**HOURLY  
TEAM MEMBER  
HIRING  
BEST PRACTICES**



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# Why is this Information Important?

Finding and hiring the right Team Members for the right position is a critical step to driving the performance of your Restaurant. Hiring and retaining a great people can create strong positive momentum for your Team – if you staff your Restaurant with great Team Members, then your Restaurant will attract other great people to work there.

This training document will cover how to source and hire your great people, but that’s only a part of the equation. How you train and treat your Team Members and how smoothly you and your management team run your Restaurant all play into your ability to recruit and hire the very best.

Whether you’re new to the interview game or not, it is important to revisit this information periodically and stay up to date on best practices and what you should and shouldn’t be asking.

# What You’ll Find in this Document

| **Section** | **Covering** | **Pages** |
| --- | --- | --- |
| **Creating Candidate Flow** | * Advertising job opportunities using the Resource Guide. * Involving your Team Members in the hiring process. * Leveraging your recruiter in tough situations | 4 to 6 |
| **Our Hiring Process** | Step-by-step overview of the Company Hiring standards and process from receiving applications to making an offer. | 7 to 11 |
| **Interviewing Best Practices** | Tips, tricks and sample interview questions to conduct interviews that objectively identify top candidates and create a positive pre-hire experience. | 12 to 15 |
| **Avoiding Legal Interview Pitfalls** | Interview questions you can’t ask and legal alternatives to get the similar information. | 16 to 18 |

# Hourly Team Member Hiring Responsibilities by Position

| **Hourly Team Members** | **Managers** |
| --- | --- |
| * Refer friends who would be high potential Team Members. * Create a place where great people want to work. * Share information about job opportunities at the Company. | * Monitor staffing levels. * Plan ahead for turnover. * Create a strong candidate pipeline. * Interview candidates. * Select candidates. |

# Creating Candidate Flow

A healthy recruiting process requires a healthy flow of candidates. *Candidate flow* refers to the number of candidates that apply for a job opening over a given period of time. The Company has worked hard to setup systems like our career website, an online candidate tracking system, and the Resource Guide (where job advertisements can be placed) to help each Restaurant attract high quality candidates.

This section is designed to help you understand some of the ways you can increase your candidate flow by:

1. Advertising job opportunities with the Resource Guide.
2. Involving your Team Members in the hiring process.
3. Levering your Recruiter in tough situations.

# Advertise Your Opportunities Using the Resource Guide

We know the last thing you want to experience is having a critical Team Member need and logging into Paycor to find only a handful of candidates who might make the cut for an interview. In situations where you lack quality candidates, the Company has partnered with a third-party recruiting agency to support you in placing job advertisements to proactively find more candidates.

The Resource Guide is an advertising tool available to you and your team for posting Hourly Team Member jobs on traditional job boards (Craigslist, Indeed and Zip Recruiter,) as well as social media options (Facebook and Instagram).

The cost of placing job ads vary by location but range between $60.00 and $150,00 per post – make sure the amount of investment you’re making in job ads relates to your specific staffing needs. If you’re not sure, reach out to your Company Recruiter.

The Resource Guide also has several *free* resources which can help you create candidate flow without spending money.

Resource Guide Link

<http://jobs.Restaurantcareers.com/signin>

## Recruiting Advertising Agencies that Focus on Restaurants

<http://transworldadvertising.com>

<https://www.rradinc.com>

# Involving Your Team Members in the Hiring Process

One of the best sources for new Team Members is your current Team Members. If you have the right type of environment, your current Team will bring their friends to you. There are several advantages of this type of recruiting:

1. Your existing Team will bring you potential candidates they want to work with so there is less of a transition when the new Team Member joins your Restaurant.
2. The Team Member’s name and reputation is attached to the candidate, so they should only bring the best potential Team Members.
3. Your Team Members know the Company’s standards and working environment – they will screen the candidates for your Restaurant’s culture.
4. It’s a much better financial option than other sources. Unless you offer a Referral Bonus to the recommending Team Member, there is no cost. Even if you do offer a Referral Bonus, it’s money that goes back to your Team Member and is a great investment if the new Team Member sticks around.

|  |  |
| --- | --- |
| **TIP** | If your Team Members aren’t bringing their friends to you as candidates, you may want to take an objective look at your retention and development strategies. Is your Referral Bonus program posted? Are you communicating staffing needs to your existing Team Members? Are certain Manager’s shifts experiencing morale issues and / or turnover? |

# Referral Bonuses

One option you have to encourage your Team Members to recommend others is to offer a Referral Bonus. It is the GM’s choice on whether or not to offer an incentive and, if so, what to offer. Some popular options:

1. $25.00 Net Bonus to the Team Member whose referral is hired.
2. $50.00 Net Bonus to the Team Member whose referred is hired and completes training.
3. Additional $25.00 Net Bonus if the new Team Member is with the Company after 30 days.

