

30 / 60 / 90-DAY REVIEW & DEVELOPMENT PACK

Calibrated employee reviews, follow-up plans, strengths/opportunities, and continued development

PURPOSE

Use scheduled reviews as evidence-based checkpoints. Apply the same role standard to every employee, document examples, and leave each review with a clear next action.

INCLUDED

- ☐ Evidence & Rating Calibration
- ☐ 30-Day Review
- ☐ 60-Day Review
- ☐ 90-Day Review
- ☐ Employee Strengths & Opportunities
- ☐ Manager Follow-Up Plan
- ☐ Continued Development Plan

CONTROL NOTE

Use only the pages that solve a real training need. Protect confidential personnel information, follow company policy and applicable law, and verify readiness from observed performance. Blank forms are for authorized internal use at one restaurant location.

30/60/90-DAY REVIEW - EVIDENCE & RATING CALIBRATION

Use the same role standard for every employee. Ratings should describe observed performance during the review period - not popularity, personality, one unusually good shift, or one unusually bad shift.

NEEDS IMPROVEMENT

Performance is below the current communicated standard or still requires more support than the role normally allows. Document a specific example and next action.

ACCEPTABLE

Performance meets the current standard with normal supervision for the role. The employee is dependable at the reviewed level.

STRONG

Performance meets the standard consistently, including normal pressure, with little repeated prompting. Strength should be supported by an example.

EXCELLENT

Use only when the employee consistently exceeds the role standard in observable ways without bypassing procedure or creating risk for others.

NOT APPLICABLE

The category does not apply to this role or has not been observed enough to rate fairly.

FAIR REVIEW RULES

- ☐ Use examples and evidence.
- ☐ Compare the employee to the role standard, not to a favorite employee.
- ☐ Separate a training gap from a process, equipment, staffing, communication, or accountability problem.
- ☐ Do not wait for a scheduled review to address a serious safety, harassment, discrimination, cash, or conduct concern.
- ☐ Allow the employee to respond and document the response fairly.
- ☐ End every improvement rating with one owner, one action, one due date, and one follow-up method.

Evidence / examples to carry into the review:

30-DAY EMPLOYEE REVIEW

Employee Name:

Position:

Department:

- ☐ Front of House
- ☐ Back of House
- ☐ Bar
- ☐ Dish
- ☐ Management
- ☐ Other: _____

Manager Name:

Trainer Name:

Hire Date:

30-Day Review Date:

Purpose:

Use this review to check the employee's early progress after the first month.

At 30 days, the employee should understand basic expectations, position standards, schedule expectations, communication rules, and the training path.

The employee may not be fully independent yet, but there should be clear progress.

30-DAY REVIEW FOCUS

At this stage, the manager should review:

- ☐ Attendance and punctuality
- ☐ Uniform and appearance
- ☐ Professional behavior
- ☐ Basic position understanding
- ☐ Training progress
- ☐ Safety and sanitation awareness
- ☐ Communication with managers
- ☐ Communication with coworkers
- ☐ Guest service if applicable
- ☐ Food quality if applicable
- ☐ Willingness to learn
- ☐ Response to coaching
- ☐ Follow-through on assigned tasks

PERFORMANCE CHECK

Attendance:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Punctuality:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Uniform / Appearance:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Attitude and Professionalism:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Basic Position Knowledge:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Training Progress:

- ☐ Behind schedule
- ☐ On track
- ☐ Ahead of schedule

Notes:

Safety and Sanitation:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Communication:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Teamwork:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

STRENGTHS OBSERVED

AREAS NEEDING IMPROVEMENT

TRAINING STILL NEEDED

- ☐ Position basics
- ☐ Station setup
- ☐ Opening duties
- ☐ Closing duties
- ☐ Cleaning duties
- ☐ Safety and sanitation
- ☐ Service standards
- ☐ POS training
- ☐ Cash handling
- ☐ Food prep
- ☐ Recipe execution
- ☐ Guest recovery
- ☐ Other: _____

