



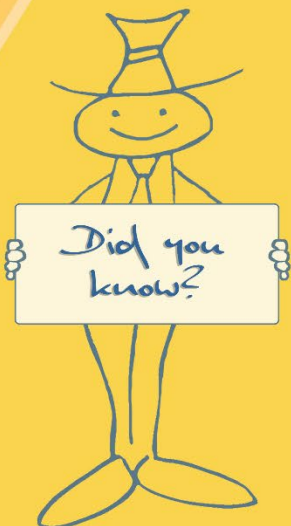
F&B
Specialist Literature



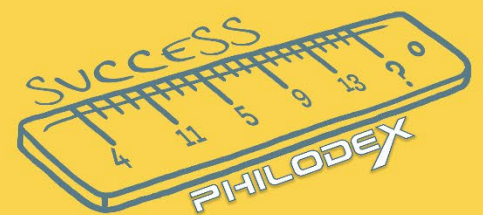
PX^eBook

PERFORMANCE APPRAISAL

Staff Evaluation



Job Profile



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Preamble

This PX-eBook presents a performance appraisal system designed to bring structure, fairness and a calm sense of order to the fast-paced world of hospitality. In an industry where every day brings new challenges, it is essential to have a clear and reliable method for evaluating how team members perform, where they excel and where they can continue to grow. This guide explains the principles behind the system, how it works in practice and how it supports both leaders and employees throughout the year.

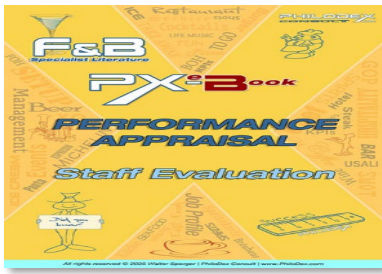
At the centre of the appraisal system are the competencies that define professional behaviour in hospitality. These include finance, guest satisfaction, hygiene, leadership, communication, problem-solving, technology skills and many others. Each competency is clearly described and assigned a defined performance level. Together they form a transparent framework that makes expectations easy to understand for everyone involved. No guesswork, no assumptions, no surprises during the annual meeting.

The system is built around competency packages that specify the required level for each position. These levels depend on employment tier, responsibility, and pay grade, and are reflected in the business's organisational chart. A supervisor is expected to demonstrate a different level of leadership than a commis, and a head chef requires a different level of operational control than a junior cook. The appraisal system makes these distinctions clear and consistent.

During the appraisal meeting, the achieved level is compared with the required level. This creates a fair and structured evaluation that focuses on observable performance rather than personal impressions. It also highlights development opportunities and supports long-term planning for training, promotion and succession. The aim is not to judge, but to guide, encourage and help each team member reach their full potential. A good appraisal conversation should feel constructive, respectful and forward-looking.

This PX-eBook is part of a broader series. A dedicated volume on job descriptions explains how each position is defined and how the competencies are applied in daily operations. Another volume on the organisational chart shows how the business structure is built and how the employment tiers connect to the competency packages. Together, these PX-eBooks form a complete and practical system for professional people management in hospitality.

Slide 1. Explanatory Notes to this PX-eBook



These **guidelines** accompany the presentation on the **appraisal system** and serve as a detailed extension of the slides. A PPTX file naturally contains only keywords to keep the training clear, structured and easy to present.

In the Word document, you will therefore find a precise explanation for each slide number, providing deeper insight, background information and the reasoning behind each point.

In short: the slides are the stage, the guidelines are the script. They support managers and employees not only in understanding the system but also in confidently applying it in daily operations.

Slide 2. Definition

What is an Appraisal?

An appraisal is an evaluation or assessment of someone to determine their value, quality, or performance.

In HR management, a staff appraisal is a formal process for evaluating an employee's job performance and providing feedback on their strengths and areas for development.

Slide 3. Basics

What is the purpose of an appraisal?

A staff appraisal aims to help employees improve their performance and contribute to the organisation's goals and objectives.

An appraisal is a **discussion** between the manager and the staff member in which they review past performance against the criteria previously **agreed in the Competency Pack** to plan future improvements jointly.

Goals

- ✘ To develop strategies for improving the staff member's performance
- ✘ Identifying staff training requirements
- ✘ To aid in the long-term development of the employee
- ✘ To help the manager in succession planning
- ✘ To improve communication and understanding between the manager and the employee
- ✘ To assist the manager in identifying potential areas for improvement in their performance

What should an appraisal not be?

- ✘ A one-way conversation from manager to employee
- ✘ A salary discussion
- ✘ A surprise or contain any major surprises
- ✘ A disciplinary interview
- ✘ A character assessment
- ✘ A secret report

Benefits

What are the benefits for the Company?

- ✘ Identifies company training needs
- ✘ Assists in progress towards company goals and objectives
- ✘ Increases sales and profitability
- ✘ Helps recruitment
- ✘ Assists succession planning
- ✘ Encourages loyalty and stability

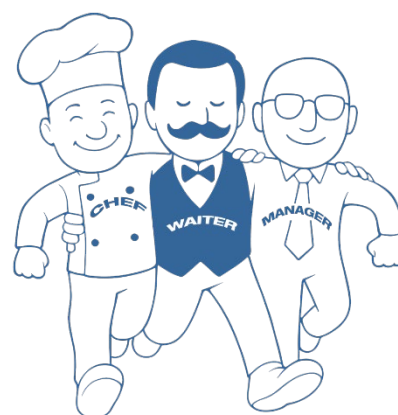


What are the benefits for the Manager?

- ✘ Improves the ability to connect with staff members
- ✘ Improves performance within the outlet
- ✘ Makes delegation easier
- ✘ Identifies training needs
- ✘ Assists with succession planning
- ✘ Ensures a common direction within the outlet
- ✘ Removes barriers
- ✘ Improves communication skills
- ✘ Development of management skills

What are the benefits for the Individual?