Keep in mind, it will be your responsibility as the GM to track and communicate the incentive to Human Resources and the Team Member. Talk to other GM’s about what has been successful.

***[***[***Compliance Note: Paying hourly employees a non-discretionary bonus may cause a re-calculation of the employees regular rate of pay and subsequently their overtime rate.]***](https://www.dol.gov/whd/StateandLocalGovernment/media/OT%20Examples%20final.htm)

**[See also:** [***https://blog.employerscouncil.org/2018/07/23/bonus-payment-calculations-and-the-referral-bonus/***](https://blog.employerscouncil.org/2018/07/23/bonus-payment-calculations-and-the-referral-bonus/)**.**

# Leveraging Your Recruiter in Tough Situations

The Company has a full-time recruiter who is responsible for sourcing and selecting outstanding Manager candidates who can bring our brand to life. We will add more recruiters as the business grows.

As a general rule, Managers are responsible for staffing their own Restaurant with hourly Team Members. There may be instances when a recruiter from the Support Office will play a more active role in sourcing and selection of hourly Team Members such as around new Restaurant openings and particularly difficult staffing situations.

The Company’s recruiter(s) bring valuable experience and expertise that you can leverage during tough times. If you’re experiencing staffing challenges, be sure to reach out to our recruiter to ask for additional support.

**<< Do you have recruiting materials available – table tents, door clings, flyers, etc. that can be ordered and used in the Restaurant and local community? If so, mention those and talk about how to order them here.>>**

# Creating Candidate Flow Validation

Observations

List three ways you can increase candidate flow:

True or False

There is no limit to the amount of money you should spend on job advertisements to get the very best candidates.

1. True
2. False

# Our Hiring Process

Keep an Always Hiring Mentality

Our mindset at the Company should be *always hiring*, so your hourly Team Member jobs (whether you’re hiring or not) are always posted on our career site. You should use the information in the previous section to continually build a pipeline of candidates that you can reach out to when a need arises.

Check and Manage the Candidate Tracking System Daily

The Company uses Paycor as the software application to handle most recruitment activities from online application to offer. To maximize the benefits of Paycor and keep high quality candidates who apply with us interested, you and your management team should be reviewing candidates in Paycor *daily*. <<TalentReef, Hirebridge, iCIMS, etc offer robust ATS built for the service industry.>>

Walk-In Candidates

It is common in the Restaurant industry for candidates to walk in and inquire about a position. Similar to a Guest requesting to speak to a Manager, these walk-in candidates should be referred to and greeted by the Manager on Duty.

It’s important to remember that in this competitive hiring landscape, a great candidate should be interviewed on the spot whenever possible. If you aren’t taking the time to speak with them, someone at another restaurant will! Most candidates are accepting the first offer they get. Don’t miss out because you were too busy! It is strongly recommended that walk in candidates are given at least 5 minutes of your time to determine fit.

If you feel the walk-in candidate has potential, give them a specific day and time to come back for a more detailed interview and refer them to <<company websites>> to complete an application.

## Six Steps to Hiring Great Hourly Team Members

1. Decide who to interview.
2. Optional phone screen.
3. Conduct first interview.
4. Conduct second interview.
5. Make your hiring decision.
6. The turnoff or offer.

### Decide Who to Interview

Once candidates have applied, the first step on our end is to review the candidate’s availability, experience and other information gathered through the application. Look at all of these factors together, rather than focus on a single concern. For example, you may have a candidate whose availability is perfect but has very limited experience. This may be a candidate who is ripe for development and can be trained and coached to be a great Team Member.

### Optional Telephone Screen

Short telephone screen interviews can help you refine the list of candidates to interview in-person especially if you’re on the fence about applicants selected in Step 1. Phone interviews have a few other benefits: they take less time to conduct, create excitement with the candidate and allow you and your second interview manager to save time by interviewing fewer candidates on site.

