral Examples of Customer Service	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Aware of the customer ● Attends to the needs of the customer ● Asks if customer needs anything else after the original task is completed ● If task cannot be completed, employee will reference other staff members for the solution. ● Provides a positive atmosphere with a smile on their face. ● No guidance required. 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Aware of the customer ● Attends to customer's immediate need ● Attentive and provides a positive atmosphere ● Frequently without assistance 	
Level 3 – Meets Expectations	<ul style="list-style-type: none"> ● Aware of the customer ● Attends to customer's immediate need\ ● Occasionally requires assistance from other employees 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Aware of the customer ● Attends to customer's immediate need ● Requires assistance from hire up executives/managers. 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Aware that the customer needs assistance, advice, or help 	

2. Compliance/ Food Safety

Definition: Supports and drives compliance in the area of food safety under federal regulations for the employees and consumers. Ensure a safe environment for customers as well as employees in order to reduce accidents in the restaurant.

Proficiency Level	Behavioral Examples of Compliance and Food Safety	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Has extensive knowledge of culinary procedures and food safety regulations ● Completes monthly permit exams ● Passes health inspections with A rating ● Regularly reviews food and environment quality ● Inspects restaurant equipment 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Has advanced knowledge food safety regulation and can train employees on compliance and safety regulations ● Passes health inspection ● Inspects restaurant equipment 	
Level 3 – Intermediate	<ul style="list-style-type: none"> ● Able to demonstrate compliance and food safety knowledge ● Maintains a clean and safe food environment ● Ensures workers are proper cooking attire 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Unable to demonstrate compliance and food safety knowledge without the use of a compliance manual ● Needs to maintain a cleaner work environment 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Demonstrates little knowledge of compliance and food safety regulations ● Fosters hazardous food environment 	

3. Menu and product knowledge:

Definition: Maintains high standards of control for quality food production and service. Follows operational procedures for efficient and effective food production and service.

Proficiency Level	Behavioral Examples of Menu product knowledge	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Demonstrates procedures for food production, and able to train others on food production and equipment ● Regularly check inventory for freshness and cleanliness ● Has operational procedures readily available in the kitchen ● Has knowledge of required ingredients for each recipe 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Demonstrates procedures for food production, and able to train others on food production and equipment ● Operational procedures are available, but not located in kitchen ● Regularly check inventory for freshness and cleanliness ● Knows most of the ingredients for the recipes 	
Level 3 – Meets Expectations	<ul style="list-style-type: none"> ● Demonstrates procedures for food production, but is not able to train others. ● Regularly check inventory for freshness and cleanliness ● Has some knowledge of the ingredients in recipes ● Operational procedures are known, but not written down 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Does not demonstrate knowledge of the procedures for food production and equipment ● Checks inventory infrequently ● Is knowledgeable about ingredients but unable to recreate recipes ● Knows most of the operational procedures 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Does not demonstrate knowledge of the procedures for food production and equipment ● Inventory does not get checked ● Does not have knowledge of recipes of ingredients ● Knows most of the operational procedures 	

4. Effective Communication

Definition: the ability to effectively convey ideas, demonstrate active listening and professional communication with customers and employees

Proficiency Level	Behavioral Examples of Effective Communication	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Demonstrates superior active listening skills through building a rapport, body language, and validation ● Able to provide difficult feedback to employees, vendors or customers in a manner that is digestible 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Is an effective active listener as demonstrated through employee/subordinate feedback ● Demonstrates ability to present personal viewpoint and articulate decision making to employees when necessary ● Demonstrates effective written and oral communication results in zero errors in processing, food preparation, employee scheduling or customer relations 	
Level 3– Intermediate	<ul style="list-style-type: none"> ● Demonstrates effort and attention in being an active listener. ● Effective written and oral communication results in minimal errors in processing, food preparation, employee scheduling or customer relations 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Demonstrates communication skills that are adequate, appropriate for job responsibilities as duties. ● Demonstrates effective written and oral communication resulting in few errors in processing, food preparation, employee scheduling or customer relations 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Written and oral communication has grammatical and/or spelling errors ● Frequent misunderstandings or errors in processing, food preparation, employee scheduling or customer relations resulting from lapse in communication 	

5. Inventory Management

Definition: The process of ordering, storing inventory using forecasting to make an informed prediction about order placing.