- ✘ Improves morale and motivation
- ✘ Increases the feeling of security
- ✘ Gives more self-confidence
- ✘ Improves the relationship with the manager
- ✘ Greater motivation to perform well
- ✘ Gives the chance to discuss future career
- ✘ Opportunity to discuss training and development needs



Slide 4. Structure

Types of appraisals

Self-appraisal

In this type of appraisal, employees are asked to assess their job performance by using the **Competency Pack** or completing a self-evaluation form or questionnaire. The self-evaluation is typically reviewed and discussed with the employee's manager as part of the appraisal process. Self-appraisals can help employees identify their strengths and areas for development and take ownership of their performance.

Peer appraisal

In a peer appraisal, employees are evaluated by their colleagues, who provide feedback on their job performance and behaviour. This type of appraisal can be particularly useful in team-based environments where employees work closely together and have a good understanding of each other's roles and responsibilities. Peer appraisals can provide a more well-rounded view of an employee's performance and encourage teamwork and collaboration.

Manager appraisal

Manager appraisal is the most common type of staff appraisal, where an employee's manager assesses their job performance and provides feedback on their strengths and areas for development. The manager appraisal process typically involves setting performance objectives, monitoring progress, and conducting regular check-ins with the employee throughout the appraisal period. Manager appraisals can be useful for identifying areas where employees can improve their performance and achieve their goals.

Timeline

Annual appraisal

Many organisations conduct an annual appraisal to evaluate an employee's performance over the year. Annual appraisals are typically scheduled at the end of the calendar year or the season, and the appraisal results are used to determine salary increases, bonuses, and promotions.

Bi-annual appraisal

Some organisations conduct biannual appraisals that evaluate an employee's performance every six months. Bi-annual appraisals can provide more frequent feedback and help employees stay on track with their goals and objectives.

Quarterly appraisal

In some fast-paced or high-growth organisations, quarterly appraisals may be conducted to evaluate an employee's performance and provide more frequent feedback. Quarterly appraisals can help managers identify and address performance gaps early on before they become bigger problems.

Ultimately, the frequency and timing of appraisals will depend on the organisation's culture, goals, and resources, as well as the specific needs of the employees and the business.

Documentation

Competency Pack

Most organisations use a standardised appraisal form to document the appraisal process. The form typically includes sections for setting performance objectives, evaluating performance against those objectives, and providing feedback and comments. That is included in the **Competency Pack**.

The **Competency Pack** contains:

- × Appraisal **Form**
- × **Level** Sheet
- × Competency **Grid & KPIs**
- × Performance **Tables**

Supporting documentation

In addition to the appraisal form, managers should keep any supporting documentation related to the employee's performance, such as:

- × Awards
- × Disciplinary actions
- × Mails
- × Complaints
- × Thank you letters

Performance Improvement Plan

If an employee's performance is not meeting expectations, the manager may develop a **Performance Improvement Plan (PIP)** outlining specific steps the employee can take to improve. The PIP should be documented and tracked to ensure that the employee is making progress towards their goals.

The **PIP** can also be a part of a section attached to the **Appraisal Form**.

Confidentiality

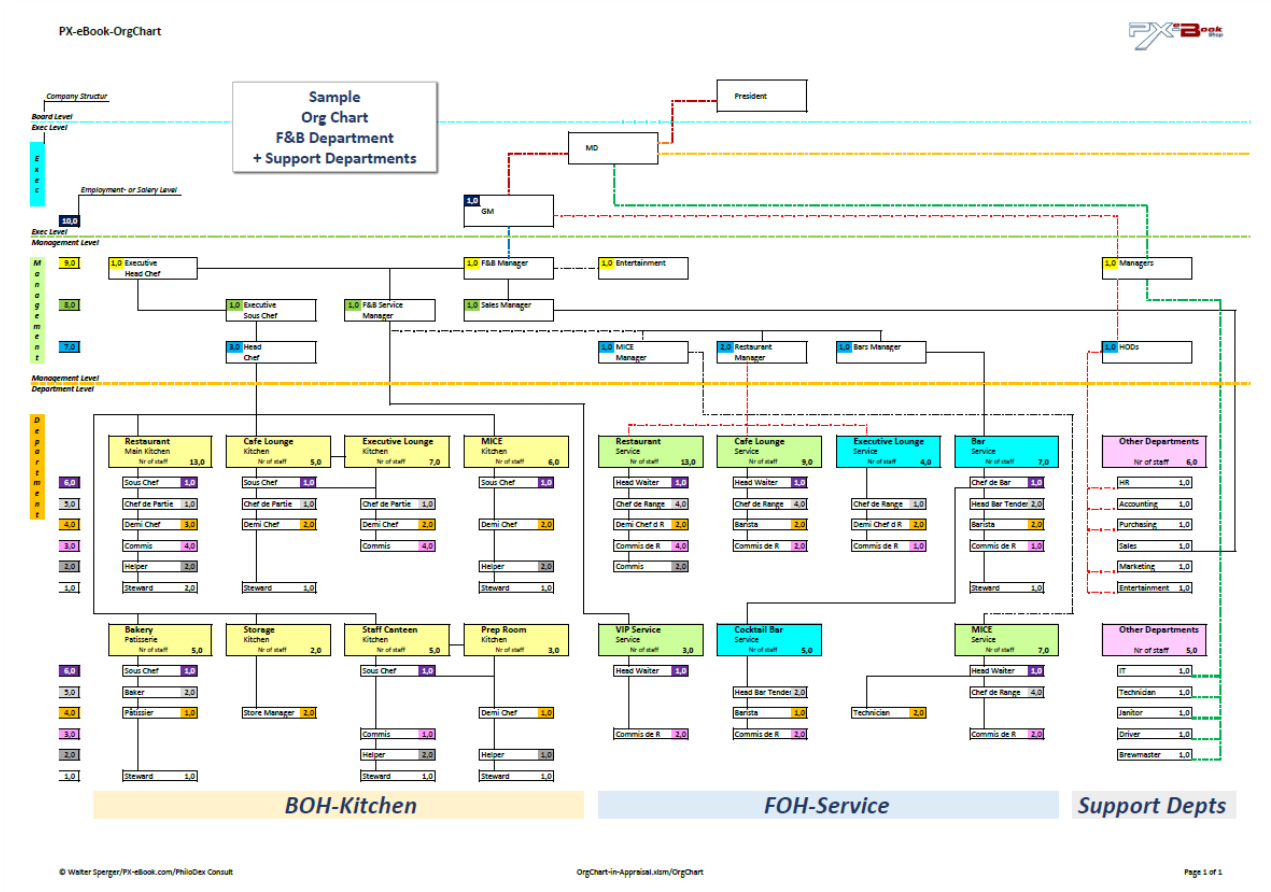
The appraisal documentation should be kept confidential and shared only with those who have a legitimate need to know, such as the employee's direct supervisor or an HR representative.

