Note that cover page was deleted. This project received 47/50 points.

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Restaurant X on the Hill

Restaurant X on the Hill is located on the Historic Hill in Boulder. Restaurant X is known for taking traditional Japanese cooking fundamentals and then adding a funky twist to incorporate cooking styles from other cultures. Restaurant X also has two other locations on Pearl Street in Boulder and in Cherry Creek in Denver.

Restaurant X on the Hill recently moved to a new location. While the current location is still quite small compared to other restaurants, it took some adjusting by current employees because it is bigger than the previous location. In addition, the hiring processes are changing because the owners want all the franchises to use the same hiring techniques as the franchise grows. This adds the element of coordination between restaurants that the individual restaurants haven’t had to deal with before. The modifications and additions to the hiring procedures that we have recommended in this report will assist Restaurant X in achieving a more coordinated hiring effort.

Information Gathering Process and Subject Matter Experts

We decided that the best position to recommend hiring techniques for is the servers. First, there are no foreseen changes in the current duties of the server, so this is a certainty based job. The servers make up a large amount of the employees at Restaurant X and are the staff members with the most contact with the customers. As a result, we feel that hiring the most qualified people for the position of server will help Restaurant X on the Hill become a more successful business.

The first step we took in figuring out what tasks, knowledge, skills and abilities are associated with the job is to hand out questionnaires to the current servers. After reading their responses to the questionnaires, we were better able to design interview questions that would help us have a more thorough understanding of the job. We used the questionnaires to figure out what the servers feel are their responsibilities and tasks. This was an appropriate method to use because the servers are the people performing the tasks on a daily basis and they are the most familiar with the knowledge, skills, and abilities associated with the tasks.

The person in charge of the “front of house” is Jess ______. She is in charge of the servers and hosts. The interview questions we asked her were based on the preliminary questionnaires we received from the servers. We interviewed her about the server position and based most of our job description on the interview with her. We did this because she was the most knowledgeable and gave us the most information to work with. Also, Jess is currently responsible for the hiring procedures at Restaurant X and was able to provide insight to the way Restaurant X currently hires its employees.

The last part of our analysis was an observation of the servers working. We went to Restaurant X on the Hill as patrons and paid attention to the servers’ role in our meal and the tasks they completed throughout the meal. This was effective because we were able to observe what the servers actually did during the course of the meal and compare our observations with the questionnaires.
Another group we could have interviewed would have been the “back of house” staff, such as the chefs. The reason we decided against this is because the “back of house” has less exposure to the tasks that the servers have to complete. The servers have limited interaction with the chefs because the chefs are busy fulfilling the orders for the front of house and don’t have time to watch the servers.

**Limitations**

There were two main things we found to be difficult in our approach. First, the limited availability of the Restaurant X staff made it difficult to interview the servers and front of house manager. Since the servers are only there for a limited amount of time and are busy while they are there, it was difficult to have them fill out a detailed questionnaire.

The second difficult aspect we didn’t anticipate was the degree to which the restaurant relies on warm body hiring. During the interview, we found out that if the applicant has open availability and prior experience, they will usually be hired. Since Restaurant X servers have a high turnover, it was a challenge to design a hiring system that was both effective and easy to implement in Restaurant X on the Hill’s environment.
Server Questionnaire

We handed out this questionnaire to two of the servers at Restaurant X. We used their questions to figure out the needed tasks, knowledge, skills, and abilities. We also used it as a basis for developing our interview questions for Jessica.

1. **What kind of knowledge is needed to serve tables at Restaurant X?**

   **Sean:** The things that management requires us to know are first and foremost the menu. Management stresses the memorization of the menu upon being hired and it also makes you feel comfortable approaching and handling customers when you know the menu back and forth. Management also really wants us to know the Japanese words for the different types of sushi that we serve. They say by knowing the traditional Japanese names of the food it gives the restaurant a more traditional feeling.

   **Kamille:** When I was initially hired I remember the manager at the time saying that I needed to know all the different Japanese names for the sushi. For some reason he really stressed that. Now I understand why because it really impresses the customers which mean good tips!

