



# **OPERATIONS EVALUATION REPORT**

## **GLOBAL REFERENCE GUIDE**

December 2020

# Standards Statement Evaluation Guidelines

All markets are required to submit 2 evaluations per store per year. Markets may add on to the OER as supplemental.

## *Extreme Violations*

For each Extreme violation, a store will lose an additional 10 points on the OER score. The lowest score possible is a zero.

The Extreme Violations are as follows:

- **Dough Management**
  - Sheeted dough, this is dough that has flattened and spread beyond circular recognition
    - One or more trays in walk-in or in use
  - Expired at 5+ days
  - Extreme under proofed dough - not yet in its window of use or on day one without following proofing guidelines
  - Out of required dough sizes
  - Out of pan dough
  - Hand Tossed dough used/sold as pan pizza
- **Multiple expired products (non-dough)**
  - Includes 5 or more sizes/types of ingredients. Certain products will be treated as groups of one, e.g., dipping cups/salad dressings, beverages, prepped sauces/squeeze bottles
- **Makeline / Walk-in Temps at 10°C (50°F) or greater**
- **Store / Equipment dirty or in disrepair**
  - Dirty to the point of neglect – well beyond daily, weekly, monthly cleaning
  - Disrepair to the point of neglect
  - Store includes but not limited to the following Walls, Floors, Ceilings
  - Equipment includes but not limited to the following Makeline, Walk-ins, Heat Racks, Ovens, Screens / Discs, Sandwich Mats, Pans
- **Grooming / Uniform issues**
  - Three or more violations on one team member and/or 3 or more team members with violations
    - Core uniform violations: hat, shirt, jacket, shoes, or pants dirty/disrepair beyond neglect or not worn
    - Core grooming: facial hair beyond 2.5cm (1”), offensive tattoos and non-ear piercings
  - Offensive tattoos
- **Rodents, Insects and Pest Control**
  - Pest control not completed on a 4-6 week basis
  - Pest control not completed by a Certified Pest Control Operator
  - No documentation of pest control services
  - Evidence of pest/rodents present in store
- **Other Extreme**
  - Domino’s Pizza reserves the right to call an Extreme Violation that is not included in one of the above 6 categories. These are violations that create extreme damage to the Domino’s Pizza brand and/or its customers.

## **Service Manipulation**

1-20 points can be deducted when service manipulation is witnessed. In addition, 1-20 points can be deducted when specific thresholds are reached on Negative Wait times, Out the Door Times, Order Take Times, Load Times, Run Times and Reassigned Orders.

## Comments Section

The Comments section of the report is very important and does not need to focus exclusively on standards. The comments may also fall into the category of recommended business practices and should include but not be limited to:

- Positive feedback on areas currently doing well (i.e. goals met, positive sales, etc.).
- Pats on the back for areas that have improved since the last visit.
- Current potential improvement points.
- Solutions to those potential improvement points and dates by which improvements should be completed.
- Sales building suggestions.
- Profitability tips.
- Future goals.
- Upcoming events that should be kept in mind for future planning.
- Comments on pizza making skills.

This reference guide has been produced to assist with the Operations Evaluation Report form but should not be regarded as all inclusive. The following is a list of items that store team members should have access to:

- Operations and Product Standard Guides
- Monthly pest control documentation
- Thermometer and alcohol swabs for cleaning thermometer probes.
- Approved variances in stores.
- Knowledge of approved tests.
- Stopwatch to time pizza makers.
- Results from the last visit report (i.e. score, goals and needs for improvement).
- Most current shelf lifeguide.

## Self OER through PWR

Completing Self OER's can improve operational performance awareness. Access Self OER's through [pwr.dominos.com](http://pwr.dominos.com), Int'l Quality tab, then Self OER.