30-DAY ACTION PLAN

Main focus for the next 30 days:

Support or retraining needed:

Follow-Up Date: _____

EMPLOYEE COMMENTS

REVIEW DECISION

- ☐ Continue training
- ☐ Continue employment with normal follow-up
- ☐ Continue employment with additional training
- ☐ Schedule performance follow-up
- ☐ Position review needed
- ☐ Other: _____

Employee Signature: _____

Manager Signature: _____ Date: _____

60-DAY EMPLOYEE REVIEW

Employee Name:

Position:

Department:

☐ Front of House

☐ Back of House

☐ Bar

☐ Dish

☐ Management

☐ Other: _____

Manager Name:

Trainer Name:

Hire Date:

60-Day Review Date:

Purpose:

Use this review to evaluate the employee's progress after two months.

At 60 days, the employee should show stronger position understanding, more consistency, better independence, and clearer response to coaching.

The manager should look for patterns.

Has the employee improved since the 30-day review?

Are the same issues repeating?

Is the employee becoming more dependable?

Does the employee understand the restaurant's standards?

60-DAY REVIEW FOCUS

At this stage, the manager should review:

- ☐ Progress since 30-day review
- ☐ Position knowledge
- ☐ Task consistency
- ☐ Independence
- ☐ Guest service if applicable
- ☐ Food quality if applicable
- ☐ Cleaning and side work
- ☐ Opening or closing duties
- ☐ Team communication
- ☐ Manager communication
- ☐ Safety and sanitation
- ☐ Response to coaching
- ☐ Reliability
- ☐ Readiness for more responsibility

PERFORMANCE CHECK

Progress Since 30-Day Review:

- ☐ Declined
- ☐ No major change
- ☐ Improved slightly
- ☐ Improved
- ☐ Strong improvement

Notes:

Position Knowledge:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Task Consistency:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Independence:

- ☐ Needs direct supervision
- ☐ Needs frequent support
- ☐ Needs limited support
- ☐ Works independently

Notes:

Communication:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Teamwork:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Safety and Sanitation:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong

Notes:

Opening / Closing Duties:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Not applicable

Notes:

Guest Service or Food Quality:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Not applicable

Notes:

STRENGTHS OBSERVED

AREAS STILL NEEDING IMPROVEMENT

REPEATED ISSUES FROM FIRST 60 DAYS

Has the same issue repeated?

- ☐ Yes
- ☐ No
- ☐ Not sure

If yes, describe:

Was coaching or retraining completed?

- ☐ Yes
- ☐ No
- ☐ Not needed

60-DAY ACTION PLAN

Main focus for the next 30 days:

Support, retraining, or coaching needed:

Follow-Up Date: _____

EMPLOYEE COMMENTS

REVIEW DECISION

- ☐ Continue employment with normal follow-up
- ☐ Continue employment with additional training
- ☐ Schedule performance follow-up
- ☐ Consider station certification
- ☐ Consider position certification
- ☐ Position review needed
- ☐ Other: _____

Employee Signature: _____

Manager Signature: _____ Date: _____

90-DAY EMPLOYEE REVIEW

Employee Name:

Position:

Department:

☐ Front of House

☐ Back of House

☐ Bar

☐ Dish

☐ Management

☐ Other: _____

Manager Name:

Trainer Name:

Hire Date:

90-Day Review Date:

Purpose:

Use this review to evaluate the employee's performance after the first 90 days.

At 90 days, the manager should have a clear understanding of whether the employee is meeting the restaurant's standards, still needs development, or may be ready for more responsibility.

This review should look at the full picture:

1. Training completion
2. Position performance
3. Consistency
4. Reliability
5. Teamwork
6. Guest service or food quality
7. Safety and sanitation
8. Response to coaching
9. Long-term fit

A 90-day review should be honest.

If the employee is doing well, document the strengths and set the next growth goal.

If the employee is still struggling, identify the exact issue and decide whether more training, retraining, coaching, position review, or stronger accountability is needed.