2. **What skills are needed to serve tables at Restaurant X?**

   **Sean:** Quite often when I work it gets really busy; especially on the weekends. I always get a lot of tables and I find that the best way to deal with all of these tables is to just be calm and patient. My first manager taught me this, he said “when things get you stressed out at work, take a deep breath, be calm and work it out.”

   **Kamille:** The skill that I really needed to learn was serving food from a tray. At first it was really hard for me to balance food and drinks on a small tray and serve customers food and drinks from the tray. After a lot of practice in the back of the restaurant I started feeling comfortable tray serving, but it was definitely a skill I needed to acquire.

3. **What abilities are needed to serve tables at Restaurant X?**

   **Sean:** I have always been organized ever since I was young. Being organized really helps you no matter what kind of work you are doing. Being organized is very crucial especially when it gets busy. Customers can usually tell when you are organized because you get them their orders on time and that usually means a good tip.

   **Kamille:** When you are serving tables you are always conversing with the customer, often I’ll engage in mini conversation that will make their dining experience more enjoyable. The most important ability I would say that I use at work is just being social. Being social is definitely an ability that I use to my advantage at work and it pays off.
4. **What are some of the tasks you perform at work?**

**Sean:** Besides serving customers’ drinks and food and clearing their empty plates when they are done, all servers are required to do side work which is polishing glasses, silverware, and plates. Side work also consists of folding napkins and refilling condiments. If I’m closing the restaurant, I will also have to break down all the tables, sweep and mop the floors, and finally lock the doors before I leave.

**Kamille:** The tasks that I have to do at Restaurant X are pretty typical when it comes to working at a restaurant. Besides tending to all of my customers’ needs, I have a bunch of side work that I need to complete before I am able to leave work. Side work is just stocking up on everything in the back for the next shift to use. If I am closing the restaurant my duties are to mop the floors, turn off all the lights, shut down the computers, and lock the doors.
Manager Interview

Front of House Manager Interview

1. Do you have any brochures or manuals that have job descriptions?
Yes, we have a manual that is available for viewing

2. Can you give me a summary job description of the serving job?
The server is required to be a salesperson, deliver food and drinks, greets guests, relay orders, be detail oriented, have menu knowledge, and do side work

3. How would you describe the work atmosphere of Restaurant X?
Fast paced, trendy, and young.

4. How do you find people to hire?
Usually we post on student job boards, Craig’s list, and use word of mouth. A lot of friends of current employees apply too. Sometimes the friends work and sometimes they don’t. To apply they fill out a standard application and bring it back. If Restaurant X wants to hire them, they call the applicant back in and give them a written interview questionnaire. The applicant fills it out and brings it back. It’s a knowledge based application. Then Restaurant X decides if they will interview or not. I interviews for the front of house

5. How do you go through applications?
a. Are there things you look for in applications that automatically disqualify the applicant as eligible for the job?
Availability is big, lack of experience and personality on application.

b. What are attributes an applicant would have that would make them appealing?
Those things in reverse; full time availability and served before are important.

6. Do you usually go through the same process to hire people?
The process has changed because it’s franchising; trying to make hiring method same for all franchises.

7. Who developed the process? (i.e. is it developed individually by each restaurant or is it the same for each branch?)
The ownership and management developed it for the entire restaurant.

8. How often do you evaluate the job descriptions and their accuracy in describing the job?
Newer locations need to re-evaluate. The hiring process is constantly changing. The changes are usually additions to the hiring process.
9. What is the purpose of the restaurant? (i.e. mission statement)
   a. How do you achieve this purpose?
   Restaurant X is here to provide customers with an amazing dining experience featuring the best
   quality food and service that exceeded the guest’s expectations. Restaurant X is committed to
developing a corporate culture that makes our restaurants an active, responsible contributor to the
lives of our staff, customers, and community.

10. What is the purpose of the serving unit?
    Interactions with customer; provide good experience for every customer

11. How long do employees typically stay employed with Restaurant X?
    Restaurant X has pretty high turnover. Some employees do stay for a while. Reasons for
    leaving are an even mixture between quitting and getting fired.

