

Performance Review Form

Restaurant General Manager



Name: _____
(Restaurant General Manager)

Yrs. Service in Company: _____ Yrs. Service in Present Position: _____

Period of Review: _____ TO _____

This review is to be conducted in a professional manner and environment. The sole purpose of this review is to objectively evaluate the performance of the manager and to establish their strengths and opportunities in the following areas:

1. Performance of Essential Duties and Responsibilities
2. Leadership and Management Skills
3. Adherence to Company and Corporate Policies and Procedures

Restaurant General Manager's Responsibility:

At least two weeks prior to the date the DM/MD is conducting the evaluation, he/she should advise the RGM to review and rate their own performance on this form. They will rate themselves using the Performance Rating System included and must write their rating in the "Self" section for each category on the review. The RGM should then add together the total points for each section. The RGM should also provide written comments in the "RGM Comment" section regarding their performance in that category. These comments should justify the rating given for the responsibilities in that section and detail the category goals the RGM has set for themselves for the next year. After the RGM has completed their "Self" evaluation, the he/she should give the review to their supervisor to complete.

District Manager/Managing Director's Responsibility:

After the RGM has completed their "Self" evaluation and given you the form, you should use the same form to rate the manager's performance using the Performance Rating System included and mark your ratings in the "Supervisor" section for each category on the review. Please also include comments in the section provided after each rating criteria. Your comments should include notes on the manager's strengths and opportunities in each section. You should then add together the total points in the "Supervisor" column for each section. If you are going to request a pay increase for the manager, you should discuss the suggested increase with your supervisor and get approval from the Vice President of Operations before discussing an increase with your manager at the designated review meeting.

During the designated review meeting, you will have the opportunity to compare appraisals and openly discuss how either party rated each skill and/or responsibility. This discussion should generate constructive thoughts and comments on each side. You should also discuss the results of the manager's last scorecard to help identify key opportunities at the manager's restaurant. Based upon the ratings and scorecard review, you should both work together to create written review goals and objectives.

Performance Review Form

Restaurant General Manager



PERFORMANCE RATING SYSTEM

Rate the individual's performance rather than their personal qualities. Ratings and comments should be based objectively on facts (scorecard data and relevant feedback) as well as based on your observations of the manager's performance.

Rate each of the essential duties and responsibilities listed using the following guidelines:

Rating	Definition	Details
5	Significantly Above Expectations	Consistently displays the behavior beyond what is expected for the role. Sets an example for others.
4	Above Expectations	At times displays the behavior above what is expected for the role.
3	Meets Expectations	Displays the behavior as expected for the role.
2	Below Expectations	At times does not exhibit the behavior as expected for the role.
1	Significantly Below Expectations	Consistently does not exhibit the behavior as expected for the role.
U	Unable To Access	New to this role and still developing or learning results expected. Does not apply to this person.

Any rating which is designated as (2) Below Expectations, (1) Significantly Below Expectations or (U) Unable to Access must be substantiated by written comments justifying the rating given. You must be specific and site examples.

Goals and Objectives

In the final section of the review you are to work together with the RGM to establish goals and objectives. These goals and objectives should include:

1. Steps to improve performance in any of the areas you rated the RGM as (2) Below Expectations, (1) Significantly Below Expectations or (U) Unable to Access.
2. Present the manager with steps to improve their performance or better prepare them for promotion.
3. Be specific and give a time table for reaching goals.
4. State need for additional training and which duties and essential duties and responsibilities need greater attention.
5. Discuss how the manager visualizes his/her advancement potential and personal promotion objectives.

Performance Review Form



Restaurant General Manager

INSTRUCTIONS: The RGM must complete the "Self" rating section for each essential duty and responsibility using the Performance Rating System outlined below. The DM/MD/DO must then complete the "Supervisor" rating section. Please rate the RGM by determining whether there is evidence of consistent and effective displays of the essential duties and responsibilities described. Based upon the results below, a Development Plan with Goals and Objectives will be created.

Essential Duties and Responsibilities

Leads Restaurant Operations: <i>The RGM should possess outstanding leadership skills that build, inspire and motivate all team members; they should also possess the following key performance factors that influence all aspects of restaurant operations.</i>	Self	Supervisor
• Provides a positive general attitude towards subordinates, supervisors, vendors and the Company. Shows sincere interest and enthusiasm.		
• Sets the example for team in the areas of maturity, professionalism, punctuality and dress code.		
• Cooperates with supervisor and subordinates in a positive productive manner. Acts as a team player to accomplish goals. Is tolerant of the ideas, interest, problems and worth of others.		
• Plans and organizes restaurant goals and objectives. Sets goals that are specific, measurable, attainable, realistic and time bound. Involves all subordinates in accomplishing these goals and objectives.		
• Uses sound, good judgment in making decisions. Avoids snap judgments based on inadequate facts and uses common sense. Handles crisis by being calm and in control. Follows Company policies when dealing with crisis situations.		
• Follows up to assigned tasks, responsibilities and objectives. Ensures completion regardless of obstacles and completes tasks in a timely manner.		
• Communication with others is in a concise and intelligent manner, and has ability to present material effectively. Counsels with team members in both verbal and written form when necessary.		
• Shows initiative in seeking out work and completes duties with little or no supervision.		
Leads Restaurant Operations- Total Points		