90-DAY REVIEW FOCUS

At this stage, the manager should review:

- ☐ Overall position performance
- ☐ Training completion
- ☐ Task mastery
- ☐ Station readiness
- ☐ Reliability
- ☐ Attendance
- ☐ Punctuality
- ☐ Team communication
- ☐ Manager communication
- ☐ Guest service if applicable
- ☐ Food quality if applicable
- ☐ Safety and sanitation
- ☐ Opening or closing duties
- ☐ Response to coaching
- ☐ Ability to work independently
- ☐ Long-term potential

PERFORMANCE CHECK

Overall Performance:

- ☐ Not meeting standard
- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent

Notes:

Training Completion:

- ☐ Incomplete
- ☐ Mostly complete
- ☐ Complete
- ☐ Complete with follow-up needed

Notes:

Task Consistency:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent

Notes:

Independence:

- ☐ Needs direct supervision
- ☐ Needs frequent support
- ☐ Needs limited support
- ☐ Works independently
- ☐ Can help others

Notes:

Reliability:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent

Notes:

Teamwork:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent

Notes:

Communication:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent

Notes:

Guest Service or Food Quality:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent
- ☐ Not applicable

Notes:

Safety and Sanitation:

- ☐ Needs improvement
- ☐ Acceptable
- ☐ Strong
- ☐ Excellent

Notes:

REVIEW OF FIRST 90 DAYS**Biggest improvement since hire:**

Strongest area of performance:

Most important area needing continued development:

Has the employee completed required training?

- ☐ Yes
- ☐ No
- ☐ Mostly
- ☐ Needs follow-up

Has the employee been certified for the position?

- ☐ Yes
- ☐ No
- ☐ Not yet
- ☐ Not applicable

Has the employee needed repeated coaching or retraining?

- ☐ Yes
- ☐ No
- ☐ Minor follow-up only

If yes, explain:

90-DAY DECISION

- ☐ Continue employment with normal follow-up
- ☐ Continue employment with development plan
- ☐ Approve position certification
- ☐ Assign additional training
- ☐ Assign retraining
- ☐ Schedule performance follow-up
- ☐ Review position fit
- ☐ Other: _____

NEXT 90-DAY GOAL

Goal for the employee:

Support needed from manager:

Follow-Up Date: _____

EMPLOYEE COMMENTS

Employee Signature: _____

Manager Signature: _____ Date: _____

EMPLOYEE STRENGTHS AND OPPORTUNITIES

Employee Name:

Position:

Department:

- ☐ Front of House
- ☐ Back of House
- ☐ Bar
- ☐ Dish
- ☐ Management
- ☐ Other: _____

Manager Name:

Review Date:

Purpose:

Use this page to identify what the employee does well and where the employee has room to grow.

A strong review should not only point out problems.

It should also recognize progress, effort, strengths, and potential.

Employees are more likely to improve when they understand both sides:

1. What they should keep doing

2. What they need to work on next

This page can be used during a 30-day, 60-day, 90-day, or ongoing performance review.

EMPLOYEE STRENGTHS

Check all strengths that apply:

- ☐ Positive attitude
- ☐ Strong attendance
- ☐ Good punctuality
- ☐ Learns quickly
- ☐ Responds well to coaching
- ☐ Communicates clearly
- ☐ Works well with the team
- ☐ Handles pressure well
- ☐ Gives good guest service
- ☐ Protects food quality
- ☐ Follows safety standards
- ☐ Follows sanitation standards
- ☐ Completes side work
- ☐ Completes opening duties
- ☐ Completes closing duties
- ☐ Shows leadership potential
- ☐ Helps coworkers
- ☐ Takes initiative
- ☐ Other: _____

Top three strengths:

Examples of strengths observed:

OPPORTUNITIES FOR IMPROVEMENT**Check all areas that need improvement:**

- ☐ Attendance
- ☐ Punctuality
- ☐ Uniform or appearance
- ☐ Professional behavior
- ☐ Communication
- ☐ Teamwork
- ☐ Guest service
- ☐ Food quality
- ☐ Speed
- ☐ Accuracy
- ☐ Cleaning
- ☐ Side work
- ☐ Opening duties
- ☐ Closing duties
- ☐ Safety standards
- ☐ Sanitation standards
- ☐ POS use
- ☐ Cash handling
- ☐ Menu knowledge
- ☐ Recipe knowledge
- ☐ Following direction
- ☐ Responding to coaching
- ☐ Taking initiative
- ☐ Other: _____

Top three opportunities:

Examples of improvement needed:

MANAGER FEEDBACK

What should the employee keep doing?

What should the employee stop doing?

What should the employee start doing?

EMPLOYEE DEVELOPMENT FOCUS**Main focus for the next review period:**

Training or support needed:

- ☐ Coaching
- ☐ Retraining
- ☐ SOP review
- ☐ Checklist review
- ☐ Trainer support
- ☐ Manager observation
- ☐ Position certification
- ☐ Station certification
- ☐ Additional practice
- ☐ Other: _____

Specific support plan:

EMPLOYEE COMMENTS

Manager Signature: _____ Date: _____

Employee Signature: _____

MANAGER FOLLOW-UP PLAN

Employee Name:

Position:

Department:

- ☐ Front of House
- ☐ Back of House
- ☐ Bar
- ☐ Dish
- ☐ Management
- ☐ Other: _____

Manager Name:

Review Date:

Follow-Up Date: _____

Purpose:

Use this page after an employee review to make sure the manager follows through on the next steps.

A review is only useful if it leads to action.

If the manager identifies a training gap, repeated issue, strength, opportunity, or growth goal, there should be a clear follow-up plan.

This page helps prevent reviews from becoming paperwork with no follow-through.

REVIEW SUMMARY

Review completed:

- ☐ 30-day review
- ☐ 60-day review
- ☐ 90-day review
- ☐ Performance review
- ☐ Coaching follow-up
- ☐ Retraining follow-up
- ☐ Other: _____

Main review finding:

Employee's strongest area:

Employee's biggest improvement need:

FOLLOW-UP ACTIONS

Action 1:

Person responsible: _____

Deadline: _____

Action 2:

Person responsible: _____

Deadline: _____

Action 3:

Person responsible: _____

Deadline: _____

TRAINING OR SUPPORT NEEDED

- ☐ Additional coaching
- ☐ Additional retraining
- ☐ SOP review
- ☐ Checklist review
- ☐ Trainer assigned
- ☐ Manager observation
- ☐ Station certification
- ☐ Position certification
- ☐ Menu review
- ☐ Recipe review
- ☐ POS review
- ☐ Cash handling review
- ☐ Service standard review
- ☐ Safety or sanitation review
- ☐ Other: _____

Support details:

MEASURING PROGRESS

Progress will be measured by:

- ☐ Manager observation
- ☐ Trainer feedback
- ☐ Completed checklist
- ☐ Improved performance
- ☐ Reduced mistakes
- ☐ Guest feedback
- ☐ Food quality check
- ☐ Cleaning inspection
- ☐ Cash/POS accuracy
- ☐ Opening or closing inspection

☐ Other: _____

Expected result:

FOLLOW-UP REVIEW

Follow-up completed?

☐ Yes

☐ No

Date completed:

Result:

☐ Improved

☐ Improved slightly

☐ No improvement

☐ Issue repeated

☐ Goal completed

☐ Additional action needed

Manager notes:

NEXT STEP

☐ Continue normal follow-up

☐ Continue monitoring

☐ Assign more training

☐ Assign retraining

☐ Schedule coaching conversation

☐ Schedule performance correction

☐ Approve certification

☐ Other: _____

Employee Signature: _____

Manager Signature: _____ Date: _____

CONTINUED DEVELOPMENT PLAN

Employee Name:

Position:

Department:

- ☐ Front of House
- ☐ Back of House
- ☐ Bar
- ☐ Dish
- ☐ Management
- ☐ Other: _____

Manager Name:

Plan Start Date:

Next Review Date: _____

Purpose:

Use this page when an employee has completed the early review period but still needs a clear growth plan.

