WHAT IS the Restaurant Management Assessment (RMA)?

The Restaurant Management Assessment is an IBM designed assessment given to prospective entry-level restaurant management candidates in the following industries: quick-service restaurants, fast-casual restaurants, limited-service restaurants, and the general service industry. The **RMA**™ is designed to help hiring managers and recruiters in the selection process by providing valuable ratings and descriptions across 8 relevant competencies (listed below) that have proven over the course of 40 years to be the most integral for a manager to perform successfully.

In the assessment process, the candidate's scores are compared to a relevant norm group of people who do similar jobs. For example, a Manager candidate is compared to a group of successful Managers to determine where the candidate's strengths and opportunities lie relative to the group. **RMA**™ is an important piece of the puzzle when making selection and placement decisions. It is used most successfully when combined with other information, such as background information, past performance, and interview results. **RMA**™ does not measure everything about an individual and should not be relied upon as the only piece of information to make a hiring decision.

The **RMA**™ is an online assessment that is comprised of two separate assessment components: ProSelect™ for Restaurants – a measure of verbal, quantitative, and critical reasoning skills customized by IBM for use in restaurant manager positions, and the IBM Personality Battery – a broad measure of work style and personal preferences.

Competency	Related Scales	Overall Weight
Overall Fit Rating	Composite Measure of all Reasoning, Interests, and Work Style Dimensions	Average Across Competencies
Guest Service	Hospitality	1x
	People Relations	1x
Interpersonal Influence	Sociability	1x
	Assertiveness	1x
	Interpersonal Insight	1x
Problem Solving/Decision Making	Reasoning	1x
	Practical Thinking	1x
Execution of Operational Standards	Acceptance of Authority	1x
	Responsibility	1x
	Detail Orientation	1x
Managing Pressure	Stress Tolerance	1x
	Flexibility	1x
Developing Talent	Interpersonal Insight	1x
	People Relations	1x
Leads By Example	Confidence	1x
	Drive, Energy and Stamina	1x
	Achievement Striving	1x
Managing Performance	Tough-Mindedness	1x
	Assertiveness	1x
	Objectivity	

HOW DO I DEAL WITH ISSUES RELATED TO ENGLISH IS A SECOND LANGUAGE/DISABILITIES?

There are ways that you can legally and ethically ask about a candidate's "English as a Second Language" (ESL) status. Explain the assessment to the candidate clearly and use the following to determine if a candidate requires accommodation:

"The following is an un-timed, paper and pencil assessment written in the English language that requires you to answer multiple choice questions. You may use scratch paper for notes and calculations. ***Are you able to perform this task as described either with or without accommodations?***"

This approach helps you to not only screen candidates for ESL but also provides candidates with the opportunity to request disability related accommodations in accordance with the Americans with Disabilities Act (ADA). For questions regarding ADA compliance, please contact your company's Human Resources Department.

What are my options if the candidate is ESL?

If the candidate informs you that English is his/her second language, then it is best not to continue with the English language version of the **Pro***Select*™ mental abilities assessment. If Spanish is their primary language, you can administer the Spanish version of **RMA**™.

If neither English nor Spanish is the candidate's primary language, mark the area on the **RMA**™ Information Sheet that indicates "English is a second language".

What results will I receive for ESL candidates?

The Problem Solving scale score will be excluded from the report and the Overall Performance score will be determined based upon personality/work style traits and characteristics alone.

Administering the Mental Abilities Portion of the Assessment:

The first 16 questions of the **RMA**™ measure the candidate's mental abilities and this section needs to be proctored. The candidate can take the rest of the assessment anywhere online, but Section A will need to be taken with a proctor present in one of two ways:

1. The candidate can take Section A on paper. The administrator will then score the assessment and enter the raw scores in the online workspace.
2. The administrator can get a Proctor Password that they will enter to open up Section A for the candidate to take online.

Please call IBM Support to set your account up with either a Proctor Password or to enter the Section A raw scores online.

