

No MORE BAD EMPLOYEES

How to Select Only the Right People to Join Your Team

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Welcome!
Today's webinar will be starting shortly.

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No MORE BAD EMPLOYEES

Finding, hiring, and keeping the best people is a challenge

Poor hiring leads to:

- ✓ Problem employees
- ✓ Turnover
- ✓ Legal concerns
- ✓ Costs time, money, frustration

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No MORE BAD EMPLOYEES

Webinar Overview

1. Big Picture
2. Interview Basics
3. Best Practices

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NO MORE BAD EMPLOYEES

What You Will Learn:

- ✓ How to incorporate your interviews into the big picture of staffing.
- ✓ What to include in every interview.
- ✓ How interviews affect employee expectations and restaurant culture.
- ✓ What types of questions to avoid asking in interviews.
- ✓ Key questions you should ask every candidate and why.
- ✓ How to use your interviews to strategically staff your restaurant with the right people.

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BIG PICTURE

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    graph LR
      Recruiting[Recruiting] --> Hiring[Hiring]
      Hiring --> Training[Training & Development]
      Training <--> Performance[Performance Review]
      Performance --> Turnover[Turnover]
  
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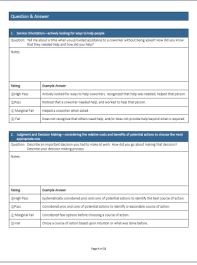
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INTERVIEW BASICS

What to include in an interview?

- ✓ Preparation
- ✓ Question & answer
- ✓ Wrap-up

Restaurant owner .com QUESTION & ANSWER




The "Interview"

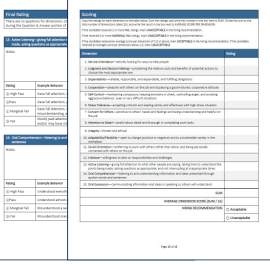
- ✓ One or more questions
- ✓ Assess individual characteristics
- ✓ Determine whether candidate should move on in the hiring process
- ✓ Read questions
- ✓ Rate responses

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- ✓ Allow candidate to ask questions
- ✓ Explain the next steps
- ✓ Expected timeline
- ✓ Who to contact
- ✓ Dismiss the candidate



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Interview final tasks

- ✓ Final dimension ratings
- ✓ Final score
- ✓ Recommend how to proceed

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INTERVIEW BASICS

What to include in an interview

- ✓ Preparation
- ✓ Question & answer
- ✓ Wrap-up

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BEST PRACTICES

1. Be Prepared

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1. BE PREPARED

The interview is a test

- ✓ Evaluate characteristics

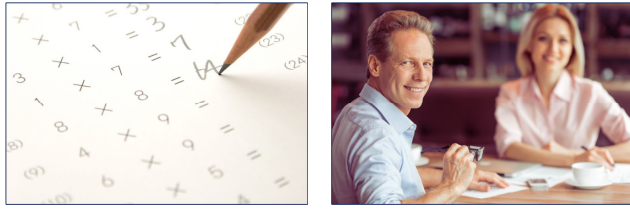
test
noun | \ˈtest\

Popularity: Top 40% of words

Definition of test

1 a chiefly British: curet
b (1): a critical examination, observation, or evaluation: trial
specifically: the procedure of submitting a statement to such conditions or operations as will lead to its proof or disproof or to its acceptance or rejection ~a test of a statistical hypothesis (2): a basis for evaluation: criticism
c: an ordeal or oath required as proof of conformity with a set of beliefs

Restaurant owner .com 1. BE PREPARED



Restaurant owner .com 1. BE PREPARED

Preparation affects culture

- ✓ first professional face-to-face interaction
- ✓ candidates are always watching
- ✓ you're being "interviewed"
- ✓ first impression sets expectations



Restaurant owner .com BEST PRACTICES

1. Be Prepared
2. Build Rapport

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2. BUILD RAPPORT



Interviews are stressful

- people feel tense
- worse if lacking interviewing experience
- people don't perform well when nervous
- put candidates at ease by building rapport

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2. BUILD RAPPORT

How to Build Rapport

- ✓ Explain the interview process
 - Do the initial talking
- ✓ Get them talking
 - Ask about opinions
 - Think ice breakers



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BEST PRACTICES

1. Be Prepared
2. Build Rapport
3. Keep it Legal

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3. KEEP IT LEGAL

Employment-related decisions

- ✓ Federal laws prohibit certain information
- ✓ State and local laws also apply
- ✓ Interview questions are covered by these laws

**national origin
citizenship
age, race, sex
marital status
disabilities
pregnancy and more**



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3. KEEP IT LEGAL

General rules


- ✓ If it isn't necessary for the job, **don't ask**
- ✓ All questions count



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BEST PRACTICES

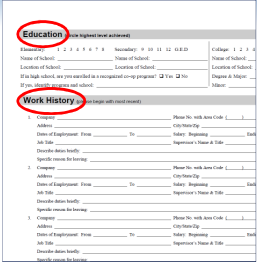
1. Be Prepared
2. Build Rapport
3. Keep it Legal
4. Seek Unique Information




4. SEEK UNIQUE INFORMATION


Common interview questions

- ✓ Have you done this kind of work before?
- ✓ What kind of training or qualifications do you have?
- ✓ What kind of equipment have you worked with?





4. SEEK UNIQUE INFORMATION



Types of questions to ask

- ✓ Best assessed face-to-face
- ✓ Not well-suited for an application
- ✓ Not found on a resume
- ✓ Examples:
 - Verbal ability
 - Critical thinking

3. Critical Thinking—using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems

Question: Describe an important decision you had to make at work. How did you go about making that decision? Describe your decision making process.

Notes:

Rating	Example Answer
Ⓐ High Pass	Systematically considered pros and cons of potential actions to identify the best course of action.
Ⓑ Pass	Considered pros and cons of potential actions to identify a reasonable course of action.
Ⓒ Marginal Fail	Considered few options before choosing a course of action.
Ⓓ Fail	Chose a course of action based upon intuition or what was done before.

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BEST PRACTICES

1. Be Prepared
2. Build Rapport
3. Keep it Legal
4. Seek Unique Information
5. Assess Traits not States

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5. ASSESS TRAITS NOT STATES

Traits & States

- ✓ **traits:** mostly stable, long lasting, difficult to train
 - Self-control, attention to detail
- ✓ **States:** change over time, easily trained
 - Knowledge of food safety, culinary knife skills



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5. ASSESS TRAITS NOT STATES

5 Traits Common Across All Restaurant Jobs

1. **Dependable** – reliable, responsible, dependable, and fulfilling obligations.
2. **Integrity** – honest and ethical.
3. **Self-controlled** – maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.
4. **Attention to Detail** – careful about detail and thorough in completing tasks.
5. **Cooperative** – pleasant with others and displaying a good-natured and cooperative attitude.

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BEST PRACTICES

1. Be Prepared
2. Build Rapport
3. Keep it Legal
4. Seek Unique Information
5. Assess Traits not States
6. Focus on Past Behavior

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6. FOCUS ON PAST BEHAVIOR

EMPLOYMENT INTERVIEW **Restaurant OWNER.com**

Job Title: Server

Interviewer Name: _____ Date: _____

Applicant Name: _____

Dimension Assessed

1. **Service Orientation**—actively looking for ways to help people
2. **Judgment**—weighing the relative costs and benefits of potential actions to choose the most appropriate one
3. **Dependability**—reliable, responsible, and dependable, and fulfilling obligations
4. **Cooperation**—pleasant with others on the job and displaying a good-natured, cooperative attitude
5. **Self-Control**—maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations

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6. FOCUS ON PAST BEHAVIOR

Would you provide assistance to someone without being asked?
YES! Of course I would help someone.

How would you know if someone needed help?
 I would **always** be looking for ways to help.

1. Service Orientation—actively looking for ways to help people

Question: Tell me about a time when you provided assistance to a coworker without being asked? How did you know that they needed help and how did you help?

Notes:

Rating	Example Answer
③ High Pass	Actively looked for ways to help coworkers, recognized that help was needed, helped that person.
② Pass	Noticed that a coworker needed help, and worked to help that person.
① Marginal Fail	Helped a coworker when asked.
④ Fail	Does not recognize that others need help, and/or does not provide help beyond what is required.



BEST PRACTICES

1. **Be Prepared**
2. **Build Rapport**
3. **Keep it Legal**
4. **Seek Unique Information**
5. **Assess Traits not States**
6. **Focus on Past Behavior**
7. **Keep it Consistent**



7. KEEP IT CONSISTENT

Structured interviews

- ✓ Same questions
- ✓ Same order
- ✓ Same standards
- ✓ Accurate comparisons
- ✓ Structured interviews are most effective



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BEST PRACTICES

1. Be Prepared	5. Assess Traits not States
2. Build Rapport	6. Focus on Past Behavior
3. Keep it Legal	7. Keep it Consistent
4. Seek Unique Information	8. Interview Strategically

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8. INTERVIEW STRATEGICALLY

Strategic interviewing


- ✓ Interview supplements other steps
- ✓ Other steps supplement interview
- ✓ Use only when necessary
 - Qualify/disqualify before the interview
 - Give candidates information they need
- ✓ Look for undeveloped talent



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BEST PRACTICES

1. Be Prepared	5. Assess Traits not States
2. Build Rapport	6. Focus on Past Behavior
3. Keep it Legal	7. Keep it Consistent
4. Seek Unique Information	8. Interview Strategically



NO MORE BAD EMPLOYEES

What are you going to do differently?



NO MORE BAD EMPLOYEES

Questions

NO MORE BAD EMPLOYEES

How to Select Only the Right People to Join Your Team

