

**hoot  
company**

HOSPITALITY &  
BRAND COLLECTIVE

# SFEA

**Skills Framework for the  
Experience Age**

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## Use of SFEA

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### **Performance Management**

The framework provides us with standardized behaviours and skills we seek in our team members. Managers at all locations will reference SFEA when completing performance management cycles. Our locations are still able to customize how their performance cycle looks with it's scheduling, direction (upward, downward, peer, self, 360, etc.), and the delegation of the one-on-ones to the supervisory team.

In addition to SFEA scoring, individual performance evaluations are based on qualitative and quantitative (K.P.I.'s) feedback given from our managers. Brand Directors may also work with Managers to include any other department-specific feedback areas.

In this way all employees receive comprehensive feedback and can visualize areas for personal development creating a feedback-culture in our teams.

### **Role Clarity**

By identifying 7-levels of authority and assigning each role competency minimums, we can better understand what is expected us and how we can develop ourselves. In using this framework, we can create better job descriptions, training, career-pathing, and performance criteria surrounding an employees major responsibilities.

### **Skills Gap Analysis**

Ever think that your team is missing someone or missing training to help it succeed? After a performance cycle our managers can identify skills gaps in not only individuals, but in teams, departments, or in the company as a whole. We can then look at these "missing areas" and either hire-for-it, train-for-it, restructure-for-it, or promote-for-it.

### **Promotion Criteria**

It is difficult at times to promote effectively when it is based on necessity or lack of options. By having standardized competency expectations for each role, our potential leaders can better understand what they need to get promoted. Eventually, our skills gap analysis' will inform what 'learning paths' we need to create to allow our team members to be promoted effectively. In this way our newly promoted team members will be better situated to perform in a way the business and our guests need them to.

### **Organizational Structure**

Allocation of responsibility will help us create an organizational structure that facilitates decision-making. SFEA helps us identify at what level our managers become responsible for certain outcomes.

### **Salary Ranges**

With added responsibility and performance successes comes fair compensation. SFEA, when used for evaluations and role-mapping, will aid in the wage-adjustment process when we have fair salary ranges created for each role.

# The 5 Attributes of SFEA ---

## **1 Autonomy**

demonstrating increasing level of autonomy - the level of ownership and accountability for results in the workplace

## **2 Influence**

demonstrating increasing level of influence - the level of positive impact with colleagues, guests, clients, suppliers, partners, managers, leaders and industry as a whole

## **3 Ability**

demonstrating the potential to perform work of increasing complexity - the scale and impact of the tasks and processes required in the workplace

## **4 Business Skill**

demonstrating increasing business skills and positive behaviours - operating effectively with the required impact in the workplace

## **5 Knowledge**

demonstrating increased responsibility for developing and applying knowledge to achieve individual, team and organization objectives in the workplace

# The Framework

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At its core, SFEA is a common language to describe levels of responsibility across all our disciplines and roles. The SFEA Framework consists of seven levels of responsibility from Level 1 (entry-level), to Level 7, the highest organizational officer. Ultimately, every position belongs to one level. However, some role requirements will require a higher or lower level of each competency.

*See Appendix A for the SFEA Rubric.*

# The Competencies

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Each competency (as part of the attribute) identifies desired traits that makes up our team's behavioural and functional skill set. The definitions of these competency levels describe the behaviours, knowledge and characteristics that an individual should have in order to be considered competent at that level.

