

**Appraisal Score**  
**Associate Information**

**Overall Score: 4.4 / 5.0**



**ASSOCIATE:** MATT BARONE      **SECTOR:** RESTAURANT  
**PERSONNEL #:** 00140982      **MANAGER:** ASSOCIATES  
**POSITION:** CHEF, SOUS SR      JAYSON BROWN

**Section I: Individual Objectives/ Key Performance Indicators (KPIs)**

Rating Scale for Key Performance Indicators

- 5 - Exceptional Performance - Exceptionally exceeds the objective by innovating best practice.
- 4 - Exceeds Expectations - Exceeds the objective significantly
- 3 - Meets Expectations - Achieves the objective
- 2 - Approaching Expectations - On track to achieve the objective
- 1 - Unacceptable Performance - Failed to meet expectations

**Self Assessment: 4.9    Manager Assessment: 4.6 / 5.0** (70%)

Goals	Comments & Results:	Score	Weight
<b>Self:</b> <b>KPI: MAP 3 ~ Food Costs</b> Reduce food cost by 2% from budget	<b>Self:</b> Budgeted Food Cost percent is 42.2. Current Year to Date Food Cost Percent is 36.8.	5.0 / 5.0	0 %
<b>KPI: MAP 3 ~ Food Costs</b> 	Goal was achieved.	5.0 / 5.0	0 %
Reduce food cost by 2% from budget			
<b>Self:</b> <b>KPI: MAP 5 ~ Safety</b> Reach and maintain silver standard in all four quarters in your unit(s) 100% of the incidents are called in before 3 days.	<b>Self:</b> Silver standard has been achieved all four quarters.  No incidents to call in.	5.0 / 5.0	0 %
<b>KPI: MAP 5 ~ Safety</b> 	Silver standard has been achieved all four quarters.	5.0 / 5.0	0 %
Reach and maintain silver standard in all four quarters in your unit(s) 100% of the incidents are called in before 3 days.	Incidents were reported within three days.		

<b>Self:</b>	<b>KPI: People ~ Turnover</b> Turnover: Reduce Turnover by 2% YOY if over 40% for hourly associates and over 18% for Manager turnover. Development: Develop and promote 1 high potential employee. Engagement: Ensure 85% participation in associate survey.	<b>Self:</b>	Turnover rate is under 40% for hourly associates and under 18% for managers.  High Potential employee has applied for promotion.  Survey never distributed for participation.	5.0 / 5.0	0 %
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**KPI: People ~ Turnover**



Turnover: Reduce Turnover by 2% YOY if over 40% for hourly associates and over 18% for Manager turnover.  
Development: Develop and promote 1 high potential employee.  
Engagement: Ensure 85% participation in associate survey.

<b>Self:</b>	Turnover rate is under 40% for hourly associates and under 18% for managers.  High Potential employee has applied for promotion. Survey never distributed for participation.	5.0 / 5.0	0 %
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<b>Self:</b>	<b>KPI: MAP 4 ~ Unit Costs</b> Reduce labor by 1% from budget Decrease controllable expenses by 0.5% from budget	<b>Self:</b>	Budgeted Labor cost percent is 44.6. Current Year to Date Labor Cost is 19.9.  Controllable labor Cost percent is 12.0. Current Year to Date Labor Cost is 9.6.	5.0 / 5.0	0 %
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**KPI: MAP 4 ~ Unit Costs**



Reduce labor by 1% from budget  
Decrease controllable expenses by 0.5% from budget

<b>Self:</b>	Goals were met.	5.0 / 5.0	0 %
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<b>Self:</b>	<b>KPI: Self Development</b> Complete PDP	<b>Self:</b>	I have attended the required training classes in addition to elective classes for the improvement of my managerial skills. I am capable of BOH responsibilities.	4.5 / 5.0	0 %
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**KPI: Self Development**  
Complete PDP

<b>Self:</b>	Matt attended training classes and is capable of back of the house responsibilities. Matt would benefit from visiting other EDRs.	3.0 / 5.0	0 %
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## Section II : Evaluation Against Compass Values