Assessment Overview

What does RMA™ measure?
- Guest Service
- Interpersonal Influence
- Problem Solving/Decision Making
- Execution of Operational Standards
- Managing Pressure
- Developing Talent
- Leads By Example
- Managing Performance

What positions does the RMA select for?
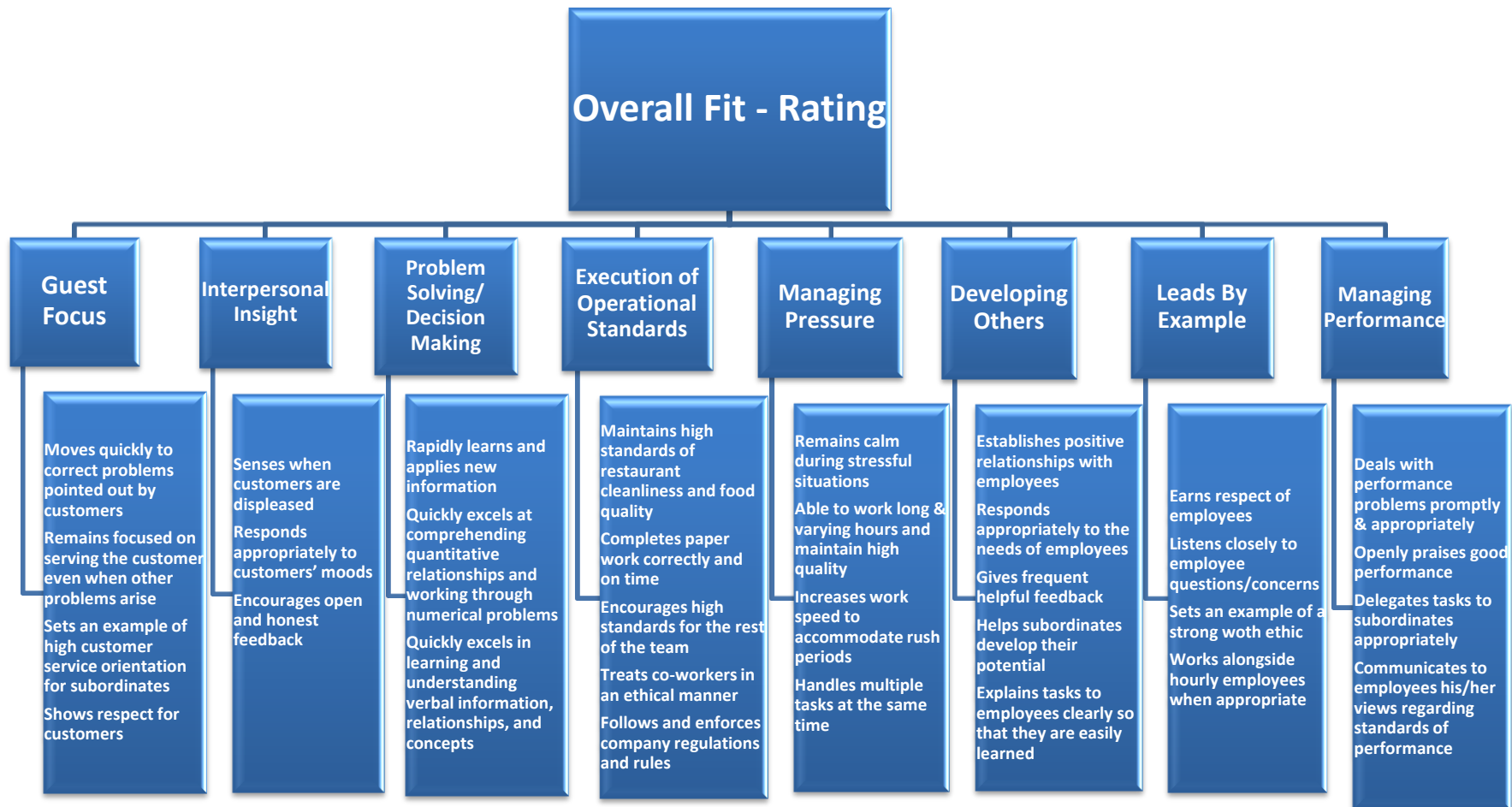- Assistant General Manager
- General Manager

What are the benefits of using RMA™?

Flexibility – The **RMA™** is fast and easy to administer anywhere interviewing takes place. The assessment is offered in both a fax-based and an online administration system.

Efficiency – Including the **RMA™** assessment in the hiring process will maximize the time and productivity of hiring managers and recruiters by eliminating excessive phone calls, interviews, and orientation costs.

Results Oriented – An increase in employee morale, performance, and longevity can be experienced with the use of this selection instrument. Results obtained from the assessment can be used toward selection and future development.