*Competencies are expanded within the SFEA Rubric. See Appendix A.*

## **Resource Management**

**Efficiency**

**Planning**

**Execution**

**Impact**

**Decision Making**

**Delegation**

**Collaboration**

**Problem Solving**

**Complexity**

**Creativity**

**Communication**

**Leadership**

**Service Skills**

**Culinary Skills**

**Learning & Professional Development**

**Mentorship**



Appendix A

# SFEA Rubric

Competency	1-Follow	2-Apply	3-Lead	4-Enable	5-Ensure & Advise	6-Initiate & Influence	7-Inspire & Strategize
<p><b>Resource Management</b></p> <p>Using company resources (i.e., time, money, equipment, products, etc.) efficiently, with limited waste, to attain desired outcomes</p>	<p>Is given sufficient resources for the role and uses them</p> <p>Completes the task with limited risk associated and low authority over how to use the given resources</p>	<p>Is proficient with provided resources or tools</p> <p>Can request more resources to assign for a desired guest/business benefit</p> <p>Maintains consistent usage of budgeted resources</p>	<p>Responsibly leads small teams/projects/training that require a larger usage of money, time, and cost.</p> <p>Ensures enough resources are available/requested according to business levels</p> <p>Limits the team's usage of resources and increases the efficiency of work</p> <p>Coaches others in use of resources appropriately</p>	<p>Takes budgeted resources and assigns them according to department goals and forecasting</p> <p>Supports ways to reduce the cost of operations</p> <p>Supports the creation of team processes that impact resource management</p>	<p>Effectively uses company resources which pertain to role speciality</p> <p>Provides or creates the tools for team members to use and coach on how to use</p> <p>Can source and use new resources under limited direction</p> <p>Strategizes ways to reduce the cost of operations and advises on usage</p> <p>Supports the creation of company/location processes that impact resource management</p>	<p>Can allocate and connect across all departments</p> <p>Can source external resources for the needs of strategy and overall financial success</p> <p>Directs and implements company processes to improve resource management</p> <p>Explains how to develop and implement plans for managing resources in order to facilitate change</p>	<p>Has complete discretion over all company resources with the ability to outsource and delegate new resources as needed</p> <p>Communicates when resource management is not in alignment</p>
<p><b>Efficiency</b></p> <p>The ability to get the most output from the least input when performing responsibilities</p>	<p>Completes most to all tasks according to specification</p> <p>Begins to build effective work routines</p>	<p>Completes tasks showing the beginning signs of mastery and efficiency</p> <p>Consistent in carrying out routine work in a reasonable timeframe</p> <p>Seeks ways to support immediate team</p> <p>Has a sense of urgency</p>	<p>Can work through more complex issues using a wider skill set that accomplishes the desired result in benefit to the guest/company</p> <p>Uses and enforces established practices in routine work</p> <p>Coaches others in best practices already instituted</p>	<p>Uses foresight to predict and prevent issues that stunt performance</p> <p>Can create and enforce new practices or routines</p> <p>Coaches and trains for efficiency</p> <p>Assists in evaluating, reviewing, and creating development plans surrounding individual/team performance</p> <p>Monitors efficiency levels and advises or rewards accordingly</p>	<p>Reviews input/output regularly to assess if process changes are needed</p> <p>Evaluates, reviews, and creates development plans surrounding individual/team performance