A continued development plan can be used for employees who are doing well and ready to grow, or employees who need more structure before they can fully meet expectations.

Development should not stop after the first 90 days.

Strong restaurants keep building employees after basic training is complete.

This page helps managers identify the next skills, responsibilities, habits, and standards the employee should work on.

DEVELOPMENT TYPE

This plan is for:

- ☐ Continued improvement
- ☐ Skill development
- ☐ Cross-training
- ☐ Leadership development
- ☐ Station certification
- ☐ Position certification
- ☐ Performance follow-up
- ☐ Retraining follow-up
- ☐ Promotion preparation
- ☐ Other: _____

CURRENT PERFORMANCE SUMMARY

What is the employee currently doing well?

What still needs development?

What is the main reason this plan is needed?

DEVELOPMENT GOALS

Goal 1:

Why this goal matters:

Action steps:

Deadline: _____

Goal 2:

Why this goal matters:

Action steps:

Deadline: _____

Goal 3:

Why this goal matters:

Action steps:

Deadline: _____

SUPPORT NEEDED

- ☐ Manager coaching
- ☐ Trainer support
- ☐ Additional practice
- ☐ SOP review
- ☐ Checklist review
- ☐ Menu review
- ☐ Recipe review
- ☐ POS review
- ☐ Cash handling review
- ☐ Guest service practice
- ☐ Food quality review
- ☐ Safety or sanitation review
- ☐ Leadership coaching
- ☐ Cross-training
- ☐ Other: _____

Support details:

MEASURING SUCCESS

Success will be measured by:

- ☐ Manager observation
- ☐ Trainer feedback
- ☐ Completed checklist
- ☐ Reduced mistakes
- ☐ Guest feedback
- ☐ Food quality check
- ☐ Cleaning inspection
- ☐ Cash/POS accuracy
- ☐ Opening or closing inspection

- ☐ Station certification
- ☐ Position certification
- ☐ Improved independence
- ☐ Other: _____

The employee will be considered successful when:

FOLLOW-UP SCHEDULE

First follow-up date:

Second follow-up date:

Final review date:

FOLLOW-UP NOTES

First follow-up result:

Second follow-up result:

Final review result:

FINAL DEVELOPMENT DECISION

- ☐ Development plan completed
- ☐ Continue development plan
- ☐ Assign additional training
- ☐ Assign retraining
- ☐ Approve station certification
- ☐ Approve position certification
- ☐ Consider leadership development
- ☐ Schedule manager meeting
- ☐ Other: _____

Employee Comments:

Employee Signature: _____

Manager Signature: _____ Date: _____

PART 8 COMPLETION REVIEW

Date:

Manager Name:

Restaurant / Location:

Purpose:

Use this page to review how employee progress is being evaluated during the first 30, 60, and 90 days.

The goal is to make sure new employees are not simply placed on the schedule and forgotten.

A strong review system gives managers a way to check training progress, recognize strengths, correct issues early, and decide what support the employee needs next.

PART 8 MANAGER REVIEW

1. Are 30-day reviews being completed on time?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

2. Are 60-day reviews being completed on time?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

3. Are 90-day reviews being completed before final training decisions are made?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

4. Are reviews specific enough to be useful?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

5. Are employee strengths being documented?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Notes:

6. Are improvement areas being connected to clear standards?

- ☐ Yes
☐ No
☐ Sometimes

Notes:

7. Are managers following up after reviews?

- ☐ Yes
☐ No
☐ Sometimes

Notes:

8. Are development plans being used when employees need continued support?

- ☐ Yes
☐ No
☐ Sometimes

Notes:

BIGGEST REVIEW SYSTEM GAP RIGHT NOW**FIRST ACTION TO IMPROVE EMPLOYEE REVIEWS**

Person Responsible: _____

Deadline: _____

Manager Signature: _____ **Date:** _____