When you conduct a telephone screen, keep it brief and focus on key information:

1. Check for deal-breakers early like schedule availability.
2. Ask for clarification on information submitted in the application.
3. Evaluate the candidate’s communication skills and phone presence.
4. Share basic information about your opening to gauge candidate interest.

Once you’ve made a decision on whether to move forward with the candidate or not, you’ll move on to interviewing.

### First Interview

You’ve got candidates, now it’s time to schedule in-person interviews! You should be scheduling interviews during a time you have two Managers scheduled. Knock out both interviews the same day! The first interview is intended to validate basic skills and requirements and is an opportunity to share with the candidate why the Company is a great place to work. This interview should take 15 to 20 minutes.

### Second Interview

The second interview should be more thorough and last 20 to 25 minutes. Dig in deeper…the second interview is intended to assess how the candidate might handle certain situations if they are hired by the Company. You can find specific questions to ask in the Interviewing Best Practices section of this document. **The only time a second interview is *not required* is when a Team Member has worked for the Company before and a prior manager recommended them to you as eligible for rehire**.

|  |  |
| --- | --- |
| **TIP** | Be sure to schedule first and second interviews on the **same day**. Good candidates often have current jobs and are in high demand. Having them come in twice over several days creates a higher risk they’ll lose interest or accept an offer elsewhere. |

### Make Your Hiring Decision

You now have most of the information you need to make a decision: the application, availability, experience, interview responses from two-three interviews, and observations from your face-to-face meeting(s).

As we mentioned in Step 1, consider the whole picture and not just the single components to determine if this is the person that you want to work on your Team and represent you and the Company to our Guests. Selecting great candidates and training them well will make your job much easier.

### The Turnoff or Offer

Once you make your decision following interviews, you need to communicate with the candidate quickly, out of respect for their time and yours.

If they aren’t a fit, turn them off!

As soon as you know you are not going to hire someone, let them know. If you come to the end of the interview and know the person is not right for the position, let them know then. It’s unfair to leave someone hoping when you know they don’t have the job.

You don’t have to and shouldn’t give a detailed explanation on why you aren’t offering them a job. Just stick with a simple explanation, such as “I’ve made a business decision to not offer you a position. I appreciate your time and interest in the Company.”

Some people will ask for more details on why. Avoid giving any details, since we aren’t required to do so, and it could be misunderstood. Remember that the individual may be disappointed and discouraged, so be sure to be respectful and professional. The goal is to keep the person as a Guest even if they won’t be a Team Member.

If you don’t select an interviewed candidate for an offer, you should always turn the candidate off from the hiring process via an email within Paycor, (template already written for you), in person or over the phone. It’s important to keep the turn-off short and simple.

Recommended Turn-Off

“I appreciate you coming in to meet with me today, unfortunately at this time, we won’t be moving forward with an offer. I will let you know if something else opens up that meets your qualifications”

If you like them, hire them!

It’s much more fun to offer someone a job. When you do, set the tone for their time with the Company with your enthusiasm and level of communication. Make sure they have all the information they need, including the time for orientation and their training schedule. Make sure they know to complete paperwork online before orientation and bring in their I-9 documentation.

If it’s a first job for someone, remember they won’t know the process. Be sure they understand they cannot start work with us and attend orientation until all required paperwork is complete.

As a reminder, here’s the process for hiring an hourly Team Member:

1. Extend the offer.
2. Complete paperwork through Paycor.
3. Input information into Point of Sale system.
4. Schedule Orientation.

# Our Hiring Process Validation

Observations

Checking Paycor

How often should you or someone on your management team check Paycor?

1. When we need to hire someone.
2. Daily.
3. Mondays and Fridays.

ACTIVITY: Apply for an Hourly Team Member Position, Log into Hirebridge

1. Apply for an Hourly Team Member position. Be sure to select your home or Training Restaurant as your location. Complete the entire process. Use a made-up name and your Company email address (note: this email must be valid).
2. Login to Paycor, find your application, review it and archive it.

# Interviewing Best Practices

Create a Consistent Process

It’s critical to maintain a consistent hiring process when recruiting Team Members.