utilizing informal and formal feedback</p> <p>Monitors efficiency levels and advises or rewards accordingly</p>	<p>Measures performance against assigned responsibilities in self and of all departments</p> <p>Creates opportunities and the environment for company team members to produce results</p> <p>Holds those associated in projects accountable to role efficiency</p> <p>Identifies highly complex inefficiencies and initiates solutions</p>	<p>Inspires self-efficacy throughout the organization</p> <p>Oversees the appropriate allocation of senior roles that produce results</p> <p>Adjusts projects, goals, or employee placement to better suit the goal achievement</p> <p>Assess and address issues in organizational structure and culture</p>
<p><b>Planning</b></p> <p>The ability to apply metrics and evidence to prepare for a period of time by scheduling, launching projects, limiting waste or preparing own work for business levels</p>	<p>Prepares for own shift most of the time</p>	<p>Plans own work for the shift and assists with the planning of others</p> <p>Uses information of what to expect in work and attempts to fulfill what is needed for those business levels</p>	<p>Plans and monitors own work (and others where applicable) competently within any period</p> <p>Uses the available tools to predict incoming business levels and plans resources to match those needs</p>	<p>Plans, schedules and monitors work to meet given objectives and processes to time and quality targets</p> <p>Uses data on a regular basis to predict incoming business levels and make informed plans on a period-to-period basis</p> <p>Involves others in planning</p>	<p>Analyses, designs, plans, executes and evaluates work to time cost and quality targets</p> <p>Advises key planning milestones and assigns responsibility when the work calls for it</p> <p>Uses and shares data on a regular basis to make informed plans on a quarterly basis</p> <p>Anticipate potential issues before they arise and make adjustments accordingly</p>	<p>Establishes project objectives and assigns responsibilities</p> <p>Assists with policy formulation and implementation</p> <p>Effectively plans project timelines and communicates progress appropriately</p> <p>Create plans that are comprehensive and agile, taking into account potential risks and opportunities</p>	<p>Prepares the company for success quarterly, yearly and for the future</p> <p>Sets focus according to trends as well as forecasting the ones to follow</p>
<p><b>Execution</b></p> <p>Measures how well an employee can complete tasks, outcomes, projects or strategies by means of personal company, motivation and time management</p>	<p>Meets most outcomes of job description with routine activities</p>	<p>Performs a range of work activities, at times assisting with the routine activities of others when needed</p>	<p>Performs a range of work, sometimes complex and non-routine, in a variety of environments</p> <p>Capable of performing tasks efficiently and consistently</p> <p>Coaches other team members in task execution</p>	<p>Work includes a broad range of complex technical or professional activities, in a variety of contexts</p> <p>Provides the tools necessary for their team to execute their duties</p>	<p>Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts</p> <p>Effectively evaluates job performance of direct reports through formal and informal feedback</p>	<p>Performs highly complex work activities covering technical, financial and quality aspects</p> <p>Allocates time and efforts to maximize business outcomes</p> <p>Challenges industry standards through tactical and creative execution principles</p>	<p>Performs extensive strategic leadership in delivering business value through vision, governance and executive management</p>