RMA™ DIMENSIONS: THE PROFILE OF A SUCCESSFUL MANAGER

Overall Fit - Rating

Guest Focus	Interpersonal Insight	Problem Solving/ Decision Making	Execution of Operational Standards	Managing Pressure	Developing Others	Leads By Example	Managing Performance

Guest Focus
- Moves quickly to correct problems pointed out by customers
- Remains focused on serving the customer even when other problems arise
- Sets an example of high customer service orientation for subordinates
- Shows respect for customers

Interpersonal Insight
- Senses when customers are displeased
- Responds appropriately to customers' moods
- Encourages open and honest feedback

Problem Solving/Decision Making
- Rapidly learns and applies new information
- Quickly excels at comprehending quantitative relationships and working through numerical problems
- Quickly excels in learning and understanding verbal information, relationships, and concepts

Execution of Operational Standards
- Maintains high standards of restaurant cleanliness and food quality
- Completes paper work correctly and on time
- Encourages high standards for the rest of the team
- Treats co-workers in an ethical manner
- Follows and enforces company regulations and rules

Managing Pressure
- Remains calm during stressful situations
- Able to work long & varying hours and maintain high quality
- Increases work speed to accommodate rush periods
- Handles multiple tasks at the same time

Developing Others
- Establishes positive relationships with employees
- Responds appropriately to the needs of employees
- Gives frequent helpful feedback
- Helps subordinates develop their potential
- Explains tasks to employees clearly so that they are easily learned

Leads By Example
- Earns respect of employees
- Listens closely to employee questions/concerns
- Sets an example of a strong woth ethic
- Works alongside hourly employees when appropriate

Managing Performance
- Deals with performance problems promptly & appropriately
- Openly praises good performance
- Delegates tasks to subordinates appropriately
- Communicates to employees his/her views regarding standards of performance

COMPETENCY AND SCALE DESCRIPTION AND INTERPRETATION

Guest Focus

Hospitality-   This area identifies candidates who are passionate, patient, and caring individuals who can increase your company's customer satisfaction, repeat business, and brand loyalty.

People Relations-   This rating measures the degree of optimism and tolerance in a person's general outlook towards others.

Poor	May not make guests a priority.
Fair	May not go out of their way to exceed guest needs; tends to do the bare minimum.
Good	Demonstrates a guest focused attitude by striving to exceed expectations and promoting standards of high service to the team.
Excessive	Tends to be too eager to please guests and may give in to unrealistic requests.

Interpersonal Influence

Sociability-   This category measures the person's ability to interact with people and their frequency of contact.

Assertiveness-   This area reflects the person's ability to be outspoken, assertive and persuasive. It measures the degree to which a person is willing to give direction to subordinates and be assertive when dealing with other people.

Interpersonal Insight-   This category measures the degree to which a person displays the ability to notice issues beneath the surface and hone in on hidden meanings behind other's behavior.

Poor	Struggles to provide team with essential information and feedback.
Fair	May not proactively share updates with all aspects of the operation or provide team with an understanding of priorities.
Good	Consistently strives to keep the operation running smoothly by ensuring their FOH and BOH staff is updated and aware of key needs.
Excessive	May socialize too much and overburden team with too many trivial updates.

Problem Solving/Decision Making

Reasoning- This area measures the individual's cognitive ability.

Practical Thinking- This area measures the degree to which a person is logical, pragmatic, and factual in planning and problem solving.

Poor	Does not consistently take the steps to properly understand all the issues of a situation and may make impractical decisions.
Fair	Decisions may not suit all the needs of a situation.
Good	Acts decisively to resolve problems and understand their impact their choices can have on the business and their guests.
Excessive	May get too bogged down in the decision making process and spend too much time trying to account for every possible contingency.

Execution of Operational Standards

Acceptance of Authority- This area measures the extent to which a person accepts lines of authority. It reflects a person's willingness to follow rules and regulations.

Responsibility- This area measures the degree to which a person takes ownership over work outcomes and follows initiatives through to completion.

Detail Orientation- This area measures the degree to which a person maintains a keen focus on details and displays vigilance when it comes to accuracy.

Poor	Have difficulties emphasizing and enforcing policies and standards to the team.
Fair	May be inconsistent in following and enforcing standards and guidelines.
Good	Serves as a role model to the team by adhering to standards and policies at all times and holds others accountable to do the same.
Excessive	May be too rigid in adhering to policies and can interfere with the flow of work in the operation as a result.

Managing Pressure

Stress Tolerance-   This category measures the extent to which a person shows little reaction to stressful circumstances and remains calm under pressure.

Flexibility-   This area measures the degree to which a person demonstrates agility when it comes to changing circumstances and easily adapts to new situations.