Proficiency Level	Examples: Inventory Management	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Excellent ability in cost effective forecasting ● Effectively minimize waste and enhance profitability ● No errors on inventory orders 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Almost never has surplus or insufficient amount of inventory ● Proven cost effective forecasting abilities ● Works to minimize waste and enhance profitability 	
Level 3 – Intermediate	<ul style="list-style-type: none"> ● Demonstrates effort to accurately forecast inventory needs ● Minor errors on inventory orders ● Rarely surplus or insufficient amount of inventory 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Multiple errors on inventory orders ● Adequate ability to forecast inventory need ● Sometimes surplus or insufficient amount of inventory 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Consistent errors on inventory orders ● Constant surplus or insufficient amount of inventory ● Lacks ability to accurately forecast need of inventory 	

6. Time management

Definition: The effective process of being able to plan and organize time spent in a specific activity. The ability to prioritize multiple tasks in a fast-paced environment; able to plan daily, monthly, and yearly scheduled to complete tasks needed, but can adapt and change if situations were to arise. Sorts projects in multiple parts, where tasks that may be more difficult to achieve are handled before simple tasks. Can meet deadlines in a timely manner while increasing productivity.

Proficiency Level	Examples: Time Management	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Demonstrates exceptional task management through prioritizing the most important and challenging. ● Develops a strategic plan on how to handle all projects and completed the projects by the set deadline. ● Successfully delegates tasks to employees and verifies tasks are complete. 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Completes tasks while prioritizing the most important and challenging. ● Develops plans on how to handle all projects so they are completed by the deadline. ● Demonstrates the basis of delegating tasks but sometimes needed the assistance of other staff in making sure the tasks are completed. 	
Level 3 – Meets Expectations	<ul style="list-style-type: none"> ● Demonstrates the ability to multitask, but shows little knowledge between prioritizing the most important and challenging. ● Demonstrates knowledge of developing a plan to have projects completed, but required assistance in following the developed plan. ● Delegates tasks but needs the assistance of other staff in making sure the tasks are completed. 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Has difficulty handling projects and deadlines. ● Shows knowledge of being able to plan, but was not able to create plans without assistance. ● Needs constant support from other staff in delegating tasks and assuring those tasks were completed. 	
Level 1 - Unsatisfactory	<ul style="list-style-type: none"> ● Not able to produce a step by step process on how to efficiently have projects by the deadlines. ● Often needs assistance in developing a strategic way on how to handle multiple projects and meeting the deadlines. ● Demisters little knowledge on delegating tasks and having them completed. ● Requires help from other staff in making plans, organizing time, and organizing staff. 	

7. Financial management

Definition: Ability to successfully and effectively manage the monetary resources of the CPK establishment in order to maintain and or increase profits

Proficiency Level	Examples: Finance Management	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Provides solutions such as trimming, forecasting, or other creative ideas that ensured the success of the organization. ● Develops the financial plan, solutions, and provide direction to all other members of their staff. 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Provides an action plan and relates to their employees. ● Plans includes specific examples such as forecasting and trimming but maybe uncertain about a few of their proposed solutions and requires final approval from another manager. 	
Level 3 – Meets Expectations	<ul style="list-style-type: none"> ● Has difficulty determining problem areas and establishing solutions. ● Has issues with being assertive about the solutions they developed. ● Needs approval for some steps involved in the process and making important decisions. ● Needs assistance in finalizing the solutions the restaurant will use. 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Develops a few specific solutions on their own but not be able to provide an action plan that incorporates team meetings and open discussion on the topic. ● Requires regional manager, as well as, other managers for support. ● Unable to recognize certain potential problem areas and unable to establish an action plan without the support of other staff. 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Unable to develop specific solutions on their own. ● Needs extensive support from their regional manager on how to solve the problems, which may include frequent meetings with them. ● Has difficulty developing solutions and is unable to address areas to focus on for improvement. 	

8. Culinary Intelligence

Definition: A knowledge, skill, ability, and a behavior that is required to be effective on the chef's jobs and is critical to achieve culinary targeted outcomes.