***This evaluation form only covers certain specific Domino's Pizza Operating Standards and does not alter the store's ongoing obligation to comply with all other applicable Operating Standards, Standard Franchise Agreement terms, and/or other operational requirements Any deviation from the Operating Standards requires a written variance approved by Domino's Pizza International. Any approved variances must be readily accessible in the store and filed with the Operating Standards. Access to digital copies of any approved variances is permissible***

## Scoring Breakdown

Food Safety 18 points  
Product 32 points  
Service 25 points  
Brand Image 20 points  
Safety & Loss Prevention 5 points

## Star Rating

5 Star 90+  
4 Star 80-89  
3 Star 70-79  
2 Star 60-69  
1 Star 50-59  
0 Star <50 points

**Extreme violations = 10 point reduction for each violation**

# OPERATIONS REPORT CRITERIA

## FOOD SAFETY SECTION

**18 points**

### *Refrigeration and Product Temperatures Maintained*

**3 points**

- Walk-in temperature within specification (.55°C-3.33°C / 33°F-38°F)
- Makeline bin and cabinet temperature with specification (.55°C-5°C / 33°F-41°F)
- Beverage cooler temperature within specification (.55°C-6.11°C / 33°F-43°F)
- Additional refrigeration unit's temperature within specification (.55°C-5°C / 33°F-41°F)
- All products held at 5.55°C (42°F) or higher for more than 2 hours will be discarded

### *All Products within Shelf Life*

**3 points**

- All products within shelf life
- All products must be properly dated with an expiration date.
- The store must use a Day Dot dating system or a comparable system for managing its food product.
- When dating opened food product, Day 1 must be counted as the preparation date regardless of the time of day the product was opened.
- Opened food product must have the labeled expiration date facing forward in the walk-in cooler/cabinets.
- Food product must be discarded at the end of the store's business day on the use-by date/time label.

### *Proper End-Bake Temperatures*

**3 points**

- All product temperatures out of the oven must be at least 73.88°C (165°F)

### *Proper Hand Washing*

**3 points**

- All hand sinks properly stocked with antibacterial/antimicrobial soap, single use towels, hot and cold running water and must be fully operational
- All Team Members following proper hand washing procedures and/or using instant hand sanitizer when needed
- If auto hand dryer is in use, it must be placed at least .6m (2 feet) from open food surfaces

### *Sanitation Procedures Followed*

**3 points**

- All surfaces and utensils that come in contact with a finished product must be cleaned and sanitized every two (2) hours to reduce harmful bacteria levels (pizza cutter, peel, knives, bubble fork, containers, sandwich & pizza cut table, etc.)
- Proper wash, rinse and sanitizing procedure is followed
- Correct concentration level of sanitizing agent must be used
- Sanitizer agent test strips must be available and correct concentration level of sanitizing agent must be used
- The food preparation/cleaning area and all utensils used for food preparation and handling (counters, sinks, etc.) must be properly cleaned and sanitized after each use
- All products must be stored 15.2cm (6") from the floor on racks or 10.1cm (4") from the floor on dollies
- All open products must be stored in clean, sanitized, and NSF-approved containers with an airtight lid
- A calibrated thermometer is required to be in all coke cooler units, walk-in coolers, walk-in cabinets, one makeline bin, and makeline cabinet.
- No "Ready to Eat" products touched with bare hands
- All squeeze bottles, containers and bins are properly washed and sanitized before refilled to avoid cross contamination
- Old Sauce must not be transferred into new sauce container
- Insect light traps must be placed outside of customer view and at least 3m (10 feet) from production/preparation areas. Fly strips are prohibited.
- Empty dough trays may not be stored outside the store unless secured in an enclosed storage area

## Monthly Pest Control Service in Place

3 points

- 4-6 Week pest control service must be performed by a performed by a Certified Pest Control Operator(CPCO)
- Documentation must be available for review
- Approved insect traps are changed regularly
- Evidence of pest/rodents present in store

## Product Section

32 points

### Great/Remake Criteria

20 points

Evaluate 5 pizzas.

A minimum of 3 Hand Tossed Pizzas should be evaluated.

