

HID TALENT

OUR HIRING THEORIES

- A maybe is a no.
- Only hire an A+.
- Look for a passion match.
- Let them do the talking. We answer questions ONLY when ours are answered.
- Interviewing/hiring is part of your calendar - it's that important.

SCHEDULED INTERVIEWS

If anyone asks, "Are you hiring?", the answer is always, "Absolutely." A one hour block should be on the GM's schedule every week to conduct second interviews with qualified candidates.

TWO-INTERVIEW SYSTEM

We conduct 2 interviews in order to help us select the best talent.

INTERVIEW 1

Meet the candidate, get a completed application and resume if they have one, and conduct a SEAA Score. A total of about 5 minutes.

CHECKING REFERENCES

When candidates provide references, it's very important to check with all of them.

INTERVIEW 2

Use the Interview Guides to ask questions and observe candidates completing position-specific skill demonstrations.

HIRING MATERIALS & TOOLS

We have a few standard tools to use when interviewing and selecting candidates: Application, Interview Guides, and the HID (you're here!).

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APPLICATION

We use a standard application for all candidates. Write the SEAA score on the very bottom of the second page. Indicate whether or not they earned Interview 2 by circling either the Y or N. Fill out the date and time for Interview 2.

SEAA SCORE

A first impression of candidates, scoring their Smile, Eye Contact, Attitude and Appearance, and Aptitude. Each is scored from 1-3, with the low score a 4 and the high score a 12. Candidates with a score of 9 or higher are eligible for Interview 2.

RESUMES

Resumes are strongly encouraged for the kind of talent we look for, but don't turn away a great candidate if they don't have one.

RESUME ASSESSMENT

- What do you look for? Be specific to job description.
- Quantification: can they measure and illustrate a measurable value they bring to the team?
- Competition and Competence: have they done the Job? Did they out-perform anyone? Did They excel at a pace better than their peers?
- Trajectory: have they evolved and grown with each new position/employer?
Who have they worked with - do we know them, value them?
- Originality & Precision: is it clear what they want? Do they present their case with fun, flair, overall BRF-ness?
- Do they list references? If so, check them.

INTERVIEW GUIDES

Use our standard Interview Guides as the key to a successful, consistent interview. They include questions to help us understand candidates' approaches to situations as well as a few skill demonstrations to give us a quick assessment of their experience and expertise.

LESS TALKING, MORE LISTENING

Interviews are more successful when you listen and observe more than sell and inform. Answer their questions only when all your questions have been answered.

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INTERVIEW QUESTIONS TO AVOID

- What is your maiden name so I can check references?
- How old are you? When did you graduate high school?
- Are you a US citizen? Where did you learn to speak Spanish? Where were you born?
- Are you married? Do you plan on having children in the next few years? Do you have adequate day care provisions?
- Would your religion prevent you from working weekends?
- Do you have any previous major medical problems? Have you ever filed for worker's compensation? How many days were you sick last year? What prescription drugs do you currently take? Have you ever been treated for alcoholism or mental health problems?
- Have you ever been arrested?
- What type of military discharge did you receive?
- Who is the nearest relative we should contact in case of emergency?
- This job requires late nights and weekends. Do you have child care arrangements? Will your responsibilities to your children interfere with your job responsibilities and commitment?
- Will your husband/wife object to your work schedule?
- Do you own your own home?
- Do you own a car? How do you plan on getting to work?
- Where were your parents born?

IMMEDIATE DECLINE

In honor of your and the candidates' time, please kindly decline as soon as you know someone is not a fit. A "fit" is someone who will enhance the performance of your staff.

If you really like them, invite them back in the future once they develop the skills you're looking for. You might also consider them for a different position if their skill level would be a better fit.

Be kind. Frame it as a "Thank you, but no thank you" message. If appropriate, be specific and tell them why they're not a fit for the position, such as "no prior experience with seafood."

More examples: "Based on what we discussed, I think a support position is the best fit," or "We don't feel like our needs and your strengths are well-matched."

Thank every single candidate you interview.

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HIRE WITHIN 24 HOURS

People move fast when they're looking for a job, so we need to move faster than our competitors. Inform them of a hiring decision within 24 hours of Interview 2. Putting it off adds stress and workload, and you may lose them.

ALWAYS SEEKING STARS

Only hire an A. A "Maybe" is really a "No." In order to get a job with us, candidates must have already done the job. Keep your guard up, standards high, and accept nothing but the best.