12. How often do the duties and responsibilities of the person in the job change?
    A little bit only that in the fact that they notice details more the longer they’re around. They can
do more while they’re here and notice smaller details. However, the overall job duties don’t
    change.

13. What kind of people seem to enjoy working here?
    Confident, fast thinking and fast on feet. Very outgoing. Intelligent overall.

14. What cognitive skills do servers need? (i.e. verbal comprehension, ability to
    remember numbers, etc.)
    They need to remember things in general and beyond that, remember specific things for different
    tables and reordering to priority level.

15. What types of physical skills are necessary? (i.e. coordination, balance, stamina,
    etc.)
    Balance, coordination, and fast walkers! Agility; small space so servers can’t bump into other
    servers.

16. Describe the usual characteristics of good performers.
    Mature, intelligent, fast-paced in general, and sense of urgency,

17. Describe the usual characteristics of bad performers.
    Careless, slow, and lazy

18. What do you think employees expect from one another?
    There is accountability between servers, especially for closing duties. The servers know they
    need to pull their weight.

19. What tasks are servers supposed to complete?
    Knowledge of food; needs to be learned as soon as possible; food taste test, four tests to get on
    floor (pass by 80%). Also, customer service, efficiency, and food delivery
20. **Can you also rate the tasks for difficulty?**
Most difficult depends on experience. The most difficult is the ability to memorize menu and relay to customers

21. **Can you tell me which tasks are done most often to least often?**
Customer service, taking orders, greeting customers, bringing food to customers, and answering questions.

22. **What abilities do you look for in new hires?**
Servers need a sense of humor and maturity. Also, servers need coordination and the ability to memorize the menu.

23. **Is there anything really important/unusual that doesn’t happen very often you want to tell me about?**
Cleanings twice a year, employee reviews, quarterly all house meeting.
**O*NET Summary**

We looked up the job description for waiters and waitresses on O*NET. The basic job description is “take orders and serve food and beverages to patrons at table in dining establishment. The tasks that are listed are as follows:

- Check patrons' identification in order to ensure that they meet minimum age requirements for consumption of alcoholic beverages.
- Collect payments from customers.
- Write patrons' food orders on order slips, memorize orders, or enter orders into computers for transmittal to kitchen staff.
- Take orders from patrons for food or beverages.
- Check with customers to ensure that they are enjoying their meals and take action to correct any problems.
- Serve food and/or beverages to patrons; prepare and serve specialty dishes at tables as required.
- Prepare checks that itemize and total meal costs and sales taxes.
- Remove dishes and glasses from tables or counters, and take them to kitchen for cleaning.
- Present menus to patrons and answer questions about menu items, making recommendations upon request.
- Inform customers of daily specials.

For the complete O*NET printout, please refer to appendix A.
Knowledge, Skills, and Abilities and Rationale

Knowledge needed prior to hiring
Knowledge is the information that the employee needs to know to perform their job effectively.

- **English language** is needed for communicating with customers and taking orders.
- **Basic customer service knowledge** is needed for effectively serving customers.
- **Maturity** is needed to be able to work with other employees and be courteous to customers, regardless of their attitude.

This knowledge is needed prior to being hired because without it, the trainer won’t be able to develop the server and the server won’t be able to serve the customer, even on the beginner level. The servers are put into the job right away and won’t have time to learn basic skills such as English.

Skills needed prior to hiring
Skills are the proficiency with which the employee performs the tasks. It is a reflection of both abilities and knowledge.

- **Active listening** is needed to be able to understand what the customer needs and what other servers need.
- **Speaking** is needed to communicate with the customers and other employees.
- **Coordination** is needed to be able to carry the food and drinks to the customer.
- **Time management** is needed to know which tables need immediate attention and to prioritize the tasks that need to be done by importance.