### Rating Scale for Values

- 5 - Role model for the value
- 4 - Consistently lives the value and puts the highest priority on the value at all times
- 3 - Consistently lives the value
- 2 - Demonstrates the value in most cases
- 1 - Neither demonstrates nor embraces the value

		(30%)		
		Self Assessment: 4.2	Manager Assessment: 3.9 / 5.0	
	Score	Comments:	Self Assessment: /5.0	Manager Assessment: /5.0
<p><b>Embracing Diversity &amp; Inclusion and Openness, Trust, Integrity</b>                      Recognizing diversity and inclusion means more than embracing differences and similarities; but also, taking an opportunity to grow by leveraging the experiences, backgrounds, thoughts, abilities and expectations our associates, clients and customers bring to the organization. We continue to strive for innovation and adjust to the needs of diversity and inclusion. We set the highest ethical and professional standards at all times. We want all of our relationships to be based on honesty, respect, fairness and a commitment to open dialogue.</p>	4	<p><b>Self:</b> I am conscious of being professional and fair with everyone I interact with on a daily basis.</p> <p>Matt is aware of the strengths of the team and is capable of encouraging others to take ownership.</p>	4.0	4.0 (0%)
<p><b>Passion for Quality</b>                      We are passionate about delivering superior food and service and take pride in achieving this. We look to replicate success, learn from mistakes and develop the ideas, innovation and practices that will help us improve and lead our market.</p>	3.5	<p><b>Self:</b> I have a very good understanding of the expectations of the kitchen. I have gained finesse over the past year. I have been diligent towards the success of tasks whether executed by myself or delegated to others.</p> <p>Matt can perform at a high level, however can benefit from challenging himself to maintain consistency and attention to detail. It is important to keep in mind the view of the diner in that each person may only eat one of the two hundred hors d'oeuvres prepared.</p>	4.0	3.5 (0%)

<p><b>Win Through Teamwork</b> We encourage individual ownership, but work as a team. We value the expertise, individuality and contribution of all colleagues; working in support of each other and readily sharing good practice in pursuit of shared goals.</p>	5	<p><b>Self:</b> I have worked very hard to become an integral part of our team. I have been able to fill in for others when ever necessary. I pride myself in being able to do whatever is necessary to make the team successful.</p> <p>Matt has been versatile in working different positions, such as filing the role of pastry chef and working in the cafe as needed. This promotes teamwork among all.</p>	5.0	5.0 (0%)
<p><b>Responsibility</b> We take responsibility for our actions, individually and as a group. Everyday and everywhere we look to make a positive contribution to the health and well-being for our customers, the communities we work in and the world we live in.</p>	3	<p><b>Self:</b> Over the course of the past year I have made a mindful and deliberate effort to be a much better Sous Chef.</p> <p>Matt has grown in the ability of assigning and delegating tasks, but must be sure that the tasks are completed to the level of expectation. It is also important to delegate in a way that promotes development of staff.</p>	4.0	3.0 (0%)
<p><b>"Can-do"</b> We take a positive and commercially aware "can-do" approach to the opportunities and challenges we face.</p>	4	<p><b>Self:</b> Nothing is set in stone in the EDR. I understand and accommodate any and all changes and special requests made.</p> <p>Matt has improved in his ability to make last minute changes and create items to accommodate the guests in the EDR. This skill will continue to improve as he develops a fuller awareness of the week's events.</p>	4.0	4.0 (0%)

**Overall Performance Rating**

**Score: 4.4 / 5.0 (100%)**

The Overall Performance Rating is calculated automatically and is based on the Manager's assessment of Individual Objectives and Values. The rating is based on a weighting of 70% to KPIs and 30% to Values.

### Section III: Competencies

3 = A - Competency strength. Demonstrates behaviors that exceed the target requirements.

2 = B - Competency on target level.

1 = C - Development need. Needs to develop behaviors as described at the target level.