Consistent hiring practices ensures the following:

1. Leads to consistent results.
2. Ensures we have standards for hiring.
3. Everyone is using the same measuring stick.
4. Allows for continuous improvement.

**An inconsistent process could unintentionally lead to the perception of unfair treatment.**

Setting the Stage

The interview process starts the moment your candidate walks in the door.

Be prepared and look for the following:

1. Do they walk with a sense of purpose? What is their energy level?
2. How is their appearance? Did they come in looking prepared?
3. Are they on time?
4. How are they interacting with guests & Team Members?

Keep in mind, interviewing can be stressful! It is completely normal for a candidate to be nervous. Make sure you put them at ease from the moment he / she enters the Restaurant. Let your Team know you’re expecting someone so that they can greet them when they walk into the Restaurant. Offer them something to drink and don’t keep them waiting.

Best Candidate Qualities

1. Excellent communication.
2. Friendly and social personality.
3. Energetic and positive attitude.
4. Passion and enthusiasm for the Company.

Encourage Communication

You only have a short time to gage whether this person is going to be a good fit for the needs you have. To gain as much information as possible, create an atmosphere that promotes communication.

The following are suggestions for building rapport and fostering discussion:

1. Schedule enough time so that the interview will not be rushed.
2. Let them know what to expect! Example: “I want to take the next few minutes to get you know you before discussing the position we are looking to fill.”
3. Start with easier questions and gradually build to more difficult questions.
4. Be an engaged and effective listener.

Use Behavioral and Competency-Based Interviewing Techniques

Behavioral and competency-based interviewing both aim to discover how the applicant performed in specific situations. The logic is based on the principle that past performance predicts future behavior. The questions are designed to determine if the applicant possesses certain attributes or skills.

Behavioral based questions assess a candidate's *suitability* for a position:

1. Tell me about the last time you worked a busy shift. How did you handle it?
2. Tell me about a time you failed at something?
3. What was the situation; what did you learn?
4. Give me an example of a time you went the extra mile at work.
5. Give me an example of a conflict you’ve had with a Team Member you’ve worked with and how you handled it.

Competency based questions focus specifically on *skills needed* for a position:

1. Describe how you handled a time when you had a difficult Guest at a past job?
2. Tell me about a situation in which your communication skills made a difference in the outcome. How did you feel? What did you learn?
3. Tell me about a situation when you had to persuade others to accept your point of view when they thought you were wrong. How did you prepare? What was your approach? How did they react? What was the outcome?

A desired answer will provide background on the situation, the actions they took, and the results. You want them to avoid using generalities like “I always…” and “usually…” Simply redirect the candidate and tell them you are looking for a specific example of how they handled a past situation.

Possible Candidate Red Flags

1. Arrives late to interview.
2. Is low energy or unengaged.
3. Uses inappropriate language.
4. Lack of knowledge about the Company.

Closing the Interview

Remember, interviewing is a two-way street. You should end the conversation by asking if they have any questions. Don’t rush them! Candidate questions can sometimes be more telling than the answers they’ve given you previously – read between the lines. Our Candidates are our Guests. It’s important to make them feel as if we value their time and interest in coming to work for the Company.

Evaluating an Interview

As you conduct your face-to-face interview, keep some of the following questions in mind:

1. Does the candidate have personality? Are you enjoying the interview?
2. Is the candidate answering with conviction or trying to tell you what you want to hear?
3. Are their answers expressed clearly?
4. Are they slouched and tired, or alert and energetic?

At the end of the interview, consider both the objective and subjective points and answers the personal question – do you want to work with this person every day?

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| **TIP** | As hard as it can be in difficult staffing situations, don’t make short-term decisions just to get a body in a position. Take the time to hire the right person so you aren’t in even worse shape a few weeks from now. |

Interviewing Do’s and the Don’ts

A good rule of thumb when asking about job specific requirements, is to build your questions around the job description. Here are some examples of basic do’s and don’ts to keep in mind while interviewing:

| **Do’s** | **Don’ts** |
| --- | --- |
| * Schedule interviews when you have *uninterrupted* time. * Ask open-ended questions. * Ask job related questions. * Ask about scheduling availability. * Let the candidate know you will be taking notes during the conversation. | * Schedule interviews when you don’t have time to dedicate to them. * Ask yes / no questions that solicit little response. * Ask personal and potentially discriminatory questions. * Ask about religious or childcare restrictions. * Write notes on the application or resume (keep it clean.) |