Active listening, speaking, and coordination are essential skills for servers because Restaurant X can’t teach these skills to all new employees due to a lack of resources and time. While time management and multi-tasking can to some degree be developed by new employees, without a basic understanding prior to being hired, the employees won’t be able to serve more than one table at a time.

Abilities needed prior to hiring
Abilities are an indicator of how well the employee will do a job.

- **Agility** (be able to move in a small area) is needed to work in the small space that the restaurant occupies.
- **Memorization** is needed to remember the menu items, their ingredients, and the customers’ orders.

All of these abilities can’t be taught to the new hires by Restaurant X. In order to even go through the training course, the new hires need to be able to comprehend the information, move around in the restaurant quickly, and be able to memorize the menu items. These basic abilities allow for smooth operation and increased efficiency in the restaurant.
## Knowledge, Skills, and Abilities Matrix

<table>
<thead>
<tr>
<th>Task</th>
<th>Knowledge Language</th>
<th>Basic Customer Service</th>
<th>Maturity</th>
<th>Active Listening</th>
<th>Speaking</th>
<th>Coordination</th>
<th>Time Management</th>
<th>Agility</th>
<th>Memorization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greet customers</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Take orders</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Process orders without error</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Manage all assigned tables at the same time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X X X X</td>
</tr>
<tr>
<td>Answer menu questions</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Bring food to customer promptly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Meet miscellaneous needs throughout meal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean the table and perform side work</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Risk Factors**

A problem in hiring at Restaurant X is retention. There are two reasons for this problem. First, the very nature of restaurants is to employ short term workers. Usually workers only work at the restaurant for a limited amount of time until they are able to finish school or move to another job. Second, Restaurant X is located in the heart of a college town, so the problem is magnified. In a good situation the student employee will work for the duration of their four year degree. More commonly, however, the student will only work as a server for a semester or two and move to a different job or stop working entirely. This is a hiring problem because it will only be reduced a small amount by a high impact hiring approach. However, the suggestions we have made to modify Restaurant X’s hiring process will ensure that they will select servers who will contribute the most during their time as an employee, even if it isn’t for very long.

**Fit Factors**

Restaurant X has a unique culture and it’s possible that not every applicant would feel comfortable with the culture. Since Restaurant X takes a traditional food, sushi, and adds a twist to make it modern and funky, they hire people who promote the modern and funky feeling of the restaurant. A person who is more traditional in their views of food and serving will not be comfortable in the atmosphere of Restaurant X. Restaurant X encourages its servers to be more relaxed with the customers and enjoy themselves while they serve. It is important that new hires are able to handle Restaurant X’s different approach to serving and feel comfortable in its environment.
**Job Description**

Restaurant X on the Hill is seeking applicants for the position of server. The server is responsible for greeting customers, answering detailed questions about the menu, taking orders, and fulfilling customers’ needs throughout the meal. The server has to use a computer system to enter the customers’ orders and total the check at the conclusion of the meal. The server is also accountable for taking care of side work, such as refilling bottles, and bussing tables. Due to the small space in the restaurant on the Hill, the server needs to be able to work quickly in a small environment and be comfortable having multiple tables requesting attention at the same time.

**Tasks and Duties**

The matrix we have provided below lists the tasks that servers complete at Restaurant X and their difficulty, criticality, and frequency.