Retention

Appraisal documentation should be retained for a specified time in accordance with the organisation's record-keeping policies. The retention period may vary depending on the type of document and the applicable legal or regulatory requirements.

By documenting the appraisal process and retaining appraisal records, organisations can ensure that they have a clear record of employee performance and can make informed decisions about promotions, transfers, and other employment-related matters.

Slide 5. Data



Know the person you would like to appraise

- ✗ Position within the company (on the OrgChart)
- ✗ Job Profile
- ✗ Job Title
- ✗ Job Description
- ✗ Specific Responsibilities
- ✗ Workflow, heavy workloads, physical work, stress level
- ✗ Personal information
- ✗ Behaviour

The manager should have a clear understanding of the appraisee and assess only their work performance. The focus must remain on observable behaviours and results, not on the person, their flaws, or personal characteristics. A fair appraisal evaluates what the individual does in their role, not who they are.



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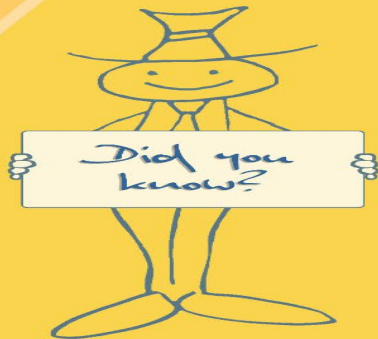
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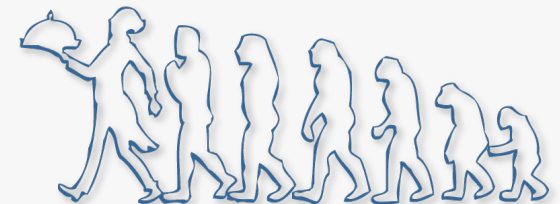
PERFORMANCE APPRAISAL

Staff Evaluation



What is an Appraisal?

An appraisal is an evaluation or assessment of someone to determine their value, quality, or performance.



Appraisal

Basics

Performance

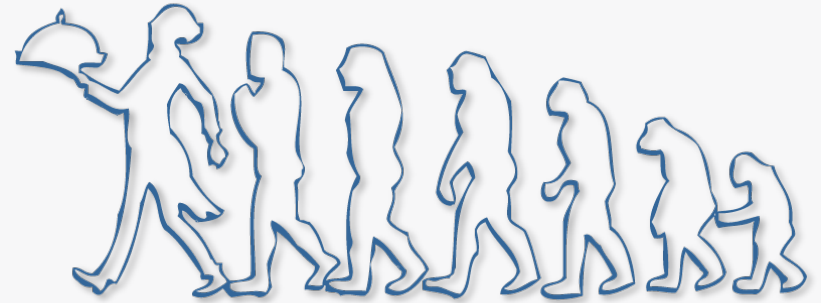
Purpose

Goals

What is it NOT

Benefits

Assessment



Basics

*Company
manager
Individual*

Appraisal

Basics

Performance



Purpose

Goals

What is it NOT

Benefits

Assessment



*Company
Manager
Individual*

What are the benefits for the Company?

- × Identifies training needs
- × Progress towards company objectives
- × Increases sales and profitability
- × Helps recruitment
- × Encourages loyalty and stability

What are the benefits for the Manager?

- × Better connection and communication with staff members
- × Makes delegation easier
- × Identifies training needs - success planning
- × Common direction – you go the same way
- × Removes barriers

What are the benefits for the Individual?

- × Improves morale and motivation
- × Gives security - self-confidence
- × Better relationship with the manager
- × Gets training for the career

Appraisal

Structure

How

Options

Types

Timelines

Documentation

When



TRAINING CHECKSHEET

DATE

Welcome to the training course. You must not be present in training until you have signed this sheet. What you can expect from the course:

30 DAYS

DATE	Competence
	EC
	EC
	EC
	EC
	EC
	EC

*Appraisal Form
Metrics, Awards*

Documentation

The Competency Pack

- ✗ Appraisal Form
- ✗ Level Sheet
- ✗ Competency Grid (+KPIs)
- ✗ Performance Tables

Supporting documentation

- ✗ Awards
- ✗ Disciplinary actions
- ✗ Mails
- ✗ Complaints
- ✗ Thank you letters