SEAA SCORE INSTRUCTIONS

SMILE

1

involuntary, missing

2

happy, natural

3

infectious, makes *you* smile

EYE CONTACT

1

absent to sparse

2

darting, unfocused

3

intense, connected

ATTITUDE AND APPEARANCE

1

indifferent,
sloppy, cigarette smell

2

focused but predictable,
appropriately dressed

3

memorable and engaging,
sharp, well-groomed

APTITUDE

1

just has a pulse

2

aspiring, proud

3

master

**MAKE THESE ASSESSMENTS QUICKLY AND SIMPLY. YOUR FIRST INSTINCT IS CORRECT.
9 POINTS OR MORE EARNS AN INTERVIEW. POLITELY DECLINE THOSE WHO DON'T.**

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HOW TO REORDER MATERIALS

Applications: Pack of 100. Contact the office/printing department for reorders.

Interview Guides: Print from learn.bigredf.com

Interview 7 Pocket Folder: Order from Amazon here: <http://amzn.to/2cMAjck>

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INTERVIEW GUIDES - WHAT DOES A GOOD ANSWER LOOK LIKE?

We want people who can help us throw a great f'n party. But we don't just select people based on their vibe. We also ask very specific, crafted questions. Every candidate response is different, but here are some examples of the kinds of answers we might like best.

BOH: ROUND 1

Tell me briefly anything from your education or work experience you really think I should know.

- *Notable chefs they have worked for.*
- *Notable places; for example, an organic farm or fishing boat.*
- *"I had the chance to work an amazing internship at XX restaurant. I knew nothing about French cuisine, but they taught me all of the basics, and I learned more there than in many of my other jobs."*
- *"I've been in the industry for 5 years, with a background of culinary education and hands-on experience in several different kitchens from fine dining to gastro pubs."*
- *"I have spent time abroad and done stages during my off-time."*

Tell me about your career goals.

- *"To be the best I can be."*
- *"I'd really like to be a sous chef, then an executive chef, then open my own small place."*
- *"I want to increase my knowledge of cuisine/technique/method, which would eventually lead to progression in status, ranking, and a long stay with the company."*

Why do you want to work here?

- *"I did my research, and I love how you treat customers and your food."*
- *"I know you have a great reputation in town, and I would love to increase my knowledge of seafood and oysters."*
- *"I've heard nothing but great things about your staff as well as the food. I'm very curious to learn a new cuisine and would love to learn from your staff and chefs to build my resume on food I haven't had the chance to work with."*

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BOH: ROUND 2

Do you have any food safety certifications? How would you describe your knowledge level? Tell me as many ways you can think of that food becomes contaminated.

- *Food Safety: They should have an up-to-date food handlers permit or ServSafe Certification; or you can verbally test them on cooking temps, hot and cold holding temps, heat/re-heat temps.*
- *Knowledge Level: Understands the effects of personal hygiene, temperature, and cross-contamination on food safety. Knows specific safe temperatures and when to wash hands.*
- *Contamination: Raw to cooked, unwashed hands, dirty equipment or food prep surfaces, improper use of sanitizer, chemicals and food stored in same area, physical contamination*

Tell me about some of the stations you've worked and some of your favorite menu items.

- *A lead line would have worked most or all the stations in a kitchen but with extensive knowledge of a single station for which they have the most passion.*
- *The favorite menu item could be as simple as what that person excels at making and has the most fun with. This could be as simple as sauces, execution of breaking down certain proteins, or searing a piece of fish.*

What kind of relationship do you like to have with the FOH?

- *"Friendly but efficient communication."*
- *"A very cohesive and respectful relationship is key to any successful restaurant. We give and provide them with the best quality product to sell, which helps the whole team succeed."*
- *"We are all on the same team shooting for the same goal, which is to make the customer happy and wanting to come back again."*

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SERVER: ROUND 1

Why do you choose a career in hospitality?

- *"I love food and wine, and I found I was very good at combining that love with talking to people."*
- *"I want to provide hospitality in the way I want to receive hospitality."*
- *"I enjoy a social atmosphere."*

What do you expect from a great dining experience?

- *"Everything I need, nothing I don't. Great menu knowledge and recommendations."*
- *"Outside of outstanding food and drink, I expect attention to table maintenance, water filled, knowledge of the menu, and honest and personal salesmanship."*
- *"When I can connect with a server or bartender I will come back. I would give a restaurant another shot if the food was poor but service was outstanding. It's not always the same vice versa."*

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SERVER: ROUND 2

How does the following resonate with you? "Those people just couldn't be made happy."

- *"Poorly. We have all been there. No manager wants to hear that and no server/bartender wants to think that."*
- *"Honestly and humility are the best way to crawl out of a hole that deep. If I really gave them everything I have to offer then I could find a twinkle of satisfaction in the situation."*

How do you approach problems with co-workers?