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Frequency</th>
<th>Criticality</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greet Customers</td>
<td>Friendly and inviting greeting within a timely manner (2 minutes.)</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Take Orders</td>
<td>Listen to the customers’ request and accurately record what they order</td>
<td>5</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Process Orders without error</td>
<td>Enter the correct order into the computer system</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Manage all assigned tables at the same time</td>
<td>Constantly attending to all tables and fulfilling randomly occurring needs.</td>
<td>3</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Answer menu questions</td>
<td>Listing of nightly specials and ability to describe taste, texture, ingredient and preparation information.</td>
<td>4</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Bring food to the customer promptly</td>
<td>Present correct order in a timely manner and keeping beverages full.</td>
<td>4</td>
<td>5</td>
<td>2          (Balance)</td>
</tr>
<tr>
<td>Meet miscellaneous needs throughout meal</td>
<td>Constantly attending to all tables and fulfilling randomly occurring needs.</td>
<td>3</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Cleaning the table and performing side work</td>
<td>Shared responsibility w/ hostess. Cleaning and clearing tables in a timely manner in order to maximize turnover.</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>
After analyzing the tasks the servers have to complete at Restaurant X and deciding which knowledge, skills, and abilities are needed to complete the tasks, we used the matrix below to show which selection techniques are best suited for each knowledge, skill and ability. This is critical information for the front of house manager to understand so that she doesn’t used the incorrect method to assess an applicant.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Application</th>
<th>Interview</th>
<th>Reference Checks</th>
<th>Personality Test</th>
<th>Work Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Language</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Basic Customer Service</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Maturity</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Active Listening</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Speaking</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Coordination</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Time Management</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Agility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Memorization</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Interview Questions for Server Position at Restaurant X on the Hill**

We decided to make the interview for Restaurant X a structured interview. Our reason for doing this is to ensure that the interviewer doesn’t get off track on the attributes they are rating. Also, from a legal point of view, it is easier to defend interview questions if they are clearly related to job specific attributes.

We developed the questions by finding out different situations that the servers at Restaurant X had really faced and the situations we saw during our observation. We chose the four attributes of customer service, time management, memorization, and maturity because they are easy to ask situational questions about and are essential to the serving job at Restaurant X.

Start with small talk. The purpose is to make the interviewee feel more relaxed and ready for the interview.

**Opening Questions**

A. What is your previous job experience that is relevant to the server position at Restaurant X?

B. Have you ever waited tables before?

**Customer Service Knowledge**

1. If you were faced with an angry customer, how would you calm them down and satisfy their needs?
2. Tell me about a time when you feel like you provided excellent customer service, what you did, and why you felt you did an excellent job.

**Time Management**

3. Tell me a time when you were faced with a number of tasks and the method you used to prioritize them.
4. If you were serving several tables and each table made a different request from you, how would you divide you time to handle each request?

**Memorization**

5. When you have to memorize information for a test, what are your methods for doing so?
6. If a table gave you a long order of drinks and you weren’t able to write them down, how would you go about memorizing them?

**Maturity**

7. Please tell me about a mistake you made in your prior job and what you learned from it.
8. If were put in a group project with another student you didn’t like, how would you handle working with that person?

If the interviewee doesn’t give enough detail, make sure to encourage them to give more detail. Don’t let them give broad examples, but make sure they talk about a specific incident.
Evaluation for Interview for Server Position and Sample Responses

Below is the 1-4 rating scale that will be used to rate each interviewee. Also, we have put sample poor and good answers to give the interviewer and idea of what a good answer would be. The answers are just suggestions and the interviewee may have different answers. Just compare their answers to the sample answers and make sure they contain the same positive outcome for Restaurant X.

1. Customer Service Knowledge

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>minimal</td>
<td>extensive</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1) **Poor answer**: Tell the customer to calm down and continue taking their order.
   **Good answer**: Ask the customer what you can do to help them have a more pleasant experience. Remember not to blame them or make them feel bad, but use “the customer is always right” approach.

2) **Poor answer**: I did what the customer asked me to do.
   **Good answer**: I fulfilled the request of the customer, and I also went beyond their verbal request and tried to think of other ways to make them happy.

2. Time Management

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>bad</td>
<td>good</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3) **Poor answer**: I tried to get everything done as fast as possible in the order they were given to me.
   **Good answer**: I prioritized the items I had to accomplish and then set a timeline in which I needed to finish each item to make sure I didn’t spend too much time on one item.

4) **Poor answer**: I would rush around and fulfill the requests as they came in.
   **Good answer**: I would figure out which requests were more urgent and fulfill those first. Also, I would clump tasks into groups if they were similar so I could accomplish all the tasks with the least amount of steps.
3. **Memorization**

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>bad</td>
<td>good</td>
<td></td>
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</table>

5) **Poor answer**: I read over the material a couple of times.
**Good Answer**: I made flashcards and went through them until I memorized the information.