Retention

Kept on file

Performance Improvement Plan

PIP - section on the appraisal form

Keep it confidential

Appraisal

Data

Behaviour



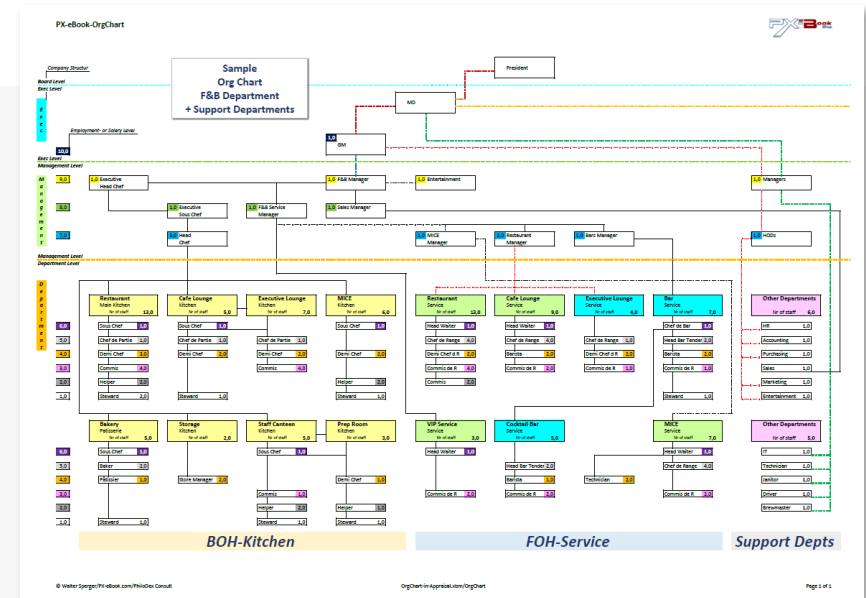
OrgChart

Position, Department

Job Profile & Description

Responsibilities, Workload

Workmanship



Know the person

Appraisal

Set Up

Dialogue

Best Practices



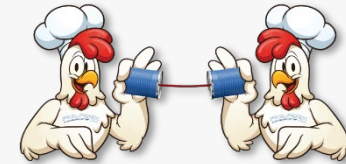
Preparation

Location, Atmosphere

Interview Structure

W - A - S - P

Safe Space



*How to conduct
an appraisal*

Appraisal

Set Up

Dialogue

Best Practices



Preparation

Location, Atmosphere

Interview Structure

W - A - S - P

Safe Space

Location

- × Managers may establish a positive and productive environment.
- × Select a location that fits the purpose.
- × To facilitate a fruitful and effective meeting.

Keep it

- × Private & Confidential
- × Relaxed & Comfortable
- × Neutral
- × Accessible & Convenient
- × Professional & Appropriate

Atmosphere

- × Positive & Encouraging
- × Non-threatening & Non-judgmental
- × Open and honest communication
- × Respectful & Professional
- × Empathetic & Understanding

Welcome | Acquire Information
Supply Information | Plan

Appraisal

Competencies

Role

Skills

What are Competencies?

Why we use them?

How do we use them?

Assessment

Levels

FnB Competencies Grid

Code	Competencies	Required												
			10	9	8	7	6	5	4	3	2	1		
D6	CONTROLLING	x	4	4	3	3	3	2	2	2	2	-	-	-
D9	MENU DEVELOPMENT	x	4	4	4	3	3	3	2	-	-	-	-	-
D10	ESG	x	4	4	4	3	3	3	2	2	2	-	-	-
F1	TEAMWORK	x	4	4	4	3	3	3	2	2	2	2	2	2
B1	CULINARY EXPERTISE	x	4	4	4	4	4	3	3	2	2	2	2	2
B2	CREATIVITY	x	4	4	4	3	3	3	2	2	2	-	-	-
B6	PERSONAL HYGIENE	x	4	4	4	4	4	3	3	2	2	2	2	2
B7	SOPs	x	4	4	4	4	4	3	3	2	2	2	2	2
G1	HACCP	x	4	4	4	4	4	3	3	2	2	2	2	2
G3	PRODUCT KNOWLEDGE	x	4	4	4	3	3	3	2	2	2	-	-	-
G4	SPECIALIST KNOWLEDGE	x	4	4	3	3	3	2	2	-	-	-	-	-
G5	MULTITASKING	x	4	4	3	3	3	2	2	2	-	-	-	-
G6	TIME MANAGEMENT	x	4	4	4	4	3	3	3	2	2	2	2	2
G7	FLEXIBILITY	x	4	4	4	4	3	2	2	3	2	2	2	2

Appraisal

Competencies

Role

Skills



What are Competencies?

Why we use them?

How do we use them?

Assessment

Levels

What are competencies?

Competencies are behaviours and underlying characteristics necessary for an individual to perform to an acceptable standard in their role.

FnB

Code

D6

D9

D10

F1

B1

B2

B6

B7

G1

G3

G4

G5

G6

G7

- ✘ A structured way of describing behaviours.
- ✘ Providing a common language for the organisation.
- ✘ They form the basis for consistent development.

Why do we use competencies?

Competencies help to link principal accountabilities and performance objectives with the behaviours required to achieve them.

- ✘ To provide constructive feedback.
- ✘ To assess the role, identify what training and development are required.

They help employees to understand precisely what they need to do to improve and maintain their performance.

Appraisal

The Competency Pack

How do we use them?

Employment or Salary Level				
Departments	FOH, Service		BOH, Kitchen	
Level	Most common Job Titles			
10	GM			
9	F&B Manager		Exec Head Chef	
8	F&B Service Manager	F&B Asst. Manager	Exec Sous Chef	
7	Restaurant Manager	Bar Manager, Sommelier	Head Chef	
6	Head Waiter, Maître	Maître d', Maître d'hôtel	Sous Chef	
5	Barman, Barista	Chef de Range	Chef de partie	Station Chef, Buchter, Baker
4	Waiter	Demi Chef de Range	Demi Chef de partie	Asst. Station Chefs
3	Runner, Hostess	Commis de Range	Commis de partie	Junior Chef, Cook
2	Hostess	Commis, Traiteur	Kitchen Helper	Commis de Cuisine
1	Trainee, Student	Internships	Steward, Cleaner	Cleaner

FnB Competencies Grid		Required										
Code	Competencies	✓	10	9	8	7	6	5	4	3	2	1
D6	CONTROLLING	x	4	4	3	3	3	2	2	2	2	-
D9	MENU DEVELOPMENT	x	4	4	4	3	3	3	2	-	-	-
D10	ESG	x	4	4	4	3	3	3	2	2	2	-
F1	TEAMWORK	x	4	4	4	3	3	3	2	2	2	2
B1	CULINARY EXPERTISE	x	4	4	4	4	4	3	3	2	2	2
B2	CREATIVITY	x	4	4	4	3	3	3	2	2	2	-
B6	PERSONAL HYGIENE	x	4	4	4	4	4	3	3	2	2	2
B7	SOPs	x	4	4	4	4	4	3	3	2	2	2
G1	HACCP	x	4	4	4	4	4	3	3	2	2	2
G3	PRODUCT KNOWLEDGE	x	4	4	4	3	3	3	2	2	2	-
G4	SPECIALIST KNOWLEDGE	x	4	4	3	3	3	2	2	-	-	-
G5	MULTITASKING	x	4	4	3	3	3	2	2	2	-	-
G6	TIME MANAGEMENT	x	4	4	4	4	3	3	3	2	2	2
G7	FLEXIBILITY	x	4	4	4	4	3	2	2	3	2	2

Identify the Performance Level

The Competency Pack

- x Appraisal Form
- x Employment Level Sheet
- x Competency Grid (+KPIs)
- x Performance Table



Explanation of the Worksheets

A complete description of the correct use of each worksheet can be found in the accompanying documents “PX eBook FnB Appraisal Presentation EN” and “PX eBook FnB Appraisal Guidelines EN”.