Competency	1-Follow	2-Apply	3-Lead	4-Enable	5-Ensure & Advise	6-Initiate & Influence	7-Inspire & Strategize
<p><b>Impact</b></p> <p>Impact measures how influential your contributions are on the business' success</p>	<p>Moderate impact on operations</p> <p>Is exploring ways to be impactful through training</p>	<p>Routinely makes a positive impact to immediate colleagues and/or guests</p> <p>Is productive in own role</p>	<p>Vocalizes areas to improve productivity to others when appropriate</p> <p>Considers impact of own decision making before following through</p> <p>Ensures consistency in team outcomes</p> <p>Role models impactful practices to others</p>	<p>Influences guests, team members, suppliers, and partners at a location level</p> <p>Uses knowledge, skills, and abilities to build a more impactful team</p> <p>Coaches team members on how to be more impactful while working</p> <p>Removes barriers that negatively affect the team's output</p>	<p>Influences entire locations, departments, and teams to move toward business goals</p> <p>Responsible for the development of impactful teams</p> <p>Improves processes and talent levels on a continual basis</p> <p>Is self-aware of impact and seeks support when appropriate</p>	<p>Influences policy and strategy formation</p> <p>Makes systems that allow various teams to be imp</p> <p>Identifies team/department skills gap that affect positive business impact</p> <p>Initiates change towards company goals</p> <p>Discovers areas that are least impactful and assigns support</p>	<p>Inspires the company and influences developments within the industry at the highest level</p>
<p><b>Decision Making</b></p> <p>Using measurable evidence to choose the best course of action to positively affect people, profit, place and procedures in our company</p>	<p>Relies on standardized procedures for all given tasks</p> <p>Is expected to seek guidance or further training in unexpected situations</p>	<p>Relies on standardized procedures for most given tasks with limited discretion</p> <p>Begins to explore empowerment in own decision making that focuses on the best interests of the company</p> <p>Is expected to seek guidance in unexpected or more severe situation</p>	<p>Uses discretion in identifying and effectively responding to day-to-day operational issues related to own role</p> <p>Determines when issues should be escalated to a higher level</p> <p>Seeks context to situations before making decisions in the best interest of the company</p>	<p>Makes decisions which influence the success of teams/ departments within a location</p> <p>Escalates when issues fall outside their framework of accountability</p> <p>Understands how decisions affect higher level outcomes</p> <p>Show empowered decision making when situation outcome relates to own role and KPI's</p> <p>Analyzes situation to assess what information is needed before committing to a decision</p> <p>Identify patterns and trends in the data and use this information to inform their decisions</p>	<p>Make decisions which impact the success of projects, and department objectives and support business strategy</p> <p>Can advise others of what the "best interest of the business" means in relation to an issue</p> <p>Is expected to seek guidance or consultation on more difficult situations</p>	<p>Makes decisions which impact the achievement of company objectives and financial performance</p> <p>Empowers others to decide the best course of action based on advice, evidence, and business goals (intervenes when necessary)</p> <p>Collaborates with pertinent co-director's speciality to evaluate options before large decisions are made</p> <p>Evaluates potential risks on company-wide decisions and quickly and effectively navigates to the best outcome</p>	<p>Makes decisions critical to organizational success</p> <p>Models best practices in decision making setting a empowered, yet responsible, work culture</p>
<p><b>Delegation</b></p> <p>Assigning and entrusting work to another capable person to build efficiency through timeframe or higher quality work</p>	<p>Asks for assistance when needed to complete own tasks</p>	<p>May request the assistance of others to accomplish individual/team oriented goals on shift</p> <p>Prioritizes routine work in day-to-day operations</p>	<p>Oversees others and makes operational decisions which impact routine work assigned to individuals</p> <p>Allocates division of responsibility during shift to promote a higher level of performance or outcome</p>	<p>Has a large level of responsibility for the work of others and allocates resource assignments</p> <p>Actively adjusts the division of labour/tasks according to business levels</p>	<p>Has significant influence over the management of resources appropriate to given assignments</p> <p>Responsible for effective training to allow for reasonable delegation of responsibilities</p> <p>Uses delegation as a tool for learning and team growth</p>	<p>Has a large influence over the allocation of responsibilities and talent that support company strategy</p>	<p>Uses a commanding influence over systems and people resources across all departments for effective delegation that reflect company objectives</p>
<p><b>Collaboration</b></p> <p>When team members work together to achieve a common goal, higher function, or business benefit</p>	<p>May effectively interact with work alone or immediate colleagues in a productive way</p> <p>Seeks the advice from others often</p>	<p>Aware of the need to collaborate with the team and represent the needs of the guest and business</p> <p>Seeks advice regularly to facilitate the best result</p> <p>Engages in team goals</p>	<p>Engages with and contributes to the work of cross-functional teams to ensure that guest/business needs are being met throughout the deliverable/scope of work</p> <p>Facilitates collaboration between teams who share common objectives</p> <p>Encourages participation in team goals</p> <p>Participates in attaining outcomes that require collaboration between leadership to ensure consistency</p>	<p>Leads on group collaboration throughout all stages of work</p> <p>Ensures guest/business needs are being met with project work stages</p> <p>Builds appropriate and effective business relationships across the company and with guests, suppliers, and partners</p> <p>Creates and supports collaborative ways of working when appropriate</p> <p>Encourages participation in business goals</p>	<p>Initiates influential relationships with location managers, guests, suppliers, and partners at the senior management level, including industry leaders</p> <p>Participates in, and at times, drives collaboration as part of project management</p> <p>Identify when co-director collaboration would improve project outcomes</p> <p>Encourages participation in company goals</p>	<p>Develops long-term strategic relationships with partners, industry leaders, and government</p> <p>Facilitates collaboration with leaders/stakeholders ensuring alignment to corporate vision and strategy</p>	