6) **Poor answer**: I would just try to remember them and go back and ask again if I forgot.
**Good answer**: I would clump the similar drinks in a group and keep track of the number in each group.

4. **Overall Maturity**

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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>bad</td>
<td>good</td>
<td></td>
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</tbody>
</table>

7) **Poor answer**: I took the wrong order to a table and I felt bad.
**Good answer**: I took the wrong order to a table, apologized to the table about it, and then was more careful in the future to record the correct order.

8) **Poor answer**: I would ignore that group member
**Good answer**: I would try to forget about our differences and remember to keep the goal in focus when working with that individual. I would also avoid talking about controversial or personal issue with them to avoid conflict.
**Application**

The purpose of the application form is to get basic information about the applicant. The application form contains an area for basic information about the applicant such as name and contact information. The application form also lets the managers know for what position the applicant is applying for and how open their availability is. This is especially crucial for Restaurant X because they try to hire applicants who have a flexible schedule.

The application also helps Restaurant X figure out which promotion techniques are the most effective. Restaurant X gets applicants by posting help wanted ads on Craig’s list and student job boards. They also rely heavily on word of mouth and current employees. By keeping track of how the applicant found out about the job, Restaurant X will be able to better advertise their hiring needs.

Also important to Restaurant X is prior work experience. The application is a simple way for the managers to see what past work experience the applicant has had and if it’s applicable to a serving job. This is a good way to distinguish an acceptable candidate from a desirable one. While an acceptable candidate doesn’t have to have prior experience, a desirable applicant will.

The application also asks for references. This is a good starting point for the manager to find out more about previous job performance. However, the one downfall of obtaining references this way is that the applicants will most likely list only positive references. The front of house manager can still use the positive references as a tool to find out what the applicant was good at and get a general feel for their personality.

We used Restaurant X’s current application form and modified it to make it more effective. We added a section for the applicant to list their current extracurricular activities. The purpose for this section is to get a better idea of the applicant’s personality and preferences. However, it can also be used to decide if the applicant is too busy to have the open availability Restaurant X desires.

We also added the last question about customer service knowledge. Customer service is a large part of Restaurant X and without great customer service, business will suffer. This question can be a starting point for the front of house manager to decide if the applicant would have good customer service.

The last part we added was a tear away sheet for the applicant to check their sex and race. This can by used by Restaurant X to keep track of the diversity within their company and decide if they need to work on bringing in more employees that are part of an underrepresented group. This form is set up in a way so the applicant would know their chances of employment aren’t being based on these factors, but it is just being used for information.
Restaurant X Application for Employment

Name_______________________________________________________________

Address_____________________________________________________________

City_______________________________State_________Zip Code_____________

Phone number where you can be reached___________________________________

Position applying for? _________________________________________________

When would you be able to start? _________________________________________

What hours are you not available? _________________________________________

____________________________________________________________________

What are your salary requirements? ______________________________________

Are you 18 years of age or older? _________________________________________

Are you legally able to be employed in the United States? ____________________

Have you been convicted of a crime in the past 10 years? ____________________

Last school attended? __________________________Did you graduate? __________

How did you hear about this job? _________________________________________

Why would you like to work for Restaurant X? _______________________________

____________________________________________________________________
Work Experience (please list jobs from most recent)

Where __________________________ Phone number _______________________

Position held ______________________ Pay rate _________________________

Dates of employment: From __________ To ______________

Reason for leaving ____________________________

Name of direct supervisor __________________________ May we contact? __________

Where __________________________ Phone number _______________________

Position held ______________________ Pay rate _________________________

Dates of employment: From __________ To ______________

Reason for leaving ____________________________

Name of direct supervisor __________________________ May we contact? __________

Where __________________________ Phone number _______________________

Position held ______________________ Pay rate _________________________

Dates of employment: From __________ To ______________

Reason for leaving ____________________________

Name of direct supervisor __________________________ May we contact? __________

Which location would you like to work? __________________________

Comments: __________________________

______________________________
______________________________
Organizations: (please list any academic, professional, trade or service organizations which you believe to be relevant to the position for which you are applying)

1) __________________________________________________________________________

2) __________________________________________________________________________

3) __________________________________________________________________________

Please list any professional references that you would like us to contact and your relation to them.