(0%)

	Rating	Comments:	Self Assessment: /5.0	Manager Assessment: /5.0
<p><b>Holding People Accountable</b> Demonstrates the ability to establish and define roles and responsibilities, specific outcomes and clear measures that provide direction. It is about taking fair, considerate, firm and documented action to hold people to the expectations. This includes providing feedback and following up regularly.</p>	B	<p><b>Self:</b> I have found success in completing daily tasks and planning for future tasks. Over the past year I have been much more responsible with following up on delegated tasks.</p> <p>Matt has grown in the ability of assigning and delegating tasks, but must be sure that the tasks are completed to the level of expectation. As Matt's responsibilities increase, he will find it helpful to record and document performance issues.</p>	2.0	2.0 (0%)
<p><b>Relationship Building</b> Demonstrates the ability to develop long lasting relationships both up and down the line that become partnerships. These relationships are based in openness, trust, integrity, mutual respect, understanding, and empathy. This happens through effective interpersonal and communication skills.</p>	A	<p><b>Self:</b> Over the past year I have developed good working relationships with our Client, FOH, and Cafe employees. I have involved FOH employees during premeal, especially when discussing the menu.</p> <p>Matt often leads the menu discussion at premeal which has developed the knowledge of the front of the house staff. He has also developed a good working relationship with our clients.</p>	3.0	3.0 (0%)
<p><b>Commercial &amp; Results Orientation</b> Achieves demanding goals and targets that make the most of commercial opportunities. Delivers world class service standards and delivers high performance results that stand out in the market and are recognized to be industry leading.</p>	A	<p><b>Self:</b> I have put what I learned in my first year to more precise use this year. Things I can control that reflect the bottom line have been improved upon; i.e utilization, portion control, ordering, and menu development.</p> <p>Matt's hard work and dedication has allowed the team to meet and exceed expectations over the past year.</p>	2.0	3.0 (0%)

<p><b>Planning and Organizing</b> Effectively defining milestones and planning tasks to achieve long-term and short-term objectives and business goals while ensuring the optimal use of resources. This requires the ability to develop, integrate and evaluate plans with others to achieve business unit and company goals.</p>	B	<p><b>Self:</b> I have become accustomed planning for menus and production. I have put more emphasis in execution of my tasks and following up on delegated tasks.</p> <p>Matt creates daily prep lists that are beneficial to our success. By planning and delegating tasks by not only the priority of timing, but also by staff's development, Matt will in turn have more opportunity to grow.</p>	3.0	2.0 (0%)
<p><b>Consumer / Client Focus</b> Thinks from the client perspective and delivers improved services that provide win/win solutions. Anticipates client/consumer needs and takes action to add value.</p>	B	<p><b>Self:</b> I have a good understanding of our clients needs as a whole and as individuals. I have been focused on the guests experience and the execution of tasks.</p> <p>What is important to guests is their primary concern. It is important to keep in mind their viewpoint and anticipate challenges, and be proactive in executing last minute changes.</p>	2.0	2.0 (0%)
<p><b>Change Management</b> Proactively manages change through people and implementing effective processes to raise the bar of excellence and create sustainable improvement. It ranges from developing innovative ideas to creating a sense of urgency around the need to improve while gaining support and resources to manage change.</p>	B	<p><b>Self:</b> I have been actively involved with improving our operation on a daily basis through personal growth, menu development and staff development.</p> <p>By developing smart working habits and in turn teaching those habits to coworkers, it will help maintain consistency while promoting growth; in time this will encourage staff to create their own best practices.</p>	3.0	2.0 (0%)

### Section IV: Personal Development Plan (PDP)

<b>Self:</b>	<b>Title:</b> Visit two EDR's and bring back two ideas from each unit to implement at Hearst.	<b>Target</b> 07/01/2011 <b>Date:</b>
<b>Development Need / Actions / Measurement</b> Client Relations Attend a client quarterly meeting and give a presentation.		
<b>Self:</b>	<b>Title:</b> Take Part in New Unit Opening.	<b>Target</b> 09/30/2011 <b>Date:</b>
<b>Development Need / Actions / Measurement</b> Management Skills Attend development classes including: Leading Change, Hiring the Right Attitude, DDL		
<b>Self:</b>	<b>Title:</b> Spend 2 half days with controller learning about Budget Costs and Procedures.	<b>Target</b> 09/30/2011 <b>Date:</b>
<b>Development Need / Actions / Measurement</b> Relationship Building Participate in new unit opening and attend 4 EDR chef meetings.		