Poor	Does not handle stress well with stress; takes things too personally and lets setbacks or obstacles affect their performance.
Fair	Struggles to remain calm and composed in high pressure situations.
Good	Maintains a level headed and professional demeanor at all times and rebounds quickly from setbacks.
Excessive	Can seem cold, detached, and impassive to others.

Developing Talent

Interpersonal Insight-   This category measures the degree to which a person displays the ability to notice issues beneath the surface and hone in on hidden meanings behind other's behavior.

People Relations-   This rating measures the degree of optimism and tolerance in a person's general outlook towards others.

Poor	Fails to understand and appreciate team members' unique strengths and developmental needs.
Fair	Tends to treat everyone the same; may not challenge team members in order to grow their capabilities.
Good	Sets challenging and engaging goals to develop their team and provides regular coaching and encouragement.
Excessive	May get too involved in others and lose focus on their own duties and tasks.

Leads By Example

Confidence- This area measures the degree to which a person displays faith in their abilities and believes in oneself.

Drive, Energy and Stamina- This measures a person's quickness of pace, sense of urgency, physical stamina and action orientation.

Achievement Striving- This category measures the degree to which a person works wholeheartedly towards challenging goals and seeks to meet or exceed expectations.

Poor	Lacks presence and impact as a leader.
Fair	May struggle in taking charge and directing the team.
Good	Is a visible, out front leader who quickly takes command of situations and provides ongoing direction to the team.
Excessive	Domineering and pushy; may get impatient or take over others' jobs for them.

Managing Performance

Tough-Mindedness- Measures a person's willingness to work alongside others and deal with people in a friendly, cooperative manner.

Assertiveness- This area reflects the person's ability to be outspoken, assertive and persuasive. It measures the degree to which a person is willing to give direction to subordinates and be assertive when dealing with other people.

Objectivity- This area measures a person's ability to maintain an objective, rational perspective. It reflects the person's ability to keep feelings in check when making decisions and judgments.

Poor	Does not consistently set clear goals for others or provide clear feedback on their efforts.
Fair	May be too passive in their approach to giving direction to others or holding them accountable.
Good	Provides regular, ongoing feedback on performance to team members and consistently communicates standards and expectations for performance.
Excessive	May micromanage others' efforts and can be too hard on them.

ASSESSMENT RESULTS (SAMPLE REPORTS) The **RMA**™ provides three report formats: Selection Report, Developmental Report and Follow Up interview questions. Each report can be viewed online (HTML View) or as an Adobe Acrobat document (PDF View). The PDF can be printed, saved or emailed directly from the system.

- **Selection Report** – contains evaluative ratings for each of the six competency areas and an Overall Score. This report is for decision makers only and should never be given to a candidate/employee.

- **Developmental Report** – contains descriptive, developmental statements related to each of the six competency areas. This report complements the Selection Report for decision making and can be given to the new hire to aid in developmental planning.

- **Follow Up Interview Questions** – contains follow up interview questions to further probe any scales within the six competencies that received a poor or excessive score.

IBM

Restaurant Management Assessment

Name:	o u	Position:	**Assistant Manager**	Record Id:	**.1**
Org Name:	Œ – #	Recruiter:	**Management Recruiter**		
Org Unit:	**Operations**	Hiring Mgr:	**Management Recruiter**	Request Date:	**/5/13**

CONFIDENTIAL SELECTION REPORT
(Use Only for Hiring Decisions)
Page 1 of 1

Overall Rating — Overall, the candidate is a strong match for this position.

Guest Service — Demonstrates a guest focused attitude by striving to exceed expectations and promoting standards of high service to the team.

Interpersonal Influence — May not proactively share updates with all aspects of the operation or provide team with an understanding of priorities.

Problem Solving/Decision Making — Acts decisively to resolve problems and understand their impact their choices can have on the business and their guests.

Execution of Operational Standards — May be inconsistent in following and enforcing standards and guidelines.

Managing Pressure — Maintains a level headed and professional demeanor at all times and rebounds quickly from setbacks.

Developing Talent — Sets challenging and engaging goals to develop their team and provides regular coaching and encouragement.

Leads By Example — May struggle in taking charge and directing the team.

Managing Performance — Provides regular, ongoing feedback on performance to team members and consistently communicates standards and expectations for performance.

****Denotes multiple excessive traits within this competency that are so strong that they may interfere with the effectiveness of the individual.

