

Annual Performance Review

Retail leadership form · scored on the four-band scale · completed jointly, signed separately

PERSONNEL FILE

NCR-PR-25-118

FORM PR-04 · REV 2025.11

EMPLOYEE Tobias Renner	ROLE General Manager · café	SITE Alberta Street · Portland	REPORTS TO Elena Marsh
REVIEW PERIOD 1 Jan – 31 Dec 2025	REVIEW MEETING 16 January 2026	IN ROLE SINCE 4 April 2022 · 3 yr 9 mo	REVIEWERS E. Marsh · A. Boyd

A

OPERATING SCORECARD — FY 2025

PULLED FROM THE TOAST EXPORT AND THE NORTHWIND CLOSE, 9 JAN

MEASURE	TARGET	ACTUAL	VARIANCE	WHERE IT CAME FROM
Net sales, trailing 12 months	\$1.42M	\$1.58M	+11.3%	Alberta Street opening plus a 9% lift on wholesale bags
Labour, % of net sales	31.0%	29.4%	−1.6 pts	Under target in 47 of 52 weeks
Cost of goods, % of net sales	34.0%	34.8%	+0.8 pts	Monday dairy over-ordering; green coffee held flat
Guest satisfaction, 5-point survey	4.50	4.72	+0.22	1,840 responses · 91% would recommend
Peak ticket time, seconds	210	186	−24 s	Second grinder and the split-bar rebuild in May
Team turnover, annualised	55%	38%	−17 pts	Two internal promotions · no shift-lead vacancy all year

B

COMPETENCY TALLY

ONE MARK PER LINE · DEVELOPING 1 · MEETS 2 · STRONG 3 · EXCEPTIONAL 4

COMPETENCY, AND THE EVIDENCE BEHIND THE MARK	WEIGHT	DEVELOPING	MEETS	STRONG	EXCEPTIONAL	PTS
Shift leadership and floor presence 312 shifts led; Alberta Street opened 3 March with no missed open and two uncovered callouts all year.	25%	☐	☐	☒	☐	3
Cost and inventory control Labour beat plan by 1.6 pts; cost of goods missed by 0.8 — dairy pars were never rebuilt after the spring menu.	25%	☐	☒	☐	☐	2
Hiring, training and retention Turnover 55% → 38%. Two baristas promoted to shift lead; the four-week bar curriculum is now used at all three sites.	20%	☐	☐	☐	☒	4
Food safety and compliance Multnomah County scored the site 98/100 in August; temperature logs complete on 361 of 365 days.	15%	☐	☐	☒	☐	3
Forecasting and schedule accuracy Weekly forecast within 6% except December, where a 14% miss put labour at 32.1% for three straight weeks.	15%	☐	☒	☐	☐	2
WEIGHTED COMPETENCY SCORE	100%	MARKED BANDS, WEIGHTED				2.80

OVERALL BAND — FY 2025 Strong · 2.80 of 4.00	MERIT INCREASE 4.0% Effective 1 March 2026	BONUS, % OF TARGET 108% Paid with February payroll
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GOALS SET FOR 2025 — OUTCOME

D

GOALS FOR 2026

Open Alberta Street on schedule Opened 3 March, six days early. First full month \$118k against a \$95k plan. EXCEEDED	Cost of goods to 33.5% Rebuilt pars and a weekly variance report; judged on the Q4 average. 31 DEC 2026
Hold labour at or under 31% Full year 29.4%. Only December ran hot, at 32.1% across three weeks. MET	Certify the last three baristas, plus two trainers SCA Level 2 roster in the Northwind LMS, signed off by E. Marsh. 30 JUN 2026
Certify every barista to SCA Level 2 11 of 14 certified; the three outstanding were hired after September. PARTLY MET	Open the wholesale pickup window 40 accounts collecting weekly without adding a labour hour. 30 SEP 2026
Waste under 3% of cost of goods Landed at 3.6%. Monday dairy is two thirds of the gap. NOT MET	Monday waste under 1.5% Waste log audited monthly against the rebuilt par sheet. 31 MAR 2026

E · MANAGER SUMMARY Tobias ran the strongest year Alberta Street has had, and did it while opening the site. The number I keep coming back to is turnover — 55% down to 38%, earned by promoting off the bar rather than hiring around it. The gap is inventory discipline: pars were set for the old menu and never rebuilt, and that single habit is the whole 0.8-point miss on cost of goods.	F · CALIBRATION Reviewed 12 January with the retail panel — E. Marsh, A. Boyd, D. Whitfield. Held at Strong against a five-manager spread of 1 exceptional / 3 strong / 1 meets. Forecasting moved 3 → 2 to match the published band, which asks for accuracy inside 10% in every month, December included.	G · EMPLOYEE COMMENT Optional, and unedited — whatever is written here enters the personnel file exactly as written, before signature.
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Employee — Tobias Renner

DATE

Manager — Elena Marsh

DATE

People — Aurelie Boyd

DATE