Evaluation prioritization guidelines are as follows:

- 1) Evaluate pizzas on hot rack
- 2) Evaluate any pizza already in the oven
- 3) Evaluate pizzas in the process

- **Rim**

- Correct Crust
- Hand Tossed rim width & height 1.9cm (1.2cm – 2.5cm)  $\frac{3}{4}$ " ( $\frac{1}{2}$  – 1") (2 Slices)
- Pan width – no visible rim (1Slice)

- **Size**

- Cannot be >1.9cm ( $\frac{3}{4}$ ") smaller or bigger than inside of box
- Hand-tossed consistent center rise 1.2cm (0.9cm – 1.5cm)  $\frac{1}{2}$ " ( $\frac{3}{8}$ "- $\frac{5}{8}$ ") (2 Slices)
- Pan consistent center rise 1.2cm ( $\frac{1}{2}$ ") minimum (.9cm ( $\frac{3}{8}$ ") variance allowed 1 Slice)

- **Portion**

- Correct toppings, including garlic oil (Hand Tossed)
- Proper portioning of sauce, cheese, toppings and garlic oil

- **Placement**

- Sauce, cheese, toppings & garlic oil seasoning (Hand Tossed) evenly distributed (<25%)
- Correct sauce border:(<25%)
- Hand Tossed 1.9cm (1.2cm – 2.5cm)  $\frac{3}{4}$ " ( $\frac{1}{2}$  – 1")
- Thin Crust 0.3cm ( $\frac{1}{8}$ ") (edge to 0.6cm) (edge to  $\frac{1}{4}$ ")
- Pan to the wall of pan/edge
- Toppings out to the edge (wall of pan) and not dislodged after cut (<25%)
- Butter flavored oil in pans distributed evenly/correctly (<25%)

- **Bake**

- Bubbles smaller than  $\frac{1}{2}$  of a golf ball
- Golden brown bottom bake. (2 Slices)
- Pan pizza golden brown bottom bake with light spots less than  $\frac{1}{3}$  of pizza
- No Gel layer
- No carbon residue onproduct

## Dough Properly Managed

5 points

- Dough within shelf life
- Next use dough within proper window of use
- Dough in use is properly proofed
- All sizes of dough are available

### *Bread products prepared properly*

**2 points**

- Fresh Dough must be used. A 30.4cm (12") dough ball will make two (2) orders.
- Fresh Dough must be 10.1cm x 20.3cm (4" x 8") rectangle with seven (7) equal serrated cuts on the 20.3cm (8") side.
- Proper portion of butter flavored oil applied prior to and after bake if applicable.
- Proper portion of Breadstick shake on seasoning applied after bake for bread sticks and Cheesy Bread.
- Bread products must be baked on parchment paper in a Deep Dish pan with a screen on top, no screen for Cheesy bread. Two (2) orders can be baked in a 35.5cm (14") Deep Dish pan.
- Bread products must be packaged in a clamshell box (27.9cm x 12.7cm or 11" x 5") or side order box
- Only full orders of Breadsticks are allowed - eight (8) are considered a full order.
- Spread proper portion of pre-mixed 50/50 Cheddar/Mozzarella blend prior to baking the cheesy bread.
- Proper portion cinnamon-sugar blend applied after baking to the top and bottom of the product.
- Pre-prepped bread products must follow approved procedures (insert holding procedure)
- Any other bread products must have a variance.

### *Approved Product & Procedures*

**2 points**

- Only products listed in the current Approved Supplier List are in use
- All pizzas must be prepared according to Domino's Pizza specifications
- All stores must carry all required products
- Only approved Feast Pizza recipes
- Garlic Oil Seasoning only applied to Hand Tossed Pizzas
- Pizzas may not be systematically over portioned on pizza sauce, cheese, and toppings
- Proper procedures followed for Concentrated Pizza Sauce and only an approved mixer in use
- All frozen products must be thawed under refrigeration
- Prepped skins or "floats" may not be cheesed, sauced or "dried" out
- Hot-held products properly marked with expiration times not to exceed 30 minutes
- Heat rack is required and must be clean, operational and in use
- Dough dockers, Artisans wheel, and rolling pins are not allowed
- Only approved packaging can be used on pizza's including liners
- Thin crust products must be properly stored at room temperature
- Only Coca-Cola brand beverages, for sale to customers, may be stored in the beverage cooler

### *All Sides Properly Prepared*

**1 point**

- All sides made according to Domino's Pizza specifications
- Two (2) orders of Breadsticks / CinnaStix can be baked in a 30.4cm (12") or 35.5cm (14") pan
- Each order of bread product must contain dipping cup when required
- Lava Cakes must be baked on a screen
- Proper portion of powdered sugar applied to Lava Cakes after bake
- Only approved Salads are available and must be made according to Domino's Pizza specifications, including portion and recipes
- Only approved packaging can be used