# Interviewing Best Practices Validation

Observations

Identify the Ideal Candidate for a Company Hourly Team Member Position

List four qualities and two potential red flags:

| **Ideal Qualities** | **Potential Red Flags** |
| --- | --- |
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|  |  |
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|  |  |

ACTIVITY: Interview an Hourly Team Member Candidate with Training Manager

1. Review the candidates in Paycor and identify a potential Team Member to confirm. Confirm your selection with your Training General Manager.
2. Move the candidate through the process in Paycor to setup an interview.
3. With the Training General Manager sitting in, complete the interview.
4. After the interview, share your thoughts and what you believe to be the next best steps for the candidate. Discuss any differences you and the Training General Manager have.
5. Complete the next steps, both in Paycor and by communicating with the candidate.

# Avoiding Legal Interview Question Pitfalls

You may not and should at all times avoid asking questions about nationality, religion, age, marital and family status, and health and physical abilities. There are a lot of questions you will want to ask but have to word carefully. We’ve provided some examples below.

Nationality

Certainly, you want to be sure that a candidate can legally work with us, but it’s important to be careful how you ask.

|  |  |
| --- | --- |
| **Can’t Ask** | Are you a U.S. citizen? |
| **Ask Instead** | Are you authorized to work in the U.S.? |

Religion

Religion is a subject that should be treaded upon lightly at the Restaurant, and even more so in interviews. Protect yourself from overstepping the boundaries but still get the information you need with these questions.

|  |  |
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| **Can’t Ask** | What religion do you practice? |
| **Ask Instead** | What days are you available to work? |
| **Can’t Ask** | Which religious holidays do you observe? |
| **Ask Instead** | Are you able to work our required schedule? |

Age

Maturity is essential for most positions, but it’s important that you don’t make assumptions about a candidate’s maturity based on age. Alternately, you have to be careful about discrimination towards applicants nearing retirement.

|  |  |
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| **Can’t Ask** | How old are you? |
| **Ask Instead** | Are you over the age of 18? |

Marital and Family Status

These questions primarily concern women with children, but they are applicable to everyone. Ensure that you don’t make assumptions and avoid embarrassing candidates by using the following questions.

|  |  |
| --- | --- |
| **Can’t Ask** | Do you have or plan to have children? |
| **Ask Instead** | Are you available to work late on occasion? |
| **Can’t Ask** | Can you get a babysitter in the event sales volume is higher than expected? |
| **Ask Instead** | On occasion, we’ll ask you to work late on short notice. Would that be a problem? |
| **Can’t Ask** | If you get pregnant, will you continue to work, and will you come back from leave? |
| **Ask Instead** | What are your long-term career goals? |

Health and Physical Abilities

Your Team Members’ health and abilities may be essential to getting the job done, but it’s important to avoid assumptions and discrimination. Stick to these questions in order to avoid embarrassment and legal troubles.

|  |  |
| --- | --- |
| **Can’t Ask** | Do you smoke or drink? |
| **Ask Instead** | Have you ever been disciplined for violating company policies, including the use of alcohol or tobacco products? |
| **Can’t Ask** | How tall are you? |
| **Ask Instead** | Are you able to reach items on a shelf that’s five feet tall? |
| **Can’t Ask** | How much do you weigh? |
| **Ask Instead** | Are you able to lift boxes weighing up to 50 pounds? |
| **Can’t Ask** | How many sick days did you take last year? |
| **Ask Instead** | How many days of work did you miss last year? |
| **Can’t Ask** | Do you have any disabilities? |
| **Ask Instead** | Are you able to perform the specific duties of this position? |

Miscellaneous

Avoid interviewing gaffes by sidestepping these questions about residence, legal troubles and military service.

|  |  |
| --- | --- |
| **Can’t Ask** | How far is your commute? |
| **Ask Instead** | Are you able to start work at “X” time? |
| **Can’t Ask** | Do you have a car? |
| **Ask Instead** | Do you have reliable transportation that can get you to work by “X” time? |
| **Can’t Ask** | Are you a member of the National Guard or Reserves? |
| **Ask Instead** | Do you have any upcoming events that would require extensive time away from work? |

# Avoiding Legal Interview Question Pitfalls Validation

Observations

List five topics you should approach carefully in interviews: