



THE HIRING PROCESS

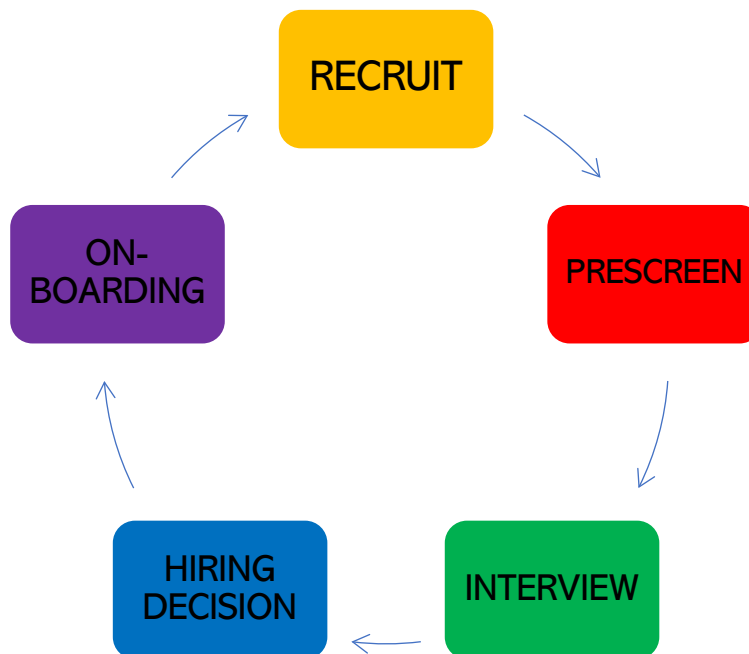


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INTRODUCTION

The hiring process plays a major role in the overall success of our company. Having strong reliable employees can increase the overall guest experience which ultimately impacts our bottom line.

The hiring process is the manner of identifying our hiring needs, reviewing applications, choosing the right candidates to interview, perform reference checks and on-board them with the best training.

Hiring decisions should never be taken lightly, and having a hiring process in place can help keep our company's needs in focus.

QUALIFIED EMPLOYEES

Our purpose is to make people feel special. It's safe to say that a team of hospitality-driven people is the key ingredient to making this happen.

The only way we can grow our business is to attract, hire and train great talented people. We need to hire the best possible employee that will engage with our guests.

We can have the best training in the world, but it's meaningless if we aren't recruiting and hiring the right people for our restaurants.

There's a lot riding on your ability to find quality employees. New hires who aren't up to their immediate tasks usually require additional training (above and beyond onboarding). Ensuring that a candidate has the necessary skills and qualifications can make all the difference.

HIGHER RETENTION



The better your processes for hiring, the better your retention rate will be. High turnover rates are detrimental for the restaurant, especially if it happens within the employees first 90 days as this is a sign of ineffective hiring.

One of the biggest reasons new hires don't work out is because they were not vetted and interviewed properly.

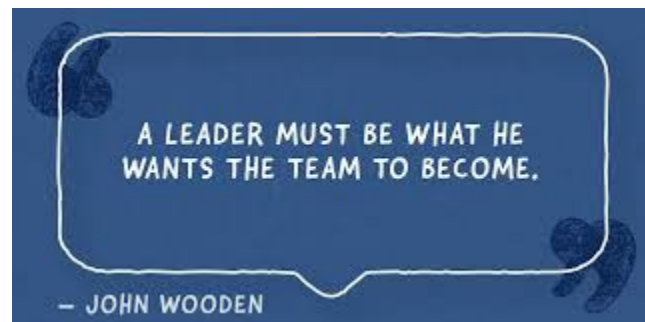
COST EFFECTIVENESS

Hiring is expensive, and it only gets more expensive if its not done right. It costs a minimum of \$1685 to recruit, hire and train a new employee. 65% of employees leave within the first year and 30% leave within their first 3 months. That is a huge cost. That could be better spent on our existing team.

GENERAL LEARNING OBJECTIVES

Upon completion you will be able to:

- Recruit and hire the right people.
- Conduct dedicated hiring days.
- Implement a referral program.
- Pre-screen candidates.
- Conduct a behavioural based interview.
- Conduct a reference check.
- Make hiring decisions.



RECRUIT

To successfully attract the best talent in the industry, we need to be fast and efficient. Creating an atmosphere where the employees are highly engaged and guests consistently have great experiences creates opportunities for talented people to approach you **before** you need to recruit. When this all



happens the way it should, the result will be a restaurant with excellent retention, lower turnover and increased morale – your team will be filled with satisfied, engaged employees who want to come to work!

ATTRACTING TALENT

One of the secrets to building a great team is having a large pool of talent to choose from. You are hiring to improve your bench strength, but you are also hiring to grow your internal pool.

Referral program

Your current team know who they want to work with and who would add strength to your team.

- When a team member recommends a successful hire from outside of our company, they can earn \$50. Once the new hire passes probation.

Internal Hires

- Succession planning is completed monthly by Market Leaders. Positions are filled by current team that wants to grow.

External Postings

- Job postings on indeed or hiring boards. Using proper job descriptions.

DEDICATED HIRING DAYS

Creating dedicated hiring days at your location is a great way to get the word out that you are looking to build your team. Set aside a specific day and time every week you will, without fail, make yourself available to applicants.

PRESCREEN



Pre-screening is the process of evaluating the quality of a candidate before interviewing them. This should be done quickly or you could lose the potential candidate to your competition. In person interviews take a lot of time.

- Resume screening – a quick review of the resume should allow you to eliminate a good number of unqualified/unsuitable candidates.
- Check the candidate's social media presence.
- Phone screening – a quick phone call should help you identify the most qualified candidates. Make your questions brief. Schedule a time and be prepared.
- Example questions:
 - What are your career goals?
 - What do you excel at?
 - Why do you think you would be a great fit for our restaurant?
 - How would your last 3 bosses rate your performance on a scale of 1-10?
- Schedule the interview. Do not waste time. The candidate is most likely interviewing with other companies.
- Training your management team to pre-screen applicants and use the interview sheet.
- **INTERVIEW**

Effective interviewing is an art that must be honed over time. As you progress, you'll find yourself asking better interview questions intuitively. This guide will help you create and execute that plan.

PREPARING FOR AN INTERVIEW

Going into the interview well prepared puts you and the applicant at ease. Here are a few tips.



- Set aside enough time. Dedicate a specific time. Choose somewhere away from other guests. Have water ready before they arrive. Assign another manager to cover for you.
- Review the resume, application and notes from your pre-screen. Make sure you have the candidates fresh in your mind.
- Have interview questions available. Have the application, job description and interview guide printed and ready. Take notes throughout the interview that will help you when the time comes to make the hire/don't hire decision.
- Ask specific questions about them and their resume. This will help relax the candidate.

CONDUCTING THE INTERVIEW

Now that you are well prepared you can conduct a productive interview. It is important to use the guide and not “wing it”. Becoming a great interviewer takes practice.

- Introduce yourself. Greeting candidates like you would a guest, shows respect for them and will help put them at ease. Tell them something about yourself and the company. This is the first impression the candidate will have of you and the company.
- Set the stage. Set the tone of the of the interview by telling the candidate what to expect. Your behaviour sets the tone. Too casual the candidate might not take the interview seriously. Too serious and it will make the candidate nervous.
- Review the job. Go over the job description in detail. Let them know what their responsibilities and duties will be.
- Start with generalized questions. Start with candidates interests and background. Get them to talk about themselves and the role.



- Go over the candidates resume. Ask any questions relating to their job experiences and responsibilities they held. Ask about gaps of time between jobs. Ask why they are leaving their current job (left).



- Follow the interview guide. Remember this is a guide, don't be fixated on what to ask next, stay focused on the candidate so you can pick up on non-verbal cues. Have a conversation with your new best friend.
- Don't be afraid of a break or silence for a few seconds if you think the candidate may have more to add.
- Be prepared to rephrase a question if you are not getting the response you seek.



- Give candidates a chance to ask questions. Be prepared to answer any question thrown at you. Know all aspects of the position and benefits of working for your restaurant. Their questions will help you understand if they are genuinely interested in the job. A good strategy is the 80/20 rule. You do 80% of the listening and 20% of the talking.
- Provide a timeline. Always let the candidate know when they should expect to hear back from you regarding the outcome or the next steps.

INTERVIEW GUIDE REVIEW

Hospitality quotient is based on the internal desire to make people feel special. People being hired into the industry have to have a natural sense of hospitality to thrive. Use this guide to help determine your candidate's hospitality quotient.

