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| Employee Name: | Review Period: |
| Job Title: | Review Date: |
| Reviewed By: |  |

## INSTRUCTIONS

Rate performance and provide specific examples to support your rating whenever possible.

The following rating scale should be used for all sections:

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| **Rating** | Explanation of Rating Level |
| **5** (Outstanding) | Performance, which is exceptional and is sustained at a level far beyond that of a fully proficient manager; extraordinary. |
| **4** (Excels) | Performance consistently better than that expected of a fully proficient manager. |
| **3** (Proficient) | Performance that meets the expectations of a manager in this position. |
| **2** (Needs Improvement) | Performance less than that of a fully proficient manager; improvement necessary. |
| **1** (Unsatisfactory) | Performance does not meet job requirements: immediate and substantial improvement is necessary. |
| **0** (Not Applicable) | Job factor considered not applicable to the position. |

Check the appropriate rating and include comments as appropriate. In the Comments area, *describe* how the employee’s performance compares to the job expectations and performance criteria. *Identify* the employee’s strengths in the areas of specific outcomes, skills and abilities. *Identify* areas where you see improvement is needed.

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| **Performance Categories with Criteria:** | **Rating Scale (check one)** |
| **Results Focus**   * Accomplishes expected workload and achieves targeted results. * Performs duties and responsibilities thoroughly and reliably. * Contributes to the achievement of restaurant goals and priorities. * Knows and complies with restaurant policies, procedures and standards.   **Comments:** | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| **Performance Categories with Criteria:** | **Rating Scale (check one)** |
| **Customer Service**   * Gives responses to customer’s questions and follows-up on their inquiries, requests and complaints in a timely manner. * Displays a positive and professional image to the customer at all times; maintains composure in difficult situations. * Corrects customer service problems promptly and undefensively. * Maintains an work climate for staff conducive to good customer service. * Supports staff in resolving customer service issues quickly and to the satisfaction of the customer.   **Comments**: | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| Teamwork  * Encourages teamwork and group achievement. * Acts to promote a congenial and productive work environment. * Helps resolve workplace conflicts. * Promotes an inclusive, harassment free environment for all. * Works well with staff and other managers and does not contribute to unproductive group conflict. * Puts team’s agenda ahead of personal agenda.   **Comments**: | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| **Organization & Resource Utilization**   * Plans, prioritizes and organizes work appropriately. * Identifies and utilizes resources effectively and responsibly. * Identifies and works to solve problems as they arise. * Is self-directed and works well with minimal supervision. * Is forward-thinking and seeks to identify and resolve issues of potential concern before they become problems. * Responsibly manages supplies, inventory, equipment and staff to reduce waste and maximize efficiency and effectiveness. * Establishes realistic budget plans and demonstrates fiscal accountability.   **Comments**: | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| **Performance Categories with Criteria:** | **Rating Scale (check one)** |
| **Supervisory Leadership**   * Has a strong working relationship with staff and peers. * In situations where potential conflicts may occur, is generally able to diffuse issues without involving others. * Sets performance standards by example. * Takes measurable steps to develop mutual trust and respect among staff and peers to promote a productive, positive environment. * Serves as a leadership role model and is viewed by others as such. * Recognizes employee’s contributions and successful performance.   **Comments:** | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| **Planning Ahead**   * Work is organized to achieve maximum efficiency. * Ambitious, yet attainable goals are set. * Projects and plans are well-organized. * Staff is well aware of restaurant goals, objectives and direction.   **Comments:** | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| **Initiative**   * Performs work and initiatives without being prompted. * Exceed performance expectations by doing more than is required. * Exceeds performance expectations by initiating and implementing new projects. * Recognizes and seizes opportunities even if outside of normal job duties. * Anticipates problems, proactively addresses issues. * Strives to improve work processes on a continuing basis.   **Comments:** | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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| **Performance Categories with Criteria:** | **Rating Scale (check one)** |
| **Communication**   * Communications are clear, concise and meaningful. * Listens actively and responds appropriately. * Receives and provides constructive feedback. * Is a good teacher and people developer by regularly sharing his skills, knowledge and experiences with less experienced staff members.   **Comments:** | [ ] 5 (Outstanding) [ ] 4 (Excels) [ ] 3 (Proficient) [ ] 2 (Needs Improvement) [ ] 1 (Unsatisfactory) [ ] 0 (Not Applicable) |
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## OVERALL APPRAISAL SUMMARY

**Directions:** Using the definitions for each performance level, check the box that best matches your appraisal of the manager’s overall performance.

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| **Outstanding** | **Excels** | **Proficient** | **Needs Improvement** | **Unsatisfactory** |
| **[ ]** | **[ ]** | **[ ]** | **[ ]** | **[ ]** |

**Areas for Improvement and Development**

List up to three key areas in which manager needs to improve or develop.

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**Goals / Objectives for Next Evaluation Period**

List major goals and objectives for upcoming review period agreed upon by employee and manager.

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**Signatures:** (Employee:Your signature certifies that you have had the opportunity to read and discuss this Appraisal with the reviewing manager/owner. Your signature does not imply that you agree or disagree with this Appraisal.)

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_

Reviewing Owner/Manager: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_