Area(s) of Concern

Restaurant Management Assessment

Name:	o ̀u	Position:	**Assistant Manager**		
Org Name:	Œ – ˙#	Recruiter:	**Management Recruiter**	Record Id:	**.1**
Org Unit:	**Operations**	Hiring Mgr:	**Management Recruiter**	Request Date:	**12/5/13**

CONFIDENTIAL DEVELOPMENT REPORT
(May Be Shared With the Employee)
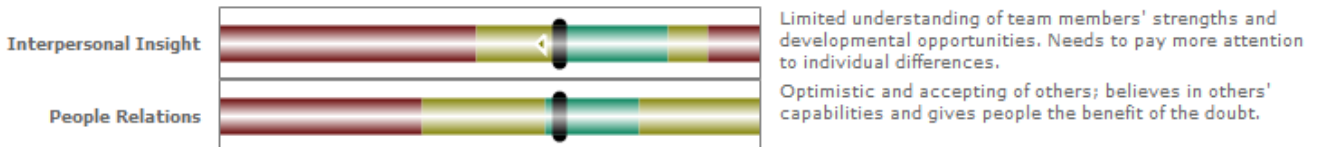Page 1 of 2

How To Interpret This Report

Keep in mind as you interpret these results that it is not about high scores and low scores - it's all about "fit". Scores in the "ideal range" indicate a strong fit with the profile of strong performers.

For each of the traits listed under the competencies, your score is indicated by the black bar on the graph. The shading indicates the ranges for each trait using the following key:

█ Ineffective   █ Effective   █ Highly Effective

In some cases, the ideal range (Highly Effective) is curvilinear - meaning the sweet spot is somewhere in the middle and too little (need to develop more skill to be effective) or too much (need to throttle back to be effective) of that characteristic may not be desirable. In some cases, the ideal range is linear - meaning more is better.

Example: Curvilinear - sweet spot is in the middle

Too Little | Ideal Range | Too Much

Example: Linear - more is better

Too Little | Effective But Could Improve | Ideal Range
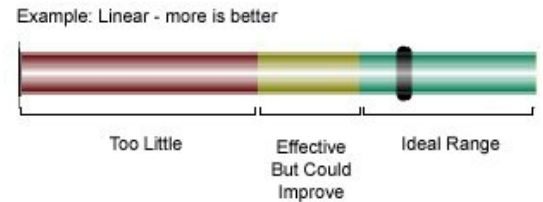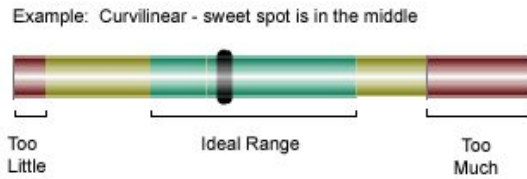
Guest Service (Hospitality, People Relations)

Hospitality — Goes out of the way to provide exceptional service and fully exceed guests' expectations to make a lasting impression.

People Relations — Accepting and respectful with others; works to build positive relationships with customers.
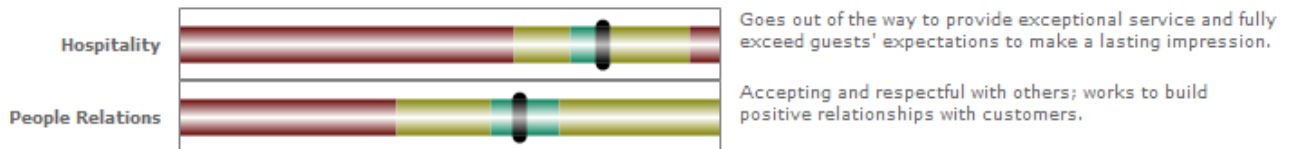
Interpersonal Influence (Sociability, Assertiveness, Interpersonal Insight)
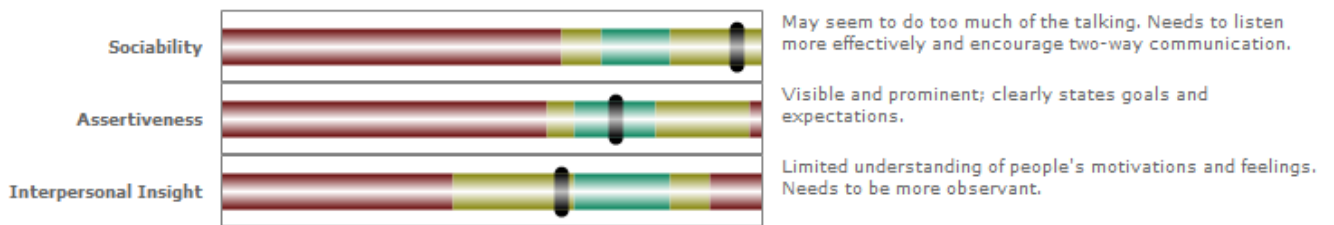
Sociability — May seem to do too much of the talking. Needs to listen more effectively and encourage two-way communication.