Competency	1-Follow	2-Apply	3-Lead	4-Enable	5-Ensure & Advise	6-Initiate & Influence	7
<b>Problem Solving</b> Thinking of new ideas or better ways of doing things to solve an issue, improve performance, improve guest experiences or save the company time and money	Requires assistance in resolving unexpected problems	May contribute to routine issue resolution	Applies a methodical approach to routine and moderately complex issue definition and resolution	Defines and resolves complex location-based issues  Is conscious of time and cost spent in solving problems  Begins to search for problems and recommends solutions	Investigates, defines and provides action plans to solve complex issues across the entire company  Chooses best approach to problems that reduce negative effects to business and team  Uses problem solving techniques, such as brainstorming and creative thinking, to identify new solutions and approaches  Monitors and evaluates the implementation of the solution using appropriate metrics and adjusting as needed	Investigates, defines and provides action plans to solve complex issues across the entire company  Seeks internal or external advice when solving complex issues  Is able to identify the root of problems, research new solutions and improve existing solutions as needed	Uncovers complex problems that may not be seen by company and directs key stakeholders to strategize action plans
<b>Complexity</b> How the employee handles the number of tasks and responsibilities in their role and the difficulty within each	Meets most requirements of job complexity	Familiar with what is required and actively attempts to meet all standards through skill development	Fully grasps job requirements and begins to show signs of improving outcomes  Professionally handles workload and is aware of personal limitations	Utilizes KPI's to approach role requirements  Begins to find their specialism  Can create routines and processes in the workplace that assist with complex tasks  Professionally handles workload and is aware of personal limitations	Understands the relationship between own specialism and guest/business requirements  Initiates effective routines in own work to simplify complex tasks  Professionally handles workload and is aware of personal limitations	Has deep expertise in own specialism(s) and an understanding of its impact on the company/teams/guests  Distributes new routines and workflows for multiple departments to attain role success  Creates and adjusts parameters to handle project scope in consideration to the current ability of the company  Professionally handles workload and is aware of personal limitations	Has a deep understanding of the industry and the implications of emerging technologies, trends, and industry standards for the wider business environment  Ensures complexity of company roles are reasonable and attainable
<b>Creativity</b> Coming up with unique solutions to business challenges	Receives instruction and applies to tasks  May explore their own way to attain a key result	Can find inefficiencies in own work  When needed, applies creative thinking to standard tasks	Applies and contributes to creative thinking or finds new ways to complete tasks  Proposes various perspectives to issue resolution  Involves themselves in the innovation of product and/or process	Applies, facilitates and develops creative thinking concepts or finds innovative ways to approach a deliverable  Can influence deliverables through independent creative thought  Seeks way to differentiate brand products/processes with an awareness of applicable competitors	Creatively applies innovative thinking and designs processes in identifying solutions that will deliver value for the benefit of the guest, profit, and team  Enables others to competently assess problems and create solutions beneficial to the business	Creatively applies a wide range of innovation to connect current state to company strategy through risk-taking and new approaches  Prioritizes creative initiatives that are most impactful  Spearheads ways to develop concepts/processes that distinguishes the company within the industry	Champions creativity and innovation in driving strategy development to enable business opportunities
<b>Communication</b> Either in written, oral, or through body language, all communication is honest, clear and inspiring. This also reflects the ability to actively listen and be receptive	Has sufficient oral and written communication skills for professional engagement with colleagues and possibly guests  Communicates professionally	Has sufficient oral and written communication skills for professional engagement with colleagues and possibly guests  Communicates professionally	Demonstrates effective and professional oral and written communication skills when engaging with colleagues, partners, and suppliers with an ability to present information  Uses adaptive communication styles for the situation  In all cases, displays traits of emotional intelligence	Communicates professionally verbally, non-verbally, and in writing, and can present complex information to audiences when engaged with colleagues, guests, partners, suppliers, and community members  Shows evidence of impactful communication styles that motivates teams and enables individuals	Articulates complex ideas to broad audiences  Communicates authoritatively at all levels across the company  Interprets and vocalizes business objectives  Identifies and implements appropriate channels of communication that are impactful and effective across the company  Models professional communication that fosters a feedback culture within the company	Draws connections from the company vision to strategy through inspiring communication  Creates and vocalizes business objectives	
<b>Leadership</b> Measures the ability to coach, team-manage, supervise and ultimately motivate a team to achieve collaborative results	Is positive and proactive	Can set an example in behavior and task-completion for others  Offers support and appropriate coaching to newer team members in an effective way	Executes location-specific policies aligned to brand standards and location operations  Makes active efforts to build individual engagement in direct reports  Provides an example of professional leadership to others at all times  Coaches, trains, and supports others on job performance	Implements and executes specialized policies aligned to strategic plans and own specialism  Capable of leading a team of leaders effectively  Uses ongoing and periodic methods to coach and grow teams  Clearly communicates group/individual goal progress  Role models inter-personal issue management	Effectively implements and executes company-wide policies/projects in the best interest of the business  Puts to action company strategy through effective delegation, mentorship  Embodies a leadership style of a coach  Listens to and works with employees and leaders in the company to assist in the growth of each team	Applies the highest level of leadership to the formulation and implementation of the strategy  Ensures leadership styles in the company are inline to business strategy and culture	