- *"I first stop and ask myself what I might have done to create the situation."*
- *"I try to see the other person's perspective. I always try to ask the other person involved what I did to create the situation, then work to resolve that. Ownership of a conflict is a two-way street, so I want to make sure I've done all I can on my part. If I feel the conflict can't be resolved directly by the parties involved, I will seek assistance from management to help with a resolution plan."*
- *"Depends on the problem but in general I like to address in a timely fashion to not let things get worse. Come at it with a calm demeanor willing to not only express my issues but also to listen. Set the intention and set the goal early."*

What will be your greatest contribution to our team?

- *"Willingness to do anything it takes to give great service."*

How do you make memories for guests?

- *"Do something small but special for them. Remember an anniversary, walk them to the car with an umbrella in the rain, take their valet ticket to the valet for them..."*
- *"Connection! I bring myself to the table and make the dining experience my own through salesmanship and hospitality."*

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BAR: ROUND 1

Why did you choose a career in hospitality?

- *See Server*

What do you expect from a great dining experience?

- *See Server*

Describe your ideal cocktail.

- *The best answer is balance.*
- *“Something that excites all of my senses. Beautiful appearance with the perfect garnish, glassware and ice, cold glass and cold liquid to the touch, an aroma that entices and gives a preview to the flavors and then delivers with beautifully balanced and unique flavors.”*

Where are you most comfortable: serving bar guests or the well? Why?

- *I got into this biz because I love taking care of people, so naturally I love to be in front of the guest. However, the reason I love bartending is because I fell in love not only with taking care of people, but crafting delicious things as well, so I’m just at home whipping out drinks in the well for everyone to share.”*

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BAR: ROUND 2

How does the following resonate with you? "Those people just couldn't be made happy."

- *See Server*

How do you approach problems with co-workers?

- *See Server*

What takes priority, server tickets or bar guests?

- *"Both are equally important! It is however easier to get a bar guest started and let them know you'll be with them in a minute in order to finish the tickets or to be able to pass off to another bartender with hands."*

What is the most important part of a bar experience?

- *"For me it's personality and quality of beverage execution."*
- *Other acceptable answers include attentiveness to guests, timeliness, etc.*
- *We prefer something personal rather than a robotic response.*

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HOST: ROUND 1

What makes you the best candidate for this position?

- *"I am friendly, confident, and love talking to people."*
- *(inexperienced applicant) "I can apply my strong work ethic along with skills learned in my focus areas in order to overcome the obstacles that come with being new to the industry."*
- *"I have great attention to details and willingness to exercise humility."*
- *(experienced applicant) "I come with a variety of dining experiences and a deep passion for food and beverage that have shaped me into the service professional I have become."*
- *"I'm self motivated, quick to learn, good listener, takes direction well, curious, and adaptable. I have service industry experience at various restaurants."*

What's the difference between service and hospitality?

- *"Service is a series of deliberate actions provided throughout the dining experience. Hospitality is the execution of those actions with an organic and personalized touch to make customers feel welcome and warmed by both your presence and delivery."*

Are you comfortable on the phone answering questions and interacting with different personalities?

- *"Absolutely! I love talking to people and treat everyone like an individual."*
- *"Yes. I answered the phone quite a bit at my last job."*

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HOST: ROUND 2

If you overhear a guest in a server's section with a complaint or issue, what do you do?

- *"Notify the manager and relay what has been overheard if it's something I can't fix myself."*
- *"Reach out to the server and the manager and lend assistance wherever necessary. I would also make sure the rest of the section is tight and I am staying busy to let the customer know we are taking care of business."*

Describe a situation at work when you went above and beyond.

- *Great situations include asking for help when you need it and making memorable experiences for guests.*

What challenges do you see when seating this dining room?

- *"I can't see the upstairs area, and it seems like it would be a long time to leave the host stand unattended. Also, there are narrow areas where it might be hard to get through when we are busy, especially if there are older guests who need more room."*
- *"Lots of open patio and bar seating in the space. This can flood the kitchen even if we are not seating the dining room."*
- *"You can't see the dining room, so frequently leaving the host stand to status the room is challenging."*

Do you have any experience with Open Table or Seat me? If yes, what's your favorite part?

- *Yes is a plus but not mandatory. Favorite part could be guest notes.*

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FOH SUPPORT: ROUND 1

What makes you the best candidate for this position?

- *See Host*

What's the difference between service and hospitality?

- *See Host*

What does it mean to hustle?

- *"To work efficiently to get as much done as possible to create a great guest experience."*
- *"Moving quickly with precise execution, deliberation, and focus. Not fast, sloppy, and careless."*

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FOH SUPPORT: ROUND 2

If you overhear a guest in a server's section with a complaint or issue, what do you do?

- *See Host*

Describe a situation at work when you went above and beyond.

- *See Host*

Are you used to using trays?

- *"Yes, it was required at my last job."*
- *"Yes, it always looks more professional."*