### *Adequate PRP to handle expected sales volume*

**2 points**

- Makeline rail/cabinet, walk-in cooler, and beverage cooler stocked with sufficient product to handle the day's expected sales
- Makeline must not be broken down until close
- Store must not be out of any products on the menu
- All products used in makeline must be properly thawed
- Sauces, including pan pizza sauce, used at makeline must be minimum of 10°C (50°F) (non-refrigerated only)
- All stores will have on duty during all store hours one (1) Management team member and one (1) team member who meets all MVR and driving/delivery standards and is able to make deliveries
- Dough (including pan dough) must not be used directly from walk in cooler
- Small wares/utensils available for use

## Service Section

25 points

### *Estimated Average Delivery Time or eADT*

15 points

- The average delivery time of all delivery orders based on PWR Data for the last 28 days

Minutes	Points
25 or Less	15
25.01-26.00	10
26.01-27.00	8
27.01-28.00	6
28.01-30.00	4
>30.00	0

### *% Singles \*\**

5 points

- The % of delivery orders dispatched as single deliveries based on PWR Data for the last 28 days

%	Points
75 or More	5
70.00-74.99	4
50.00-69.99	3
< 50	0

### *eExtreme Deliveries (eADT greater than 45 minutes)*

5 points

- The number of delivery orders, per 1,000 deliveries, with an eADT greater than 45 minutes based on PWR Data for the last 28 days

Per 1,000	Points
15 or Less	5
15.01-20.00	4
20.01-25.00	3
25.01-30.00	2
> 30	0

Evidence of inaccurate data can result in a 0 score for eADT and Singles %.

**\*\*Enhanced Scoring (% Singles or Load Time)**

**5 points**

- When 26-minutes or less eADT **AND** 20 or less extreme deliveries per 1,000 orders are met based on PWR Data for the last 28 days, enhanced scoring will take effect. The singles percentage points or load time points, whichever is higher, will be used in the % Singles Section.

Minutes	Points
2.99 min or less	5
3.00 – 3.99 mins	4
4.00 – 4.99 mins	3
5.00 mins or more	0

**OR**  
**(whichever is higher)**

%	Points
75 or More	5
70.00-74.99	4
50.00-69.99	3
< 50	0



## Brand Image Section

20 points

### *Team Members in Proper Uniform Attire*

3 points

- All Store Team Members must adhere to the current Uniform Standards
- Any non-store Personnel must adhere to the current Uniform Standards; if involved in preparing product, must at a minimum wear a clean/approved uniform apron, and hat/visor
- Only store approved Uniform shirts, hats/visors, jackets, pants, skirts and shorts are worn and must be clean, unwrinkled and in good repair
- Pants, shorts, skirts, cargos, and capris must be black and may be of a permanent press or cotton-type material or other similar material and in good condition. Black jean pants in good condition without rips, tears, patches, distressing, or embellishments are permitted. Corduroy, stretch, yoga, spandex, lycra, or sweat pant material are not permitted. Jean shorts are not permitted. Pants, capris, shorts, skirts must be worn at natural waistline
- Undershirt must be tucked in with have no visible markings
- Shorts must have a minimum inseam of 15.2cm (6") and be no longer than 5cm (2") below the knee
- Only approved Domino's aprons should be worn in-store
- Aprons must be clean, in good repair and worn at full length
- Any team members involved in food preparation must wear an approved apron
- Aprons may not be worn outside the store
- A knit cap may be worn only by delivery personnel and may only be worn during cold weather. Cold weather to be defined as delivery personnel must also be wearing pants and a jacket.
- The only head covering that may be worn under the uniform or incentive hat is a hair net, du-rag, and Hijab. The du-rag or Hijab must be solid black or navy and have no markings, patterns or logos of any kind
- Shoes must be worn and must completely cover the entire foot
- If shirt is worn tucked in, team members with belt loops must wear a belt
  - All belts worn must be black, there will be no decorative buckles worn on belts