ABILITY

BUSINESS SKILL



	Competency	1-Follow	2-Apply	3-Lead	4-Enable	5-Ensure & Advise	6-Initiate & Influence	7
BUSINESS SKILL	<p><b>Service Skill (FOH only)</b></p> <p>Covers a variety of soft and hard skills that directly benefit our guest's experience as well as evaluates hospitality aptitude</p>	<p>Can deliver industry-standard levels of service with limited evidence of hospitality</p> <p>Elicits an average or slightly above-average positive emotion with guests</p>	<p>Capable of efficient technicalities</p> <p>Monitors for consistent service standards while on shift</p> <p>Enthusiastic regard for guests suggests a high hospitality aptitude</p> <p>Role models best practices</p> <p>Handles minor service recovery effectively, escalates when required</p> <p>Moves through tasks with a sense of urgency</p>	<p>Capable of highly-efficient levels of service technicalities</p> <p>Maintains consistent service standards in their environment</p> <p>Handles most service recovery effectively, escalates when required</p> <p>Creates and role-models best practices</p> <p>Creates an environment that prioritizes service efficiency while maintaining a high level of guest connection</p>	<p>Inspires others to be guest-centered in respect to the parameters of business</p> <p>Sets and monitors the standard of service according to brand</p> <p>Oversees service recovery and applies preventative strategies to restaurant operations, handles severe instances effectively</p> <p>Identifies gaps in standards of service and initiates training to correct</p> <p>Creates and role-models best practices</p>	<p>Champions service and hospitality in a way that sets most guest experiences and interactions apart from the industry standards</p> <p>Uses skills to aid in setting new standards of guest care</p> <p>Identifies and rectifies gaps in the service cycle</p> <p>Creates systems in attempt to increase frequency of exceeding guest expectations in regards to service and hospitality</p>	<p>Champions culinary innovation in a way that sets the brand apart in the market</p> <p>Uses knowledge, skills, and abilities to improve overall skill of BOH departments</p> <p>Creates systems and kitchen training in attempt to increase frequency of exceeding guest expectations in regards to food offerings</p>	<p>N/A</p>
	<p><b>Culinary Skill (BOH only)</b></p> <p>Encompass the technical and artistic prowess of the employee using a foundation of sound judgment and culinary knowledge as part of a professional environment</p>	<p>Can utilize station-specific equipment with safe practices</p> <p>Operates a single station effectively</p> <p>Begins learning process for new stations in the kitchen</p>	<p>Utilizes strong technique, safe food handling practices, and cuisine knowledge to maintain production standards</p> <p>Capable of operating most kitchen stations</p>	<p>Has vast culinary knowledge, skills, and abilities that influence productivity</p> <p>Sets kitchen standards that facilitate brand success</p> <p>Capable of menu design and execution</p> <p>Ensures quality of product are maintained at all times</p> <p>Capable of setting operational standards of any kitchen station</p> <p>Holds team accountable to standards of professionalism</p>	<p>Ensures menu design is in line with target market and business operational needs</p> <p>Ensures standards of quality for all levels of BOH department</p> <p>Assists BOH Manager in identifying gaps in culinary skill according to brand standards and delegates training</p> <p>Sets standards of professionalism for the BOH department</p>	<p>Takes initiative to advance own skills and leads the development of skills required in their area of accountability</p> <p>Creates an environment of continuous learning and acts as a role model</p> <p>Assesses and rewards the development of restaurant teams and individuals</p> <p>Able to identify, assess, and develop the knowledge and skills needed for a project to succeed</p> <p>Outsources learning and development opportunities when beneficial and practical</p>	<p>Ensures that the company develops and mobilizes the full range of required skills and capabilities</p> <p>Regularly provides constructive feedback across all departments a routine, in doing so, enables a feedback culture</p> <p>Articulates company's strategic objectives creates a culture of learning and development to equip the company with the skills they need to succeed</p>	<p>Creates opportunities for executive leadership growth either by internal or external mentorship</p> <p>Ensures management positions are filled with strong mentors</p>