Assertiveness — Visible and prominent; clearly states goals and expectations.

Interpersonal Insight — Limited understanding of people's motivations and feelings. Needs to be more observant.

Problem Solving/Decision Making (Practical Thinking)

Practical Thinking — Can get caught up in idealistic thinking. Would benefit by balancing possibilities with achievable results.

IBM — Restaurant Management Assessment

CONFIDENTIAL DEVELOPMENT REPORT
(May Be Shared With the Employee)

Execution of Operational Standards *(Acceptance of Authority, Responsibility, Detail Orientation)*

Acceptance of Authority
Works effectively within set guidelines and policies.

Responsibility
Generally reliable but may not always take full accountability for decisions and outcomes. Needs to take more responsibility for actions.

Detail Orientation
Focuses on main issues but does not dig into specifics. Would benefit from being more detailed and systematic in thinking and planning.

Managing Pressure *(Stress Tolerance, Flexibility)*

Stress Tolerance
Generally calm but can become frustrated in high pressure situations. Needs to learn to expect problems and take them in stride.

Flexibility
Comfortable with variety and uncertainty; adapts easily to the many shifting demands and priorities of the operation.
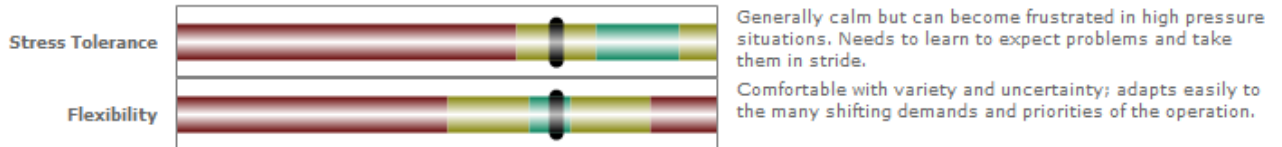
Developing Talent *(Interpersonal Insight, People Relations)*

Interpersonal Insight
Limited understanding of team members' strengths and developmental opportunities. Needs to pay more attention to individual differences.

People Relations
Optimistic and accepting of others; believes in others' capabilities and gives people the benefit of the doubt.

Leads By Example *(Confidence, Drive, Energy, & Stamina, Achievement Striving)*

Confidence
Shows moderate confidence but tends to doubt own abilities. Needs to focus more on personal strengths rather than developmental opportunities.

Drive, Energy, & Stamina
Typically able to keep up with the pace of the position but would benefit from displaying a stronger sense of urgency.

Achievement Striving
Typically exceeds expectations and constantly meets tough challenges and deadlines.

Managing Performance *(Tough-Mindedness, Assertiveness, Objectivity)*

Tough-Mindedness
Stands ground firmly, deals with tough issues directly and holds others accountable.

Assertiveness
Visible and prominent; clearly states goals and expectations.

Objectivity
May dwell on issues unnecessarily; would benefit by learning how to move on and put the past behind them.
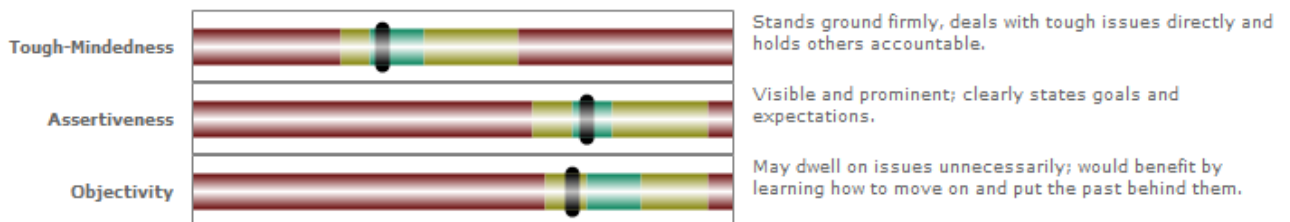
Name:	**Sample Test**	Position:	**Assistant Manager**		
Org Name:	**XYZ Corporation**	Recruiter:	**Management Recruiter**	Record Id:	**123456.1**
Org Unit:	**Operations**	Hiring Mgr:	**Management Recruiter**	Request Date:	**12/5/13**

FOLLOW-UP INTERVIEW
(To Supplement Your Interview Process)
Page 1 of 1

Follow-Up Interview Questions

Interpersonal Influence

- Sociability - How would others describe your communication style? Has your level of communication with the team ever been a distraction to more immediate needs?
- Interpersonal Insight - Describe a time when you misread or misinterpreted someone's comments and drew premature conclusions.