This competency package is an Excel document that contains VBA programming. To use its full functionality and streamline your workflow, macros need to be enabled when opening the file. All VBA code is fully visible and can be reviewed or modified as required.

If you prefer not to allow macros for security reasons, you may save the file as XLSX instead of XLSM. In this case, all code is disabled, but the file can still be used in full, with additional manual work required.

✘ **Form** Appraisal Form

This sheet provides a fully functional appraisal form, powered by formulas and VBA automation. Any competency marked with an “x” in the **Grid** sheet is automatically listed here. After the appraisal, entering the achieved level automatically calculates the appraisee’s overall performance level. **To configure formulas, unhide all columns.**

✘ **Levels** Employment Levels

The “Levels” sheet is used to assign each job role to a specific level within the organisational structure. Every position is assigned to an employment or salary level. This level (1–10) serves as the basis for performance evaluation. In the “Grid” sheet, you can specify the minimum requirements for each level and analyse them using the performance tables.

✘ **Grid, KPIs** Competency Grid

This sheet lists all competencies and defines the required performance level for each employment grade. By placing an “X” in column G (Required), the competency is activated and automatically transferred to the “Form” sheet.

✘ **OrgChart** Organisational Chart

A sample organisational chart illustrating employment or salary levels, which can be linked to performance levels for appraisal and development planning. It provides an overview of F&B positions and their assigned levels within the company structure.

× **D10x F10x M10x B10x G10x Performance Tables**

The performance tables define the expected overall behaviour for each competency and provide four clearly described performance indicators. Each table includes sample behaviours for all four performance levels, illustrating how the appraisee's overall behaviour can be assessed. The performance tables are shown or hidden by activating or deactivating them (placing an "x" under "Required" in the "Grid" sheet).

× **A1, A2 Performance and KPI Table Templates**

Empty performance tables for your own use. Rename the sheet to any code listed in the "Grid" sheet, enter the competency, and fill in the performance levels as required.

× **KPIs Key Performance Indicators for FnB**

In the context of Food and Beverage (F&B) businesses, Key Performance Indicators (KPIs) are specific metrics used to evaluate and measure the effectiveness and success of various aspects of the business. KPIs are essential for F&B establishments to monitor their performance, identify areas for improvement, and make data-driven decisions.

KPIs can also be used as a basis for employee appraisals. However, because these indicators can vary significantly across businesses, concepts, or departments, they must be clearly defined and assigned by the company's management. The target values to be achieved must likewise align with the specific operational or departmental figures and be communicated accordingly.

To create additional KPI tables, simply copy any existing one and name it using the "Code" listed in the "KPIs" sheet.

Password Sheet Protection

Some worksheets are protected. The password is 1 (just the number). Sheet protection can be disabled individually for each worksheet. In this sheet, you will also find buttons that allow you to activate or deactivate the protection for all sheets at once. (requires activated macros)

If you change the password for sheet protection, remember to update the corresponding VBA code (macros). You will find these in the Visual Basic editor in the module "Schutz_PW".

For more PX-eBooks to relevant subjects, such as "OrgChart, "Job Profiles", "Job Descriptions" or "SOPs" go to www.PX-eBook.com



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APPRAISAL FORM

SECTION 1

Company

For office use

APPRAISEE DETAILS:

NAME	LENGTH OF SERVICE	OUTLET
POSITION	POSITION	DEPARTMENT
APPRaiser	LEVEL 3	ID NO
APPROVED BY	Nr of selected Competencies 50 Nr of selected KPIs 12	PERIOD REVIEWED

SUMMARY OF APPRAISAL

				Achieved	Max	Points
NUMBER OF ASSESSMENTS		50		480	750	
NUMBER OF COMPETENCIES		50	Match	96,0%	Ideal 500	
				Points	Min 375	
NUMBER OF COMPETENCIES ABOVE ACCEPTABLE	2	NUMBER OF ACCEPTABLE COMPETENCIES	45	NUMBER OF COMPETENCIES REQUIRING DEVELOPMENT		3
% OF TOTAL	4%	% OF TOTAL	90%	% OF TOTAL		6%

KPI ACHIEVEMENTS

				Achieved	Max	Points
NUMBER OF ASSESSMENTS		12		105	180	
NUMBER OF KPIs		12	Match	87,5%	Ideal 120	
				Points	Min 90	
NUMBER OF KPIs EXCEEDED	1	NUMBER OF KPIs REACHED	9	NUMBER OF KPIs NOT REACHED		2
% OF TOTAL	8%	% OF TOTAL	75%	% OF TOTAL		17%

Points TTL	Max 930	Ideal 620	Min 465	Achieved	Points 585	Percent 94,4%	Total (Appraisal + KPIs)
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DEFINITION OF GRADING	APPRAISAL PERFORMANCE RATING	KPI PERFORMANCE RATING
Performance achievements and competency standards		
Above-acceptable level	HIGHLY EFFECTIVE	HIGHLY EFFECTIVE
On the acceptable level	EFFECTIVE	EFFECTIVE
Below the acceptable level	REQUIRES DEVELOPMENT	REQUIRES DEVELOPMENT
On an unacceptable level	UNSATISFACTORY	UNSATISFACTORY

