

Chapter 7: Staffing Your Restaurant

The success of your restaurant opening and continued operation will be due in large part to your employees. It is important that you spend the proper amount of time recruiting, interviewing, selecting and training your employees.

Read through each job description and make notes on what the main responsibilities are for each position and what characteristics you will look for in your new employees. This will help in putting together advertisements and flyers for recruiting.

When it comes to the number of people you will need to hire it will vary. But, in most cases you will initially need to hire more people when you first open your restaurant to handle grand opening and opening promotions, then when you are under normal operations.

Estimated New Restaurant Hiring Needs:

- ▶ General Manager = _____
- ▶ Assistant Manager(s)= _____
- ▶ Shift Manager(s) = _____
- ▶ Hostess(s) = _____
- ▶ Front-of-house = _____
- ▶ Back-of-house = _____

Remember, you usually need to interview three people to find one good new hire. So, you will want to take that in consideration when recruiting and setting up interviews.

Recruiting

Now that you know what you are looking for, the next step is to recruit.

Here are some suggested recruiting sources:

- Newspaper ads
- Placement services
- Vocational counselors at area schools
- State employment services
- High schools/colleges
- Our other restaurants

Keys to Effective Recruiting

- Know what you are looking for – Review job descriptions.
- Ensure ads/flyers correctly describe the position and location of your business.
- Practice selling your restaurant to applicants. – Why should they work for you?
- Make sure employees at your other restaurants, business associates, friends, etc. know that you are hiring.
- Have job descriptions available at the restaurant or interviewing location for applicants to examine.
- Make sure “Help Wanted” signs are clean and visible.
- Have managers or other personnel at the restaurant location ready to hand out applications upon request.
- Set specific hours for interviewing. You can do this by indicating this on an ad. “Open interviews for ABC Restaurant from 1pm–3pm at....”

Interviewing

The next step is to bring in your applicants for interviews. Below are steps to a successful interview process:

- Pre-screen applications:** After receiving a number of applications, read through them carefully and select the most promising candidates. In each case, use the job description to help you determine if the applicant would be a good match.
- Check References:** For candidates you plan to interview, check both work and school references. In either case you should try to determine the applicant's performance, attitude, and work habits. Identify the benefits of selecting the right person for the job.
- Schedule Interviews:** After you identify the best candidates, set up an interview schedule. Select days and times when you can conduct the interviews without a lot of interruptions.
- Conduct Interviews:** The interview is probably the most challenging aspect of the hiring process. In general, you should attempt to make the candidate feel comfortable and free to talk openly.

Interview Form

Applicant: _____ **Date:** _____ **Interviewer:** _____

Set The Tone: Thank you for taking the time to talk with us about our open position. This morning/afternoon I will be asking you questions about your application, telling you more about the position and then giving you the opportunity to ask any questions.

<u>Job Interest</u>	
Why do you want to work for ABC Restaurant?	
Why are you looking for work?	
Are there any days, nights, or weekends you can not work?	
What salary do you expect to earn from this job?	
<u>Work History</u>	
Have you ever been employed by ABC Restaurant or its franchises?	
Where have you worked before? What did you like and dislike about the job?	
Why did you leave your last job?	
How would your previous manager/coworkers describe you?	
What kinds of tasks do you like doing?	
What tasks don't you like?	
Tell me the most stressful time you have ever had on a job? What did you learn from that time?	
How would you describe your work ethic?	
When handling money, has your register ever been +/- \$5.00?	
If you suspected another employee of theft, what would you do?	
What do you think makes a good manager?	

<u>Customer Relations/People Skills</u>	
How do you feel about serving customers?	
What would you say to a customer who told you they were unhappy with the service they received?	
What would you say to a fellow worker who asked you for help with something?	
Why should I hire you?	
<u>Supervision</u> (For hiring supervisors and managers)	
What has been your experience in hiring employees?	
What characteristics would you look for in an applicant?	
How do you evaluate performance?	
How would you lower employee turnover?	
How would you develop teamwork?	
How would you reprimand an employee (e.g. tardiness)	
What kind of discipline procedures have you used?	
Tell me about the last time you had to terminate an employee?	
Have you ever trained anyone before? Describe.	
<u>Financial Controls</u>	
Describe your experience with cash control procedures	
What were your labor costs and your goal? Your controls?	
Are you familiar with "Food Costs"? Describe.	
What experience do you have with financial reports? How can they help you run the restaurant?	

Provide Relevant Information

- * Hours of work
- * Dress Code
- * Schedule (store/office times)
- * Training Wages

Close the Interview

Ask applicant if they have any questions.

NOT HIRED/UNDECIDED: If applicant is not hired immediately, tell applicant that we will be reviewing all candidates and contacting those who most closely meet our needs.

Thank applicant.

HIRED: If hired, applicant should complete new hire paperwork. Thank applicant and tell them that you look forward to seeing them at Orientation scheduled: ____/____(Date/Time)

Questions you may NOT ask during an interview:

Sex and Marital Status	Race	National Origin	Religion	Age
How do you get along with other women?	Do you get along with people of other races?	Are you offended by Polish jokes?	Are you a member of any church?	How old are you?
Do you have any children?	What kind of neighborhood do you live in?	Are your relatives from the old country?	What is your religious preference?	When do you plan to retire?
Is your spouse employed?	Do you own or rent?	Were you born in this country?	Are there any religious holidays you can't work?	Would it bother you to have a boss younger than you?
Are you pregnant?	What kind of accent is that?	What nationality is your name?	Do you believe in god?	How do you get along with younger people?
Do you have childcare issues?	Have you ever been arrested?	Do you speak a foreign language?	How do you feel about people of different religions?	Can you keep up with the younger people?
	Do you have your own vehicle?	What political organizations are you a member of?		

- Just remember to keep the interview professional and not personal.
- Stay away from any personal questions during the interview process.
- Also at no time may you write comments on a persons application form.
- Keep notepaper or post-its available for quick notes regarding applicants.