Problem Solving/Decision Making

- Practical Thinking - Tell me about the decision you would most like the chance to re-think before you made it, in order to avoid an unfortunate outcome. What factors contributed to your initial decision? What did you learn from that experience?

Execution of Operational Standards

- Responsibility - Tell me about the most serious commitment you were unable to meet as a result of being distracted. What did you learn from this experience, and how would you approach this situation differently in the future?
- Detail Orientation - Tell me about a time when you made a mistake at work. How did you try to fix the situation? What would you do differently in the future to keep this problem from recurring?

Managing Pressure

- Stress Tolerance - Tell me about a time when several things went wrong at once. How did you handle the situation?

Developing Talent

- Interpersonal Insight - Please recall your best example of uncovering specific developmental areas for an above average performer, and the feedback you provided for their improvement. How did you approach the employee with feedback? How did the employee respond? How did you folllow up?

Leads By Example

- Confidence - Describe a time when you overcame your personal insecurities, and stepped out of your comfort zone to thrive in a difficult situation. What personal insecurities were keeping you from excelling in this situation? What actions did you take to overcome these insecurities?
- Drive, Energy, & Stamina - How do you maintain your efficiency and productivity level throughout the day?

Managing Performance

- Objectivity - Tell me about a decision you later regretted because you allowed your personal feelings to get in the way. Why did your feelings influence your decision so heavily? What aspects of your decision did you later regret? What have you learned from this experi

HDASONLINE INSTRUCTIONS – (FOR GENERAL MANAGER/DRIVE-IN OPERATOR POSITIONS)

Please see Hourly Selection Process for instructions on Assistant Manager Positions
Go to www.hdasonline.com

Login: first initial last name
Password: Password1
Company: Enter the name of your company here

Change Password – the first time you log in, you will be prompted to change your password.

Remember Me – check the box marked "Remember Me on this computer" so that the system will automatically save your login and company so that you only have to type in your password each time you log in.

Administering Assessments
Actions – go to the actions button at the top right of your screen and select "New"
New Request – choose Management Selection

Process Request
- **Position** dropdown box: Your position groups will be listed here