Leads Restaurant Operations- RGM Comments:

Leads Restaurant Operations- DM/MD Comments & Action Plan:

Leads Operations Excellence: <i>Directs efficient and accurate preparation and sale of products and preventive maintenance of restaurant facilities for Customer Promise delivery.</i>	Self	Supervisor
• Provides operations direction to team in a clear, concise and positive way and coaches others to lead operations. Sets an example for team by working hard to implement shift plans and ensure swift and smooth operations.		
• Identifies and resolves bottlenecks in operations to improve speed of service. Maintains speed of service standards and goals in restaurant. Gets the right people involved to prevent and resolve restaurant equipment problems.		
• Monitors Company and Corporate operational programs, processes and metrics to identify restaurant issues. Involves management team in resolving operational challenges.		
• Demonstrates patience and a positive attitude with management team and crew members while delegating tasks and giving production instructions.		

PERFORMANCE RATING SYSTEM

5 - Significantly Above Expectations	4 - Above Expectations	3 - Meets Expectations
2 - Below Expectations	1 - Significantly Below Expectations	

Leads Operations Excellence: Directs efficient and accurate preparation and sale of products and preventive maintenance of restaurant facilities for Customer Promise delivery.	Self	Supervisor
<ul style="list-style-type: none"> Understands and has basic knowledge of equipment troubleshooting, minor repair and adjustment. Has ability to train team on basic troubleshooting and maintenance. Prepares a list of maintenance items and repairs for their supervisor on a weekly basis. Conducts regular unannounced documented visits to the restaurant ensuring operational standards. Maintains acceptable operational and safety standards as measured by the Operations Excellence Review and Ecosure visits. 		
Leads Operations Excellence- Total Points		
Leads Operations Excellence- RGM Comments:		
Leads Operations Excellence- DM/MD Comments & Action Plan:		
Leads Guest Experience Delivery: Motivates and directs team members to do what it takes to exceed customer expectations with food and friendly service in clean surroundings.	Self	Supervisor
<ul style="list-style-type: none"> Makes a professional impression on customers and team through positive and friendly attitude and proactive interaction to seek feedback on customer experience. Works with team to act on customer feedback and resolve customer complaints in a timely, friendly and professional manner. Directs team to take pride in the details of delivering the Customer Promise and Brand Delivery Standards. Demonstrates flexibility to meet different team needs to ensure Customer Promise delivery. Implements BKC National Marketing plans and timely posting of promotional materials. Identifies and implements local strategies to market the restaurant and promote restaurant involvement in the community. Understands and can effectively communicate Guest Trac results with team. Uses information to improve upon Guest Experience. 		
Leads Guest Experience Delivery- Total Points		
Leads Guest Experience Delivery- RGM Comments:		
Leads Guest Experience Delivery- DM/MD Comments & Action Plan:		
PERFORMANCE RATING SYSTEM		
5 - Significantly Above Expectations	4 - Above Expectations	3 - Meets Expectations
2 - Below Expectations	1 - Significantly Below Expectations	

Performance Review Form



Restaurant General Manager

Builds Team Talent: <i>Provides coaching and feedback to crew and managers on crew stations, BKC products, processes and policies; leads restaurant management team in recruiting, selecting and retaining effective crew talent.</i>	Self	Supervisor
<ul style="list-style-type: none"> Delegates work to team members in a way that encourages them to work together to ensure the restaurant operates to BKC and Company standards. 		
<ul style="list-style-type: none"> Coaches management team members on people leadership skills and management tools for maximum efficiency and promotability; makes them feel their contributions are valuable. Reviews restaurant's operational, financial and marketing targets and results to set challenging goals for self and team, and provides timely performance feedback and ensures accountability. 		
<ul style="list-style-type: none"> Conducts ongoing written performance reviews of all team members. These reviews should include written performance goals. 		
<ul style="list-style-type: none"> Coaches management team with knowledge of employment laws and Company policies and delegates new responsibilities in building crew talent. Leads by example by adhering to all Company policies and standards at all times. Leads the development and implementation of strategies to identify/hire/promote/orientate and retain effective crew talent; assists supervisor with management recruitment and selection. Trains using Company/Corporate training methods. Identifies and develops employees with potential for advancement. 		
<ul style="list-style-type: none"> Identifies effective team members who are "at-risk-of-departing" and takes appropriate action for retention. Maintains order and discipline among employees supervised, including reprimands, suspensions and recommendations of employment termination. 		
Builds Team Talent- Total Points		

Builds Team Talent- RGM Comments:

Builds Team Talent- DM/MD Comments & Action Plan:

Manages Restaurant Profit and Loss: <i>Assumes full responsibility for the restaurant profit and loss management by implementing marketing strategies; following cash control/security procedures; maintaining inventory; managing labor; and applying financial report analysis to enhance restaurant results.</i>	Self	Supervisor
<ul style="list-style-type: none"> Optimizes profit and loss by ensuring proper scheduling and positioning of crew and management. Prepares restaurant financial plan to include sales, operating expenses and profits. 		
<ul style="list-style-type: none"> Oversees the forecasting, ordering, accounting and maintaining of store product and supply inventories. 		
<ul style="list-style-type: none"> Coaches team to effectively implement marketing/sales strategies (i.e., suggestive selling, etc.) 		
<ul style="list-style-type: none"> Seeks best practices from others to enhance use of restaurant financial controls. 		
<ul style="list-style-type: none"> Holds team accountable for company cash control policy including deposit policy. 		
<ul style="list-style-type: none"> Coaches management team to identify new ways to enhance restaurant profit and loss with marketing, inventory and labor management. 		
Manages Restaurant Profit and Loss- Total Points		

Manages Restaurant Profit and Loss- RGM Comments:

PERFORMANCE RATING SYSTEM

5 - Significantly Above Expectations 4 - Above Expectations 3 - Meets Expectations
 2 - Below Expectations 1 - Significantly Below Expectations

Restaurant General Manager

Manages Restaurant Profit and Loss: Assumes full responsibility for the restaurant profit and loss management by implementing marketing strategies; following cash control/security procedures; maintaining inventory; managing labor; and applying financial report analysis to enhance restaurant results.	Self	Supervisor
---	------	------------

Manages Restaurant Profit and Loss- DM/MD Comments & Action Plan:

Ensures Restaurant Compliance: Enforces compliance of government regulations, employment law, food safety, security, operations and Company/Corporate policies and procedures relating to all restaurant activities across shifts.	Self	Supervisor
---	------	------------

<ul style="list-style-type: none"> Directs the team to maintain BKC restaurant and equipment cleanliness and sanitization standards. Has read OPS manual and can answer most, if not all, operational questions. 		
<ul style="list-style-type: none"> Ensures all required BKC operational systems and tools are used and documented at all times. Follows-up with team regarding compliance and completion. Items include beef cookout logs, daily planners and other operational documentation. 		
<ul style="list-style-type: none"> Takes initiative to immediately take action on violations of safety, sanitation and security policies by reporting violations to supervisor; performs appropriate damage control; and identifies long-term prevention measures. 		
<ul style="list-style-type: none"> Maintains all required documentation in restaurant as it relates to employee files, safety, security and sanitation. 		
<ul style="list-style-type: none"> Motivates and educates restaurant team to comply with loss control procedures and to maintain a safe and secure environment for customers and the team. 		
<ul style="list-style-type: none"> Shows supervisor that he/she can be relied upon to maintain restaurant compliance. 		
<ul style="list-style-type: none"> Works with restaurant management to identify indicators of compliance issues across shifts and leads restaurant audits. 		
<ul style="list-style-type: none"> Meets all required deadlines and due dates for company paperwork/reports, including daily, weekly and monthly items. 		
Ensures Restaurant Compliance- Total Points		

Ensures Restaurant Compliance- RGM Comments:

Ensures Restaurant Compliance- DM/MD Comments & Action Plan:

PERFORMANCE RATING SYSTEM

5 - Significantly Above Expectations 4 - Above Expectations 3 - Meets Expectations
 2 - Below Expectations 1 - Significantly Below Expectations

Restaurant General Manager

Review of Current Store Scorecard Performance: Please review RGM performance level as detailed on the current store scorecard.

Review of Current Store Scorecard- RGM Comments:

Review of Current Store Scorecard- DM/MD Comments & Action Plan:

Performance Review Rating Totals

	Total Category Points	Average Category Total	
Leads Restaurant Operations (40 possible points) [8 questions]	<input type="text"/>	<input type="text"/>	Average Category Total= Each category total points divided by # of questions in category. Round to the nearest (.0). EXAMPLE: For Leads Oper. Excellence category, if you score 35 total category points divide that number by 8 (# of questions in that category). It is 4.375. Then round to nearest (.0), which is 4.4.
Leads Operations Excellence (35 possible points) [7 questions]	<input type="text"/>	<input type="text"/>	
Leads Guest Experience Delivery (30 possible points) [6 questions]	<input type="text"/>	<input type="text"/>	
Builds Team Talent (25 possible points) [5 questions]	<input type="text"/>	<input type="text"/>	
Manages Profit and Loss (30 possible points) [6 questions]	<input type="text"/>	<input type="text"/>	
Ensures Restaurant Compliance (40 possible points) [8 questions]	<input type="text"/>	<input type="text"/>	
Totals (Total of All Categories)	<input type="text"/>	<input type="text"/>	Total Average= All category averages added together then divided by 6.

PERFORMANCE RATING SYSTEM

5 - Significantly Above Expectations

4 - Above Expectations

3 - Meets Expectations

2 - Below Expectations

1 - Significantly Below Expectations

Restaurant General Manager

Review Goals and Objectives

1.

2.

3.

4.

5.

6.

7.

Review Prepared By (Printed Name)

Date

Signature of Preparer

Restaurant Manager's Comments

Manager's Printed Name

Date

Manager's Signature