SECTION 2 – PERFORMANCE

ACHIEVEMENTS - APPRAISAL	
ACHIEVEMENTS - KPIs	
REVIEW OF OBJECTIVES	

SECTION 3 - COMPETENCIES

Code	COMPETENCIES	ACCEPTABLE LEVEL	LEVEL ACHIEVED	EXPLANATORY STATEMENTS AND COMMENTS
D1	ACHIEVING FUTURE SUCCESS	2	3	
D2	ASSERTIVENESS	3	3	
D3	SERVICE ORIENTATION	2	3	
D4	ENHANCING PERFORMANCE	2	1	
D5	EMBRACING CHANGES	2	1	
D6	CONTROLLING	2	1	
D7	MAINTENANCE	2	2	
D8	PATIENCE AND ENDURANCE	2	2	
D9	MENU DEVELOPMENT	0	0	
D10	ESG	2	2	
D11	TRAINING	0	0	
D12	APPRAISAL	0	0	
F1	TEAMWORK	2	2	
F2	CUSTOMER SERVICE	3	3	
F3	COMMUNICATION	3	3	
F4	ATTENTION TO DETAIL	2	2	
F5	ATTITUDE	2	2	

SECTION 4 - KPIs

Code	KPIs	REQUIRED	REACHED	EXPLANATORY STATEMENT
A1	Sales Revenue	2	3	
A2	Cost of Goods Sold (COGS)	3	2	
A3	Gross Profit Margin	2	1	
A4	Avg. Transaction Value (ATV)	2	2	
A5	Customer Satisfaction	2	2	
A6	Table Turnover Rate	2	2	
A7	Inventory Turnover Rate	2	2	
A8	Employee Productivity	2	2	
A9	Waste and Spoilage Rates	0	0	
A10	Reservation and No show Rates	2	2	
A11	Return on Investment (ROI)	0	0	
A12	Online Reviews and Ratings	0	0	

Employment or Salary Level (must be adjusted accordint to the company structure)

Departments		FOH, Service		BOH, Kitchen				
Positions	Level	Most common Job Titles		Some more common positions *				
	10	GM			Area Manager			
	9	F&B Manager		Exec Head Chef	Director of F&B			
	8	F&B Service Manager	F&B Asst. Manager	Exec Sous Chef	MICE Manager, Stewarding Manager, Office Managers,			
	7	Restaurant Manager	Bar Manager, Sommelier	Head Chef	Asst. Rest. Manager, Chef de Cuisine, Examined Barista, Maître d'hôtel, Teamleaders			
	6	Head Waiter, Maître	Maître d', Maître d'hôtel	Sous Chef	Asst. Bar Manager, Maître, Shiftleaders			
	5	Barman, Barista	Chef de Range	Chef de partie ¹	Station Chef, Buchter, Baker	Head Waiter, Maître, Senior Chef, Bar Supervisor, Captain, Supervisor, Pastry Chef, Buchter, Baker		
	4	Waiter	Demi Chef de Range	Demi Chef de partie	Asst. Station Chefs	Junior Chef, Traiteur (Buffet), Chef de Bar, Bar Tender, Bar Waiter, Bar Wo(man), Bar Waiter, Tableau (Cashier),		
	3	Runner, Hostess	Commis de Range	Commis de partie	Junior Chef, Cook	Asst. (Bar)Waiter, Asst. Barman, Barista (Coffeemaker)		
	2	Hostess	Commis, Traiteur	Kitchen Helper	Commis de Cuisine	Janitor, Handyman		
1	Trainee, Student	Internships	Steward, Cleaner	Cleaner	Dishwasher, Potwash			

¹ Chef de Partie includes: Rôtisseur, Poissonnier, Entremettier, Saucier, Potager, Legumier, Gardemanger, Tournant, Communard, Charcutier, Boulanger, Pâtissier

* Some positions such as Maître, Teamleader, Janitor or Hostess (**but not limited to**) may be assigned to different levels, depending on the company structure and responsibilities.

