

An About to Open Bar and Restaurant in an Urban Setting
Target Performance Profile: Restaurant Operating Partner

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Assignment Business Context

Two business professionals have decided to invest some of their available accumulated capital in a start up restaurant. They have signed the lease on a 3000 square foot lapsed restaurant located in the urban core. Local businesses are plentiful. No other food service location in the immediate has both a liquor and a live entertainment license. The facility has both a liquor and a live entertainment license. Given their own in depth experience as commercial facility renovation project managers, they have the been doing the required renovation of the physical property in the last months. They negotiated the costs of doing these in a way that has led to a compensating reduction in the 1st 2 years rent with the landlord.

They are now at the point where they are ready to upgrade the kitchen, bar service facilities, and front of the house decorating. They now are seeking for a Restaurant Operating Partner to oversee day to day operations. They intend to include the new Restaurant Operating Partner in the finalization of these upgrades.

Their long term intent to allow the Restaurant Operating Partner to progressively acquire an equity stake hold in the business once profits from the business have repaid their initial capital investment. In the meantime, they are paying a competitive salary, with a quarterly profit driven bonus arrangement. They have worked out an outline of who will be responsible for what (a RASI chart attached to this Target Profile). They plan to base their hiring decision with final candidates on this RASI

Who Will Do What in the Operations of the Restaurant

The investors and the recruiting assignment lead have worked out an outline of who will be responsible for what as part of the dialogue which led to this Target Performance Profile. They plan to base their hiring decision dialouge with final candidates on this.

An initial RASI chart which clarifies who does what accompanies this Target Performance Profile (TPP). It describes the investor’s first thoughts about who must be involved in what way in various aspects off the restaurant’s management and operations. An individual may handle more than one of these elements (e.g. be both responsible and Accountable for example). The definition of each of the elements of the RASI follow.

R = Responsible → does the work needed to do this

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- A = Accountable** → makes the final decisions in this area of operations
- S = Stakeholder** → must be consulted by the person accountable before the final decision is made in this area of operations
- I = Informed** → must be informed of the how a decision impacts this person's work
→ may be consulted and asked to provide input before the decision is made, but this done based on the judgement of the person Accountable

The initial RASI chart is included as an Attachment to this Target Performance Profile.

Open Role

Restaurant Operating Partner

Role's Core Objectives

1. To be a pro active member of the restaurant management team, with specific accountability for managing the day-to-day operations of the restaurant.
2. To participate collaboratively in the activities necessary to start up the restaurant.
3. To work collaboratively as a member of the management team in order to maximize the profitability of the restaurant in both the short-term (first 12 months) and the long-term.
4. When and if, the restaurant achieves a stable operating profitability profile, to become an active equity partner the company which owns the restaurant, with the potential over the long term to become the company's major shareholder.
- 5.

Role's Core Performance Metrics

1. Restaurant start up

- a. Participate in and contribute to the remaining management and oversight activities needed to start up the restaurant.
- b. Work in a collaborative fashion on this with the the major investors, openly sharing ideas and documents relevant to the restaurant start up.
- c. Take accountability for that part of the start up activity that is relevant to front of the house and kitchen day-to-day operations.

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Metric:

The capital investors and operating partner both regularly indicate that they are satisfied with the quality of the collaborative and working relationship.

Note:

Although this is a subjective measure, it can be accessed by having each of the individuals involved anonymously fill out a short quality of the working relationship worksheet.

Any dissonance identified by such a process will trigger a need for frank open discussion among the participants.

2. Day-to-day restaurant operations

Once the restaurant is open, manage its day-to-day operations.

Essentially, this means doing the following

- i. hiring the required front of the house staff,
- ii. hiring a head of kitchen operations and working with that individual to hire the required kitchen operations staff,
- iii. instituting and establishing the working best practices used in the front of the house for bar and table service, ensuring compliance with local regulations around these practices, including food safety regulations.
- iv. working with the head of kitchen operations to institute and establish the best practices used in the kitchen, ensuring compliance with local regulations around these practices, including food safety regulations,
- v. ensuring the integration of the front of the house working practices with the kitchen operations practices,
- vi. training all of the front of the house staff in these best practices,
- vii. supporting the head of kitchen operations as she or he trains the kitchen staff in those best practices,
- viii. inspiring the staff in the front of the house to perform at their best levels,

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- ix. supporting head of kitchen operations as he or she inspires the kitchen staff to perform at their best levels,
- x. intervening and implementing corrective action when a disruption in the flow of day-to-day operations requires it,
- xi. ensuring that all of this is directed towards meeting the profitability objectives set out for the monthly operations of the restaurant,
- xii. overseeing and directing all of the procurement | purchasing activities needed to purchase the day to day operating supplies needed by restaurant operations, including working with the head of kitchen operations to acquire the food stuff staples and fresh ingredients required,
- xiii. communicating regularly and openly with the the investors about how this is done so that they have a sense of security with respect to their investment.

Metric:

- a. The monthly profitability objectives for the restaurant are met or exceeded. This becomes the normal and regular trend.
- b. Staff employment satisfaction levels are high. When staff turnover does occur, exit interviews indicate that this is for reasons that are personal rather than for reasons which have to do with the management of the restaurant.
- c. The investors regularly report a high level of satisfaction with the caliber of their working relationship with the Restaurant Operating Partner. The Operating partner reports a similar high level of satisfaction with the caliber of his or her working relationship with the investors.

3. Restaurant business expansion over time

Participate in the management dialogue directed towards the marketing and operating activities needed to increase the profitability of the business enterprise over time.

Make practical contributions to the possibility of expanding the restaurant in-house profitability, and external service profitability. (e.g. potential expansion to catering services, take out services, and food delivery services).

Metric:

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- The investors regularly report a high level of satisfaction with the caliber of their working relationship with the Operating Partner. The Operating partner reports a similar high level of satisfaction with the caliber of his or her working relationship with the investors.
- Disagreements are resolved in ways that respect the boundaries set out in the version of the RASI that is in effect at the time.

4. Restaurant Profitability Management

If and when the restaurant monthly profitability targets are not met, immediate dialogue is initiated with the investors.

As part of this dialogue the Operating Partner will present his or her:

- analysis of the root cause,
- recommended corrective action,
- a projection of the impact of the of the recommended corrective action on the on the operating cost profile of the restaurant, as well as an analysis of any of the capital investment options required,
- an indication of the risks that may be part and parcel of the recommended action, and if any exist, appropriate risk mitigation measures.

Once this management dialogue reaches a consensus or a final decision make in a manner with with the RASI in effect at the time, implement the decided on corrective action and manage its impact on the day-to-day operations of the restaurant.

Metric

Any monthly negative result on meeting the restaurant profitability objectives is addressed in the following month, and corrective actions are decided upon quickly.

If those corrective actions do not reverse this negative result in the following month, this issue is immediately escalated and discussed again at the investors .

5. Restaurant Administration Management

Participate in and contribute to the management level dialogue that oversees financial and administrative management. In particular, collaborate with the

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following administrative processes,

- The financial management (budgeting, and accounting) management practices established for the company.
- The staff recruiting and administrative practices established for the company.
- The media and social media marketing practices established for the company.
- The business expansion and potential future dialogue conducted as part of the company's strategic management.

Metric

The investors regularly report a high level of satisfaction with the caliber of their working relationship with the Operating Partner. The Operating partner reports a similar high level of satisfaction with the caliber of his or her working relationship with the investors.

Role Essential Technical Skills, Experience and Capabilities

The following is a list of the 7 essential or useful technical skills and experiences that may be brought to the role by a potential high performance candidate. They are listed in a 'probably how important, but not absolute necessary', priority sequence.

#	Capability	Essential or Useful	Reasoning
1	Restaurant Day to Day Operations management experience	Essential	This is the core of the role. Past experience is the single best predictor of the level of future performance in a role.

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#	Capability	Essential or Useful	Reasoning
2	Chef Level Creativity and Kitchen management experience	Potentially Essential	<p>If the desire is to expand the restaurant’s business profile in future, then a creative and experienced chef who understands restaurant kitchen management may be essential. The Operating Partner may be the person to bring this experience to the company At the minimum, the Operating Partner should have experience at collaborating working with such an individual.</p> <p>For example, the restaurant might feature ‘finger’ and ‘shareable” plate food offerings. A chef interested in and passionate about the wide variety of ‘street’ foods found in the globe’s many cultural traditions could help make this a major ‘appeal’ point for the restaurant.</p>
3	Knowledge of the local Restaurant and Food Services Industry	Useful	Participation in and knowledge of the local restaurant and food service industry will help establish the Operations Partner as a valued member of that local industry.
4	Entrepreneurial Drive and Capability	Useful	An Operating Partner who wants to be part of something unique and valued with major future business expansion potential.
5	Internet Social Media and Traditional Media Marketing	Useful	<p>Social media and local media marketing are key to establishing an initial and long lasting, social buzz about the restaurant.</p> <p>The Operating Partner must contribute to the dialogue needed to establish this, but need not be the overall manager of this activity.</p>

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#	Capability	Essential or Useful	Reasoning
6	General administrative management experience:	Useful	<p>Financial management, vendor relationship management, staff administrative, regulatory agency relationship management and so on</p> <p>The investors and their business network bring deep and substantial administrative management experience to the management table.</p> <p>The more the Operating Partner understands the need for these processes, and the way in which they must operate, the more she or he will be able to participate in and contribute to the ongoing operations of them, as well as benefit from them in running the restaurant on a day to day basis.</p>
7	Knowledge of local regulatory environment for the restaurant / food service industry	Useful	<p>The restaurant must meet or exceed the food preparation and food service safety requirement on a regular basis. Some part of this is a normal part of running the restaurant on a day to day basis.</p> <p>A broad understanding of this will allow the Operating Partner to increase the value of her of his contribution to the management dialogue about business expansion and profitability improvement/</p>

Planned Recruiting Tactic

1. Craft / copy write an attractive For Candidate Role Description. Stress the opportunity for future equity ownership potential as part. (no more than 1 page, with potentially a simple back page with ‘how to apply or enter dialogue links”
2. Inventory the follow networking potential”
 - a. The investor’s principals’ business contacts and family members and their business contacts

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- b. The local ‘chef’ networking activities to see if referrals can be generated
 - c. The local media outlets focused on food services
 - d.
 - e. Any local ‘foodie’ groups on Facebook or Pinterest or Tik Tok with at least a visible presence in the local restaurant, food service, and chef communities.
3. Craft a suitable Candidate Performance Challenge Survey and host it on an Internet survey site so that it can be included as a url in the Candidate Role Description.
 4. Post the open role description on Indeed and potentially in a number of local food industry media outlets.
 5. Distribute the ‘open posting” widely through the personal networks from point 2 above.

TPP Analytical Foundation: Role Archetypes

The Right Talent’s Performance Challenge Recruiting Process™ underlying the performance definition of a new or open role. The process indicates that it is important that there is a shared understanding of the of the ranking of these role archetypes across the key players involved in defining and hiring an individual for this open role.

The following table is therefore a **first, tentative ranking** of these factors, and the reasons for the ranking. Dialogue with the investor led to broad agreement on them.

Role Archetype	Tentative ranking	Reasoning
<p>Builder: Creates an organizational unit which does not yet exist</p>	<p>1</p>	<p>At least at the moment the restaurant opens, with respect to the day to day operations of the restaurant</p> <p>The restaurant needs to start its operations. Although much of that operation will be patterned on best practices taken from other restaurant experiences, they still need to be put in place.</p> <p>The staff hired needs to be trained in those best practices. The best practices must reflect and be capable of encouraging individuals to walk into the restaurant and order its food and</p>

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Role Archetype	Tentative ranking	Reasoning
		drinks.
<p>Producer: Leads the operations of an existing organizational unit to meet or to exceed performance targets</p>	2	Once the restaurant is open, this becomes the #1 ranked Role Archetype. <ul style="list-style-type: none"> •
<p>Improver Improves the operations of an existing organizational unit to improve its capability to meet or to exceed performance targets</p>	3 .	To review the day-to-day operating practices in the restaurant, and make improvements in them, whenever they fail to meet their two primary objectives”
<p>Fixer corrects or fixes elements in the operations of an existing organizational unit which is not meeting its current performance targets</p>		Not Applicable
<p>Thinker analyzes the existing operations of an organizational unit, and projects the possibilities for that unit into the future. Communicates this in a way that persuades key operational individuals in the organizational unit to share in the results of this analysis.</p>		Not Applicable

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TPP Analytical Foundation: Performance Drivers

In performance challenge recruiting, performance drivers focus the recruiting team on the key personal characteristics required in a potential high performer for the open role. The majority of the individual's actual performance in the role once hired will be the result of the interaction of these performance drivers (using 80/20 approach, which core performance drivers are essential).

For practicality reasons, five of the 13 Performance Driver are shown below are selected to do this.

Once again, it is important that this understanding is shared across the key players involved in the recruiting assignment.

Performance Driver	Reasoning
<p>Exhibiting People Smarts</p>	<p>Restaurants are all about relationships:</p> <ul style="list-style-type: none"> • with the front of the house and kitchen staff, • with the major investors, • with the representatives of the various supplier organizations, • with individuals in the traditional and social media spaces, • with other individuals in the restaurant industry. <p>The Operations Partner must have an above average, day to day, level of this ability to understand and to interact with staff and the investors on a day-to-day and long-term basis.</p>
<p>Driving</p>	<p>Restaurants need to be operated to meet their profitability targets. This requires the Operations Partner to be a driver of others to produce those results, without the operations partner becoming a dictatorial driver.</p>
<p>Inspiring</p>	<p>The talent pool for individuals who work as restaurant staff is volatile, especially in a post pandemic Covid 19 world. The Operations Partner must inspire the staff to perform at high levels, and to develop a sense of belonging and loyalty to the restaurant.</p>
<p>Adapting</p>	<p>The traditional restaurant industry is being disrupted by online dynamics.</p> <ul style="list-style-type: none"> • Food service plans are competing for restaurant traditional take-out and delivery business, without incurring the

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Performance Driver	Reasoning
	<p>expense of running a front of the house environment.</p> <ul style="list-style-type: none"> • Word-of-mouth referrals to the restaurant are increasingly conducted on social media rather than through personal face-to-face contact. • “Foodie’ trends are stressing the importance of sourcing local ingredients and producing meals in ‘green” w all of this requires ways. <p>All of this means that the Operating Partner must exhibit a capability to adapt to such trends without sacrificing the profitability objectives for the restaurant.</p>
<p>Acting Conscientiously</p>	<p>The presence of liquor and cash in a restaurant means that the Operating Partner must act conscientiously as a member of the restaurant crew on a day-to-day basis.</p> <p>It also means that the Operating Partner must act openly and transparently when it becomes clear that members of the restaurant crew do not behave in a conscientious fashion.</p> <p>Such action must be seen to be fair, prudent, reasonable, and just by the other members of restaurant crew. the</p>

The Right Talent’s 13 Performance Drivers Presented in a “Word Cloud’ Format. For more insight into this, access The Right Talent’s [“Recruiting Realities” ebook by clicking here.](#)



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Use of this Target Performance Profile (TPP)

A TPP is a recruiting team tool. It is not meant to be shared with potential candidates. It is not meant to be used as a role posting on open role employment Internet boards. Its sole purpose is to produce a clear shared understanding of the role among the members of the current recruiting team. That includes:

- a. The hiring decision maker - which might be more than one individual.
- b. The recruiting lead who is responsible for completing the recruiting assignment, whether in-house or an external recruiting service provider.
- c. Any other organizational individuals who will interview the final shortlisted high-quality potential high performers candidates
- d. Any HR staff or specialists involved in the recruiting assignment.
- e. Any external recruiting service provider staff who may be involved in the recruiting assignment.

All of these individuals are expected to commit to keeping this information confidential to the recruiting team during the period in which the recruiting assignment is conducted.

Once the recruiting assignment is complete, a TPP may serve as a template model for future related recruiting assignments in the organization for which the recruiting assignment was conducted.