### *Store Interior Clean and in Good Repair*

3 points

- All equipment must be clean, in good repair and fully operational
- Restroom floor, sink and toilet must be cleaned and sanitized on a daily basis
- Floors, baseboards, walls, vents and ceilings must be clean and in good repair
- All light fixtures and covers must be clean, in good repair and all bulbs must be fully operational
- All racks, containers, trays, storage bins and shelves must be clean and in good repair
- Trash cans and lids kept clean and in good condition
- A covered and lined trash can must be in all restrooms
- Computer terminals and keyboards must be clean and in good repair
- Heating, ventilation and air conditioning (HVAC) equipment must be installed so as to maintain a comfort range of 15.55°C (60°F) to 32.22°C (90°F) degrees

### *Customer Area & Customer View Clean and in Good Repair*

3 points

- All floors, baseboards, walls, vents, ceilings, counters, display racks, seating, windows, fixtures and customer area restroom must be clean and in good repair
- All light fixtures and covers must be clean, present, and in good repair and all bulbs must be fully operational
- Retail displays including napkin holders are clean and stocked if available
- No general storage in customer area
- All production areas in customer view must be clean and organized  
This would include, but is not limited to:
  - Ovens, makeline, walk in, walls, ceilings, heat rack, floors or lights, etc.
- Holiday decorations must be professionally displayed and are not allowed in the production areas
- Window shades must be approved and professionally installed
- CD players, tape decks, speakers, and radios may be used in the store, but cannot interfere with customer conversation and must be in the back of the store, out of customer view
- Domino's logo and lettering on soffit must be in good repair and complete (no missing letters)

### ***Outside Entry Area Clean***

***2 points***

- Exterior of front of building must be clean and in good repair
- Sidewalks must be clean and in good repair
- Parking lot must be clean and in good repair
- Outside area must be clean and free of trash, weeds and debris

### ***Baking Equipment Clean and in Good Repair***

***2 points***

- Oven and hood must be kept clean and in good condition and working properly
- Oven finger arrangements must be set up correctly
- Time & temperature of oven must be set according to DPLLC guidelines
- Store must have two approved working ovens
- Only approved pizza pans, screens/disks and baking mats in use
- Sufficient pizza screens/disks, pans and baking mats must be clean and in good repair

### ***Hot Bags Clean, Functioning and in Good Repair***

***2 points***

- Only approved hot bags in use
- Interior and exterior of all hot bags must be cleaned and sanitized on a regular basis and be in good repair
- Other approved party/school lunch containers in use must be clean and in good repair
- Stores should have adequate supply of hot bags for estimated peak business
- If only CookTek® system is in use two (2) charger units per store are required. If a combination of CookTek® and Super Insulated Hot bags are in use one (1) charger unit per store is required. If only Super Insulated Hot bags are in use no charger units are required
- Every order must be delivered in a separate hot bag

### ***Grooming Standards Maintained***

***1 point***

- Team Members reporting to work clean and taking the proper precautions to ensure body odor will be kept at a minimum
- Fingernails cleaned and neatly trimmed within .6cm (1/4") beyond the end of the fingertips
- Facial hair clean, neatly trimmed and less than 2.5cm (1") in length.
- Hair that exceeds the top of the shirt collar must be properly restrained, either tucked under hat or tied back
- Team Members may request an accommodation on beard length for religious/cultural reasons
- Store personnel may not consume tobacco of any kind, including E-cigarettes and Vapor cigarettes, in the store or while wearing Domino's Pizza logo apparel.
- Visible tattoos must not contain any images or words that are offensive in nature, including nudity, profanity, or any offensive references to race, national origin, religion, gender, age, or any other characteristic protected by law. Tattoos on the face are not allowed.
- Jewelry is limited to the following:
  - Non-food preparation store personnel are permitted to wear: stud or hoop earrings under 1.9 cm (3/4") (limit of two earrings per ear), an inexpensive or DPL incentive watch, a simple necklace, a medical alert necklace, and a wedding ring.
  - Food preparation store personnel are permitted to wear: stud or hoop earrings under 1.9 cm (3/4") (limit of two earrings per ear), a simple necklace, a medical alert necklace, and a wedding ring.
  - Plain ear grommets or gauges not exceeding 1.9 cm (3/4") and a small plain nose, lip, or eyebrow stud or ring are allowed. Septum piercings are not allowed.