Proficiency Level	Examples: Culinary Intelligence (CHANGE FOCUS TO MENU, RECIPES, FOOD)	Performance Rank
Level 5 – Exemplary	Has extensive knowledge of culinary procedures and safety of food regulations, and is able demonstrate such knowledge to other employees	
Level 4 - Exceeds Expectations	Has advanced knowledge of culinary procedures and is able to train on said knowledge	
Level 3: Intermediate	Able to demonstrate culinary knowledge with training manual and has average level of knowledge on safety regulations of food	
Level 2 – Needs Improvement	Unable to demonstrate culinary competency without the use of culinary manual	
Level 1: Poor	Has no knowledge of culinary competency and relies of culinary experts for knowledge of meal preparation and food safety regulations	

9. Leadership

Definition: Leadership in the workplace considers more than just one's ability regarding management (E.g., assigning tasks, setting work directions, establishing financial goals). Leadership may also be represented as a comprehensive responsibility which involves motivating, giving confidence and encouragement, while also providing authority and constructive feedback, managing relationships, and ensuring that all employees understand and share the organization's long-term missions and goals.

Proficiency Level	Example Behaviors	Performance Rank
Level 5 – Exemplary	<ul style="list-style-type: none"> • Communicates with all staff regarding location mission and goals • Consistently exercises independent judgment and discretion • Provides constructive one-on-one feedback to all staff members regarding performance • Motivates employees to meet targeted goals and increase productivity • Ensures all staff have a thorough understanding of all current job duties • Conducts weekly action plan meetings • Maintain environment where Respect, Opportunity, Communication and Kindness prevail daily 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> • Communicates goals to all employees • Ensures all staff have a thorough understanding of all current job duties • Exercises independent judgement • Delegates tasks among employees effectively 	
Level 3 – Meets Expectations	<ul style="list-style-type: none"> • Creates weekly staff schedule • Ensures all staff understand restaurant goals • Requires some feedback from other managers regarding management decisions 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> • Goals are communicated to employees but not clearly defined • Feedback is only provided to other managers (Kitchen and Assistant) • Tasks are not delegated in an efficient manner • Little attempt to motivate or engage with employees 	

Level 1 -
Unsatisfactory

- Difficulty delegating tasks and establishing direction
- Goals are not communicated to staff members
- Constructive feedback is not provided to staff members
- Roles among team members have not been clearly established

10. Problem Solving

Definition: The process of working through details of a problem to reach a solution. Problem solving may include mathematical or systematic operations in addition to conflict resolution between individuals. This skill can be a gauge of an individual's critical thinking skills in addition to how well they are able to manage and resolve sudden problems.

Proficiency Level	Example Behaviors	Performance rank
Level 5 – Exemplary	<ul style="list-style-type: none"> ● Effectively identifies current & potential problems ● Able to sufficiently articulate solutions to problems with a high level of transparency and clarity ● Accurately creates step by step processes to solve problems ● Ability to accurately implement the proposed process efficiently & effectively ● Ability to successfully facilitate & help with the process of problem solving for other employees or customers 	
Level 4 – Exceeds Expectations	<ul style="list-style-type: none"> ● Ability to identify problems and recurring patterns ● Ability to communicate solutions when needed ● Ability to draft a goal or desired outcome to a problem ● Ability to help coach others through issues 	
Level 3 – Meets Expectations	<ul style="list-style-type: none"> ● Ability to identify problems areas ● Not assertive with implementing solutions and action plans ● Can develop solutions but needs approval and support to implement them ● Needs team effort & support in making changes and solutions 	
Level 2 – Needs Improvement	<ul style="list-style-type: none"> ● Ability to develop minimal solutions to small problems ● Cannot provide effective action plans without the help of another team lead ● Requires managers support to implement solutions ● Unable to recognize certain potential problem areas without the help of other staff or customers 	
Level 1 – Unsatisfactory	<ul style="list-style-type: none"> ● Unable to identify problems or patterns ● Unable to identify solutions ● Always needs help from others to solve issues ● Difficulty articulating goals or needed areas of improvement 	