Candidate
- **Candidate first and last name**
- **Email address**: this is where the assessment invitation will be sent
- **SSN**: enter the candidate's complete SSN (optional)
- **Employee ID**: enter the candidate's employee id if s/he is a current employee
- **Binocular icon**: allows you to see if an assessment already exists for that candidate
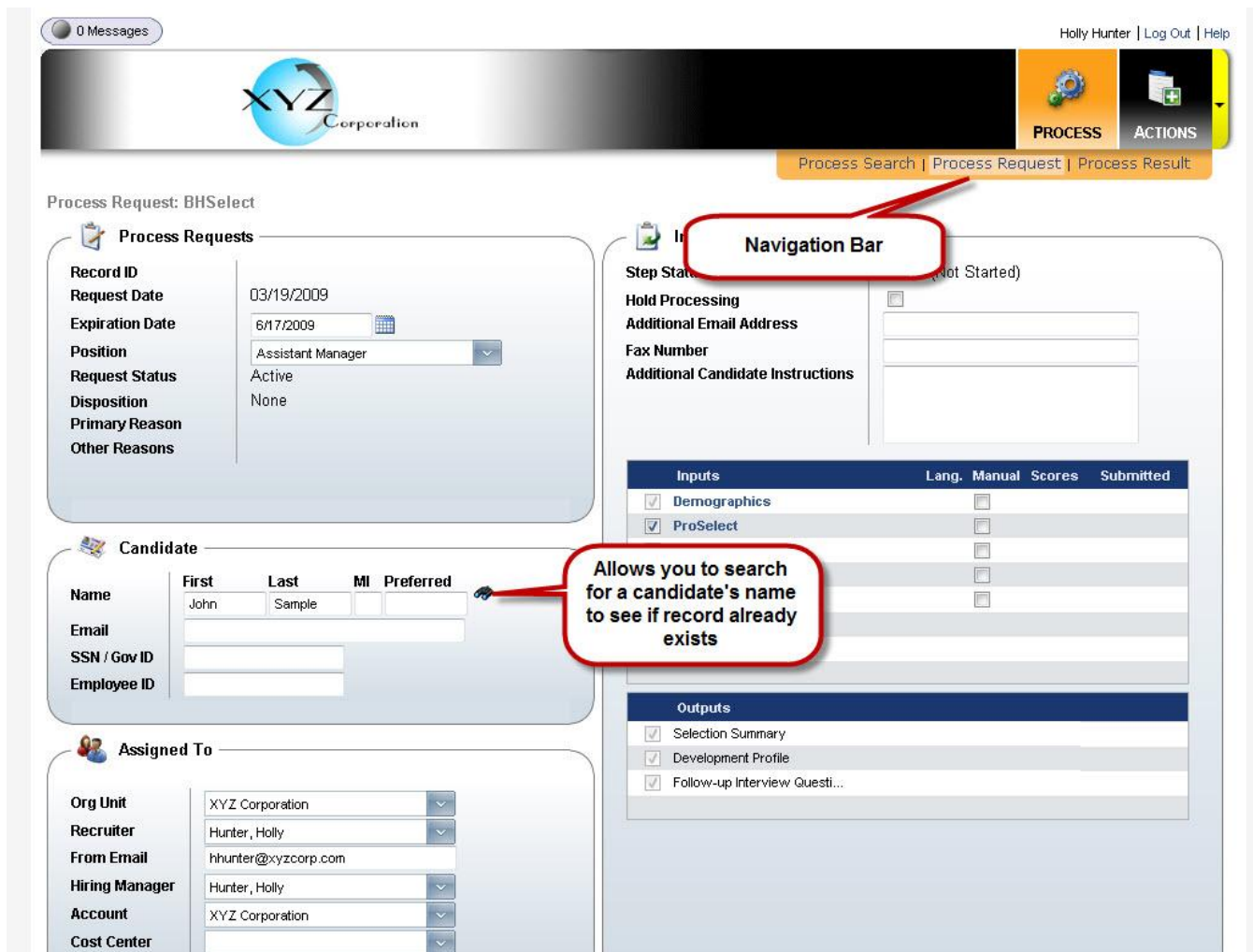
Assigned To
- **Org Unit:** dropdown box will be populated with all of the organization units
- **Recruiter:** dropdown box will be populated with the names of all the users who are authorized on that organization unit
- **From Email:** will automatically populate with the "Submitted By" person's email. This is the email address that will a) show as the sender of the assessment request and b) receive notification that the assessment was complete
- **Hiring Manager:** dropdown box will also be populated with the names of all the users who are authorized on that organization unit
- **Account:** dropdown box will be populated with the account(s) associated with the organization unit (this assigns the account which will be invoiced)
- **Cost Center:** (optional) –if provided, the dropdown box will be populated with 4 digit cost centers which will be assigned to the test and appear on the invoice

Inputs/Outputs

- **Status**: indicates where the candidate is in the assessment process
- **Hold Processing**: check the box if you would like to hold the assessment from being processed; assessment must then manually be released
- **Additional Email Address**: you may enter an email address here, which will send a copy of the results link to that person. In order to view the result, they must have access to that organization unit, as it requires them to enter their login/password to access the report.
- **Fax Number**: not activated at this time
- **Additional Candidate Instructions**: enter any additional information or instructions to the candidate
- **Inputs**: if the candidate is ESL (see ESL guidelines), uncheck the Pro*Select*™ box.
- **Outputs**: not applicable

Process Search
Process Requests – lists all assessments available under your user access

- **Sort**: by any of the column headings (name, process, position, status, date, org unit, etc.)
- **Search**: select specific criteria for your search (e.g. name, position, status, date, recruiter, etc.)
- **Favorite**: save your favorite search criteria (e.g. completed Chicago assessments)

Candidate Disposition

Action – select Disposition

- **Disposition:** choose disposition from dropdown box (hired, not hired, promoted, not promoted, assessed for purposes other than selection).
- **Primary Disposition Reason:** choose reason from dropdown box (declined offer, failed background check, etc.).
- **Secondary Disposition Reason:** choose a secondary reason (e.g. primary reason = declined offer; secondary reason = would not relocate).
- **Notes:** for primary or secondary reason, if the "other" option is chosen, an explanation can be entered into the notes section.