### ***Signage and Menu Board current,***

***1 point***

- A clear posting must be placed at the front of the store within customer view indicating that the store is owned and operated by the corporate name of the Franchise entity.
- All approved interior and exterior signage must be properly displayed, clean, in good repair and fully illuminated
- "Free Delivery" must not be displayed on any signs
- All posted items must be typewritten or professionally printed
- Car top signs must be approved, clean, illuminated and in good repair
- An approved open sign is required in all stores and must be illuminated from open to close

- All stores must have an approved menu board
- A sufficient supply of approved hand-held menus must be accessible to customers in the store at all times.
- All wall displays are enclosed, framed or covered with Plexiglas
- Store hours decal must be displayed, accurate and in good repair
- Temporary advertisements/non-Domino's Pizza materials must meet DPLLC standards
- Use of "Tip" containers is prohibited
- Current national promotion materials must be displayed
- Stores are permitted to post any required legal notices and an optional recruitment window cling/sticker (should not exceed 67.3cm x 67.3cm {26.5"x26.5"}). Placement must allow Team Members to see out at eye level to not pose a security risk or limiting view into the store.
- Counter Top Merchandiser must be stocked and displayed.
- Window coverings:
  - If a window is installed between the Customer area and any other area, it must be covered with an approved graphic
  - Approved window product graphics or approved opaque adhesive film is required on any side or back window where you can view the office and/or storage areas from outside the store
  - If the office is visible from the Customer area, it must be covered with a Mylar reflective one way film or graphic film

### ***Walk-in Clean and Working Properly***

***1 point***

- Floor must be swept and mopped daily
- Floors, walls, ceiling, racks, fan covers, condensers, gaskets and door must be clean and in good repair
- Strip curtains clean and in good repair
- Lights must be operational and must be covered with a protective shield unless the light bulb is non-breakable
- There must be no standing water or water leaks that would cause Team Member safety issues or product contamination issues

### ***Makeline Clean and in Good Repair***

***1 point***

- Makeline cabinet, door gaskets, lids, interior and exterior must be clean and in good repair
- Makeline must have refrigerated cabinets and top rail
- All parts must be installed properly, clean, in good repair and fully operational (compressor grill cover, catch pans, grates, condenser, coils, fan covers, etc.)

### ***Delivery Vehicles Represent a Positive Brand Image***

***1 point***

- Delivery vehicles should not show excessive exterior damage or wear and tear
- The interior of delivery vehicles should be clean and free of debris
- Delivery vehicles should be free of all third-party advertising, offensive or controversial bumper stickers, paint or spray-painted messages, signs or like messages
- Scooters, bicycles, etc. must be in good condition

## **SAFETY/SECURITY SECTION**

**5 points**

### ***Driver Making Drops and Carrying Less than \$20 (or international equivalent)***

**1 point**

- Driver carrying less than \$20 (or international equivalent). This includes store money and personal money
- Drivers are making regular drops after runs

### ***Caller Identification (Caller ID) and Security Callbacks Made***

**1 point**

- Incoming telephone lines in the store must be equipped with caller identification ("Caller ID") where available.
- A security callback must be completed prior to delivery personnel leaving the store to confirm orders by first time customers and orders that are suspicious in nature.
- A security callback must be completed prior to delivery personnel leaving the store to confirm all orders for which Caller ID is not available.

### ***Safe Utilized, Secured and Working***

**1 point**

- Time delay safe must be permanently mounted to the floor in the front of the store
- The time delay safe must be utilized
- Manager in Charge must have access to all parts of safe. If not, proper signage is needed
- Time delay safe and all of its related components must be fully functional
- At no time is a safe to be in the day lock mode
- Time delay safe must be equipped with a minimum 9 minutes delay
- Time delay safe must be equipped with cash drop capabilities

### ***No More than \$150 in Front Till/\$75 per Pulse Cash Drawer (or International Equivalent)***

**1 point**

- No more than a maximum amount of \$150, or the international equivalent, must be kept in the front till or \$75 per drawer if there are multiple cash drawers at any time
- The location of the front till must be such that view from the customer area is minimized

### ***Safety Belts/Equipment in Use and Driving Safely***

**1 point**

- Safety belts are required to be worn at all times once the delivery vehicle is in motion
- Cyclists and other approved alternative vehicles are required to wear helmets with chin straps properly used
- Drivers should enter and exit the store's parking area demonstrating safe driving skill