KNOWLEDGE	<p><b>Learning &amp; Professional Development</b></p> <p>Measures the ability to embrace a range of professional development experiences that directly enhance the capacity of the employee to exercise their professional responsibilities and maintain the currency of their competence</p>	<p>Applies the provided development programs</p> <p>Begins menu learning process through given training and persona initiative</p>	<p>Contributes to identifying own development opportunities</p> <p>At times, supports others with their own skill set</p> <p>Actively seeks out learning opportunities and grows from mistakes</p> <p>Proficient with menu knowledge utilizing it in day-to-day responsibilities, adapts to changing menus</p>	<p>Takes the initiative to develop own knowledge by identifying and negotiating appropriate development opportunities</p> <p>Understands skills gap and aids in personal goal setting</p> <p>Connects development needs to business needs</p> <p>Has a breadth of current menu knowledge and applies to production/sales skills</p>	<p>Creates an environment of continuous learning and acts as a role model</p> <p>Assesses and rewards the development of restaurant teams and individuals</p> <p>Able to identify, assess, and develop the knowledge and skills needed for a project to succeed</p> <p>Outsources learning and development opportunities when beneficial and practical</p>	<p>Takes initiative to advance own skills and identify and manage development opportunities in the area of responsibility</p> <p>Makes suggestions for their colleagues' development and accepts suggestion in return</p> <p>Manages Learning &amp; Professional Development for the entire team, holding individuals accountable to necessary development and striving to enhance business performance</p>	<p>Facilitates senior leadership training</p> <p>Knows others motivational triggers and how to leverage them</p> <p>Willing to contribute own mentorship to peers and individuals company-wide</p>	<p>Creates opportunities for executive leadership growth either by internal or external mentorship</p> <p>Ensures management positions are filled with strong mentors</p>
	<p><b>Mentorship</b></p> <p>How well the employee provides guidance, training, goal identification, motivation, and role modeling to others</p>	<p>May advise new colleagues on most role responsibilities by role-modeling and communicating in an encouraging way</p> <p>Applies continual learning throughout employment to peer mentorship</p>	<p>Role models proper behavior and routines for immediate colleagues</p> <p>Is self-driven and inspires coworkers/direct reports</p> <p>Participates in formalized training of others</p>	<p>Assesses mentorship needs for their own team through ongoing monitoring and one-on-one guidance</p> <p>Knows what motivates others and helps them stay motivated</p> <p>Provides goal setting for individuals and team regularly</p>	<p>Creates development plans, tools, and projects that support team growth</p> <p>Tracks the effectiveness and business impact of own mentorship</p> <p>Identifies, enables, and utilizes natural mentors within the team to improve overall business outcomes</p> <p>Role models effective mentorship techniques that motivate other</p>	<p>Creates development plans, tools, and projects that support team growth</p> <p>Tracks the effectiveness and business impact of own mentorship</p> <p>Identifies, enables, and utilizes natural mentors within the team to improve overall business outcomes</p> <p>Role models effective mentorship techniques that motivate other</p>	<p>Creates mentorship needs for their own team through ongoing monitoring and one-on-one guidance</p> <p>Knows what motivates others and helps them stay motivated</p> <p>Provides goal setting for individuals and team regularly</p>	<p>Assesses mentorship needs for their own team through ongoing monitoring and one-on-one guidance</p> <p>Knows what motivates others and helps them stay motivated</p> <p>Provides goal setting for individuals and team regularly</p>