FIRST IMPRESSIONS

The first step of the interview is about creating a lasting positive impression. For a candidate to truly open up and be their best self they need to feel comfortable. Do your part to set the interview up for success by showing your candidates how we want them to treat our guests and their teammates. Make them feel special.

This list below is suggestions of what to do prior to the interview.

- Learn the candidate's name.
- Have a table set aside for the interview away from guests.
- Have a bottle of water waiting for them.
- When you meet them tell them how happy you are to meet them.

It is also up to the candidate to make a good first impression. Look for:

- Punctuality – Did they arrive on time or early? Do they look prepared?



- Presentation – Did they bring the best version of themselves? Physical appearance and hygiene? Polite and well mannered?
- Engagement – Does the candidate make eye contact? Are they comfortable speaking and do they like to smile?
- Hospitality – Do you sense the candidate has a natural desire to make people feel special? How much did they look you in the eye? How much did they smile? How much did they share kindness and experiences?

GET TO KNOW THEM

As you begin the interview start off slowly, don't rush into the heavy questions. Your first few questions should be to get to know the candidate and break the ice. Allow them to get into their comfort zone before you determine their hospitality quotient. Below are some examples of questions to ask:

- Tell me about yourself.
- How would others describe you?



- Are you currently in school? If so, what are you taking?
- What are some of your favourite things to do?
- Why do you want to work in customer service?



BEHAVIOURAL-BASED QUESTIONS: Determining Hospitality Quotient

Hospitality quotient is the value of emotional intelligence. There are 6 traits of HQ

- They are kind and optimistic.
- They look at each day as an opportunity to learn something new.
- They have an amazing work ethic.
- They are highly empathetic (they can put themselves in your shoes).
- They are self-aware (they are responsible for how they make others feel).
- They have integrity (they have the judgement to do the right thing, even when no one is watching).



These questions are designed to ensure candidates share specific details regarding their actions and character traits during certain situations. Brief the candidate on how to properly answer behavioural-based questions. Use the list below as a guide on how to answer one of these questions. Candidates may need to be coached during their answer to follow the list in order. At the bottom of each answer circle yes or no for HQ.

You are looking for them to describe the: **Situation, Action & Result**

SITUATION: Give a brief description of the situation.

ACTION: What specific action did you take?

RESULT: What was the result and how did you feel about it?

EXAMPLE

- Tell me about a time when you had a great dining experience. What made the experience so great and why?

She went to Porter's steakhouse with her boyfriend. She loved the atmosphere and the people. Everyone was friendly and the staff talked as if they were friends. The service was quick and friendly but most of all the food was fantastic. She even went out of her way to personally thank the manager when he came to the table. Great music, great service and great food. She will definitely go back. She felt extremely happy and told most of her friends about the experience.



HIRING DECISION

You have successfully found the person you think is the one. What's next? What are the final pieces you need to help you decide if the candidate you have been speaking to is the right fit for your restaurant? The right fit for your team?

CHECKING REFERENCES

Many restaurants do not check references. When used, reference checks can be a valuable tool. It can help ensure the candidate you are hiring has the skills and experience they claim to have.

Reference checks are generally conducted towards the end of your evaluation of a candidate. But we recommend checking a candidates social media account (i.e., Facebook, Instagram) before setting up your interview and conducting reference checks after the interview.

You will find a Reference Check Form at the end of the Interview Guide.

HIRE THEM

If you have found a good fit for your team do not wait! Phone them and show them your enthusiasm with your voice and words. Take the time to give any final details about the job and make the offer – the position, hourly wage, start date, uniform specifics, and what training will look like. If they say yes lock them into a start date and time. Lastly make sure they have the correct



contact information and let them know to reach out if they have any questions.

SET UP THE ORIENTATION

After their acceptance, reconfirm the start date and times of your newest team members first few shifts – including orientation. Clearly communicate the date and time of their Orientation and what they can expect.

Pre-set Orientations in your Schedule so new hires don't have to wait! Next make sure their shifts are with a certified trainer. Communicate with the trainer the first stations being trained, and a little about the new hire so they can make them feel welcome.

ON-BOARDING

New employee on-boarding is the process of integrating a new employee with a company and its culture, as well as getting the new hire the tools and information needed to become a productive member of the team.

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