

Manager Performance Review

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:

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.

Performance Categories with Criteria:	Rating Scale (check one)
Results Focus <ul style="list-style-type: none"> 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. 	<input type="checkbox"/> 5 (Outstanding) <input type="checkbox"/> 4 (Excels) <input type="checkbox"/> 3 (Proficient) <input type="checkbox"/> 2 (Needs Improvement) <input type="checkbox"/> 1 (Unsatisfactory) <input type="checkbox"/> 0 (Not Applicable)
Comments:	

Performance Categories with Criteria:	Rating Scale
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	(check one)
<p>Customer Service</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p><input type="checkbox"/> 5 (Outstanding)</p> <p><input type="checkbox"/> 4 (Excels)</p> <p><input type="checkbox"/> 3 (Proficient)</p> <p><input type="checkbox"/> 2 (Needs Improvement)</p> <p><input type="checkbox"/> 1 (Unsatisfactory)</p> <p><input type="checkbox"/> 0 (Not Applicable)</p>
<p>Teamwork</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p><input type="checkbox"/> 5 (Outstanding)</p> <p><input type="checkbox"/> 4 (Excels)</p> <p><input type="checkbox"/> 3 (Proficient)</p> <p><input type="checkbox"/> 2 (Needs Improvement)</p> <p><input type="checkbox"/> 1 (Unsatisfactory)</p> <p><input type="checkbox"/> 0 (Not Applicable)</p>
<p>Organization & Resource Utilization</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p><input type="checkbox"/> 5 (Outstanding)</p> <p><input type="checkbox"/> 4 (Excels)</p> <p><input type="checkbox"/> 3 (Proficient)</p> <p><input type="checkbox"/> 2 (Needs Improvement)</p> <p><input type="checkbox"/> 1 (Unsatisfactory)</p> <p><input type="checkbox"/> 0 (Not Applicable)</p>
Performance Categories with Criteria:	Rating Scale

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	(check one)
<p>Supervisory Leadership</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p>[] 5 (Outstanding)</p> <p>[] 4 (Excels)</p> <p>[] 3 (Proficient)</p> <p>[] 2 (Needs Improvement)</p> <p>[] 1 (Unsatisfactory)</p> <p>[] 0 (Not Applicable)</p>
<p>Planning Ahead</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p>[] 5 (Outstanding)</p> <p>[] 4 (Excels)</p> <p>[] 3 (Proficient)</p> <p>[] 2 (Needs Improvement)</p> <p>[] 1 (Unsatisfactory)</p> <p>[] 0 (Not Applicable)</p>
<p>Initiative</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p>[] 5 (Outstanding)</p> <p>[] 4 (Excels)</p> <p>[] 3 (Proficient)</p> <p>[] 2 (Needs Improvement)</p> <p>[] 1 (Unsatisfactory)</p> <p>[] 0 (Not Applicable)</p>

Performance Categories with Criteria:	Rating Scale (check one)
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<p>Communication</p> <ul style="list-style-type: none"> • 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. <p>Comments:</p>	<p><input type="checkbox"/> 5 (Outstanding)</p> <p><input type="checkbox"/> 4 (Excels)</p> <p><input type="checkbox"/> 3 (Proficient)</p> <p><input type="checkbox"/> 2 (Needs Improvement)</p> <p><input type="checkbox"/> 1 (Unsatisfactory)</p> <p><input type="checkbox"/> 0 (Not Applicable)</p>

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.

Outstanding	Excels	Proficient	Needs Improvement	Unsatisfactory
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Areas for Improvement and Development

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

Goals / Objectives for Next Evaluation Period

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

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: _____