FnB Competencies Grid

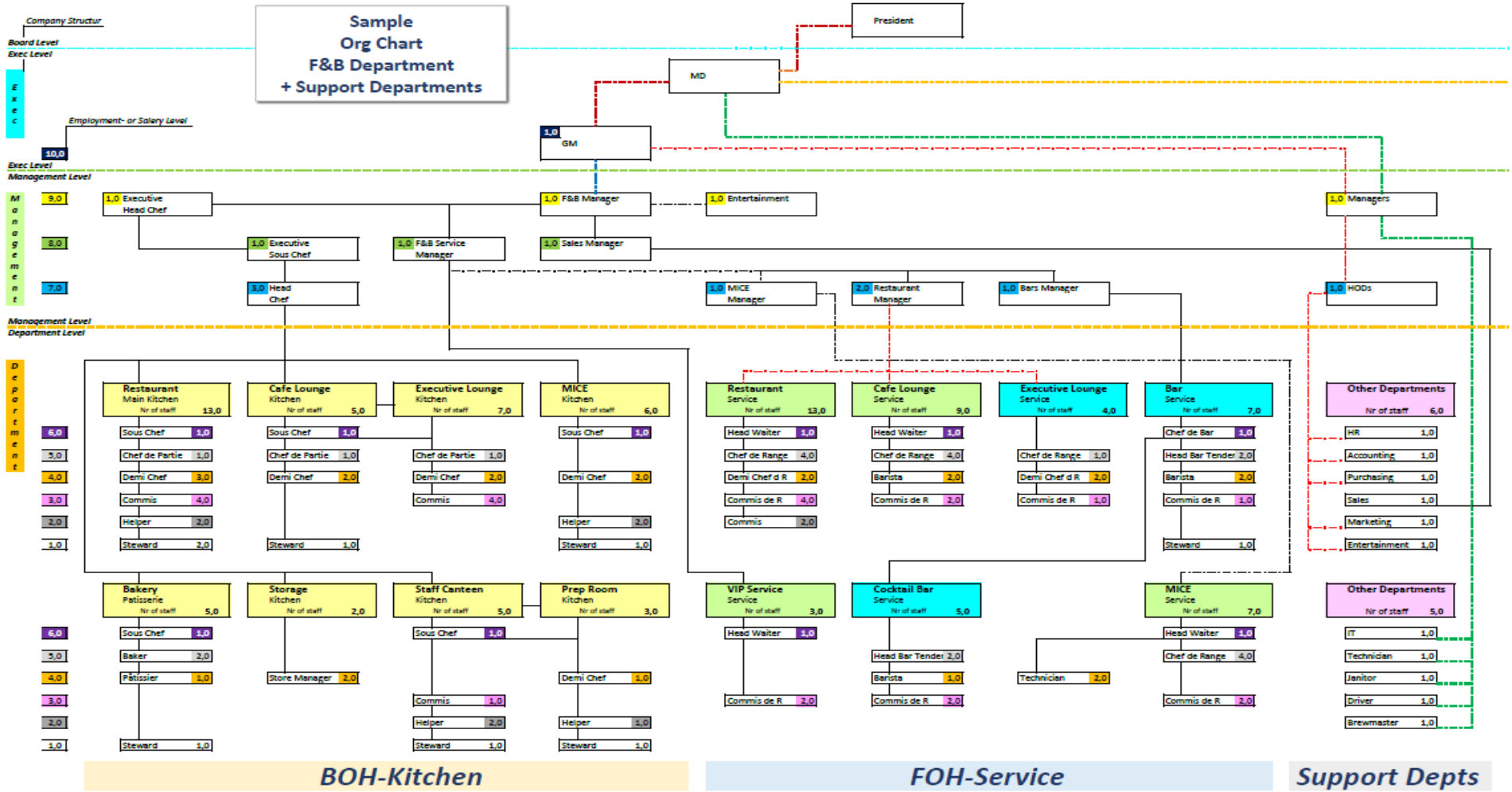
	Code	Competencies	Required ✓	Levels										
				10	9	8	7	6	5	4	3	2	1	
DEVELOPMENT	D1	ACHIEVING FUTURE SUCCESS	x	4	4	3	3	2	2	2	2	2	2	-
	D2	ASSERTIVENESS	x	4	4	4	4	3	3	3	3	3	2	2
	D3	SERVICE ORIENTATION	x	4	4	4	4	3	3	3	3	2	2	2
	D4	ENHANCING PERFORMANCE	x	4	4	3	3	3	2	2	2	2	2	2
	D5	EMBRACING CHANGES	x	4	4	4	3	3	3	2	2	-	-	-
	D6	CONTROLLING	x	4	4	3	3	3	2	2	2	2	2	-
	D7	MAINTENANCE	x	4	4	3	3	3	2	2	2	2	2	2
	D8	PATIENCE AND ENDURANCE	x	4	4	4	4	3	3	3	3	2	2	2
	D9	MENU DEVELOPMENT	x	4	4	4	3	3	3	2	-	-	-	-
	D10	ESG	x	4	4	4	3	3	3	2	2	2	2	-
	D11	TRAINING	x	4	4	4	3	3	3	2	-	-	-	-
	D12	APPRAISAL	x	4	4	4	3	3	3	2	-	-	-	-
FOH	F1	TEAMWORK	x	4	4	4	3	3	3	2	2	2	2	2
	F2	CUSTOMER SERVICE	x	4	4	4	4	3	3	3	3	3	2	-
	F3	COMMUNICATION	x	4	4	4	4	4	3	3	3	3	2	2
	F4	ATTENTION TO DETAIL	x	4	4	3	3	3	3	3	2	2	2	2
	F5	ATTITUDE	x	4	4	4	4	4	3	3	2	2	2	2
	F6	SALESMANSHIP	x	4	4	4	4	4	3	3	3	3	2	-
	F7	CONFIDENCE	x	4	4	4	3	3	3	2	2	2	2	-
	F8	DAILY OPERATION SERVICE	x	4	4	4	3	3	3	2	2	2	2	2
MANAGEMENT	M1	DECISION MAKING	x	4	4	3	3	3	3	2	2	2	2	2
	M2	LEADERSHIP	x	4	4	3	3	3	2	2	2	-	-	-
	M3	ORGANISATION	x	4	4	3	3	3	3	3	3	3	2	2
	M4	FINANCIAL ACUMEN	x	4	4	4	3	3	3	3	3	3	2	2
	M5	MARKETING	x	4	4	3	3	2	2	2	-	-	-	-
	M6	ANALYTICAL SKILLS	x	4	4	3	3	2	2	2	-	-	-	-
	M7	PROBLEM SOLVING	x	4	4	4	4	4	3	3	3	3	2	2
	M8	TEAM BUILDING	x	4	4	4	3	3	3	2	2	-	-	-
	M9	INFLUENCING	x	4	4	3	3	2	2	2	-	-	-	-
	M10	WORK ETHICS	x	4	4	4	4	4	3	3	2	2	2	2
	M11	STRATEGIC PLANNING	x	4	4	3	3	2	2	2	-	-	-	-
BOH	B1	CULINARY EXPERTISE	x	4	4	4	4	4	3	3	2	2	2	2
	B2	CREATIVITY	x	4	4	4	3	3	3	2	2	2	2	-
	B3	PHYSICAL STAMINA	x	4	4	4	3	3	3	2	2	2	2	2
	B4	ADAPTIBILITY	x	4	4	4	4	4	3	3	2	2	2	2
	B5	WILLINGNESS TO LEARN	x	4	4	4	4	4	3	3	2	2	2	2
	B6	PERSONAL HYGIENE	x	4	4	4	4	4	3	3	2	2	2	2
	B7	SOPs	x	4	4	4	4	4	3	3	2	2	2	2
	B8	DAILY OPERATION KITCHEN	x	4	4	4	3	3	3	2	2	2	2	2
GENERAL	G1	HACCP	x	4	4	4	4	4	3	3	2	2	2	2
	G2	QUALITY STANDARDS	x	4	4	4	4	3	3	3	3	3	2	2
	G3	PRODUCT KNOWLEDGE	x	4	4	4	3	3	3	2	2	2	2	-
	G4	SPECIALIST KNOWLEDGE	x	4	4	3	3	3	2	2	-	-	-	-
	G5	MULTITASKING	x	4	4	3	3	3	2	2	2	-	-	-
	G6	TIME MANAGEMENT	x	4	4	4	4	3	3	3	2	2	2	2
	G7	FLEXIBILITY	x	4	4	4	4	3	2	2	3	2	2	2
	G8	TECHNOLOGY PROFICIENCY	x	4	4	3	3	2	2	2	-	-	-	-
	G9	INTEGRITY AND ETHICS	x	4	4	4	3	3	3	2	2	2	2	2
	Z1	Empty	x	-	-	-	-	-	-	-	-	-	-	-
Z2	KPI-Revenue	x	4	4	3	3	3	2	2	2	-	-	-	
	50	50	49	49	49	49	49	49	49	49	40	35	27	

FnB KPIs

	Code	Competencies	Required ✓	Levels										
				10	9	8	7	6	5	4	3	2	1	
DEVELOPMENT	A1	Sales Revenue	x	4	4	3	3	2	2	2	2	2	2	-
	A2	Cost of Goods Sold (COGS)	x	4	4	4	4	3	3	3	3	3	2	2
	A3	Gross Profit Margin	x	4	4	4	4	3	3	3	2	2	2	2
	A4	Avg. Transaction Value (ATV)	x	4	4	3	3	3	2	2	2	2	2	2
	A5	Customer Satisfaction	x	4	4	4	3	3	3	2	2	-	-	-
	A6	Table Turnover Rate	x	4	4	3	3	3	2	2	2	2	2	-
	A7	Inventory Turnover Rate	x	4	4	3	3	3	2	2	2	2	2	2
	A8	Employee Productivity	x	4	4	4	4	3	3	3	2	2	2	2
	A9	Waste and Spoilage Rates	x	4	4	4	3	3	3	2	-	-	-	-
	A10	Reservation and No-show Rates	x	4	4	4	3	3	3	2	2	2	2	-
	A11	Return on Investment (ROI)	x	4	4	4	3	3	3	2	-	-	-	-
	A12	Online Reviews and Ratings	x	4	4	4	3	3	3	2	-	-	-	-
FOH	K1	KPI-1		-	-	-	-	-	-	-	-	-	-	-
	K2	KPI-2		-	-	-	-	-	-	-	-	-	-	-
	K3	KPI-3		-	-	-	-	-	-	-	-	-	-	-
	K4	KPI-4		-	-	-	-	-	-	-	-	-	-	-
	K5	KPI-5		-	-	-	-	-	-	-	-	-	-	-
	K6	KPI-6		-	-	-	-	-	-	-	-	-	-	-
	K7	KPI-7		-	-	-	-	-	-	-	-	-	-	-
	K8	KPI-8		-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT	P1	KPI-9		-	-	-	-	-	-	-	-	-	-	-
	P2	KPI-10		-	-	-	-	-	-	-	-	-	-	-
	P3	KPI-11		-	-	-	-	-	-	-	-	-	-	-
	P4	KPI-12		-	-	-	-	-	-	-	-	-	-	-
	P5	KPI-13		-	-	-	-	-	-	-	-	-	-	-
	P6	KPI-14		-	-	-	-	-	-	-	-	-	-	-
	P7	KPI-15		-	-	-	-	-	-	-	-	-	-	-
	P8	KPI-16		-	-	-	-	-	-	-	-	-	-	-
	P9	KPI-17		-	-	-	-	-	-	-	-	-	-	-
	P10	KPI-18		-	-	-	-	-	-	-	-	-	-	-
	30		12	12	12	12	12	12	12	12	9	8	5	

Sample of an Organisational Chart

PX-eBook-OrgChart



COMPETENCY	ACCEPTABLE LEVEL	EXPLANATORY STATEMENTS AND COMMENTS
KPI-Revenue	Definition	Achievement of the defined sales targets: Previous year's revenue: 29500.- Budget: 31700.-
Performance Level	1	
<i>Unsatisfactory Performance</i>		Current year revenue < 29 500 Revenue is below the previous year
Performance Level	2	
<i>Satisfactory Performance</i>		Current year revenue ≤ 31 700 but > 29 500 Revenue is equal to or below the budget, but above the previous year = same statement, interpreted differently Current year revenue ≥ 29 500 but < 31 700 Revenue is equal to or above the previous year, but below the budget
Performance Level	3	
<i>Good Performance</i>		Current year revenue > 31 700 Revenue is above the budget
Performance Level	4	
<i>Excellent Performance</i>		Current year revenue > 31 700 × 1.1 Revenue is 10% above the budget

COMPETENCY	ACCEPTABLE LEVEL	EXPLANATORY STATEMENTS AND COMMENTS
ACHIEVING FUTURE SUCCESS	Definition	The drive to achieve corporate and individual goals through ambition, energy, skills, and knowledge.
Performance Level <i>Unsatisfactory Performance</i>	1	Lacks the drive and enthusiasm to consistently fulfil individual/team responsibilities/objectives. Requires prompting and lacks motivation. Does not achieve required results. Offers limited contribution to team activities.
Performance Level <i>Satisfactory Performance</i>	2	Shows commitment and a desire to achieve individual objectives and contribute to team achievements. Acts with confidence on familiar territory. Readily accepts responsibility. Understands importance of meeting business needs.
Performance Level <i>Good Performance</i>	3	Uses initiative, ability and enthusiasm to attain all objectives. Identifies opportunities for personal and group Consistently shows motivation, commitment, and drive, and welcomes change. Effectively shares knowledge to develop others. Recognises potential and acts upon it.
Performance Level <i>Excellent Performance</i>	4	Exceeds corporate and personal objectives through sustained high performance. Highly committed in all aspects of role and leads and inspires team to accomplish all goals. Proactively identifies strategic opportunities. Uses energy and ambition as a driving force in all activities.