Name: ___________________________ Phone number: _____________________________
E-mail address ____________________ Relationship ____________________________

Name ___________________________ Phone number _____________________________
E-mail address ____________________ Relationship ____________________________

Name ___________________________ Phone number _____________________________
E-mail address ____________________ Relationship ____________________________

I give Restaurant X the authority to contact my references to verify my employment.

Signature ___________________________ Date ___________________________

What was your favorite job that you have had in the past and why?
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

What is one thing you can do for a customer to make their experience memorable?
__________________________________________________________________________
__________________________________________________________________________
**EEO- Voluntary Identification Form**

The following information is being gathered for record keeping purposes in compliance with federal laws and regulations. Your response is voluntary. You will not be subject to any adverse treatment for completing or not completing these questions. This information will not be used for making employment decisions and will be used in accordance with applicable law.

Name (please print): First__________________Last___________________MI________

**Sex (please circle)**

Sex: Male Female

**Race (put an X where indicated)**

___ Black or African American (not of Hispanic origin) – All persons having origins in any black racial groups of Africa.

___ Asian or Pacific Islander – All persons having origins in any of the original peoples of the Far East, Southeast Asia, The Pacific Islands, or Indian subcontinent (Bangladesh, Bhutan, India, Nepal, Pakistan, Sikkim, Sri Lanka). These areas also include, for example, China, Korea, the Philippine Islands and Samoa.

___ American Indian or Alaskan Native – All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

___ Hispanic – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

___ White (Not of Hispanic origin) – All persons having origins in any of original peoples of Europe, North Africa, or the Middle East.


**Reference Checks**

Reference checks provide an additional method of gathering information pertaining to KSAs, specifically customer service and maturity. The information that we receive is based upon previous work experience and is job related. The reference check grid provides added organization for the process. The grid lays out the necessary KSAs and then provides room to rank and write additional notes based upon the information received. It is also a way for Restaurant X to avoid hiring an employee that has had a problem in a previous job situation that might also be an issue at Restaurant X. For example, if an applicant stole from its former employer, Restaurant X would consider that in their decision making.

**Reference Checking Form**

Applicant Name:  
Reference Check by:  
Company Name:  
Contact Name:  
Phone:  
Date:  

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Good</th>
<th>Indifferent</th>
<th>Poor/Problem</th>
<th>Wouldn’t Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to carry out superior customer service practices. (customer service)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Ability to work well with others. (maturity)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Comments:</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Ability to communicate effectively. (maturity)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to prioritize and manage time effectively. (customer service and maturity)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
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</tbody>
</table>


**Personality Tests**

In addition to an upgrade in our interview structure, we feel that Restaurant X should adopt a personality test. This will be used to verify the results of the interview and see if the applicant can fit into the culture and atmosphere that Restaurant X employs. Through the test Restaurant X could gain a better understanding of the applicants customer service, maturity, and time management. We decided to use the NEO-4 personality test, created by Paul T. Costa and Robert R. McCrae in 1998 for the age group (17 +) that works for Restaurant X.

The NEO-4 is designed to test four attributes that are essential in our organization. The first, Extraversion, is defined as “being appropriately forceful, persuasive, and energetic rather than simply being outgoing and friendly.” A high score in this dimension is important because these qualities are essential for any customer service job. The next attribute, Openness to Experience, describes “people’s openness to new ideas.” We want individuals who score low here because serving is detailed oriented and doesn’t require much creativity or innovation. Also, Restaurant X needs someone who is mature enough to handle the repetitiveness of the job. The third trait, Agreeableness, describes the degree in which people are “pleasant, helpful, and tactful in their interaction with others.” We want individuals who score high here to promote great teamwork and helpful customer service. The last attribute is Conscientiousness. A high degree of conscientiousness is the trait most related to a high degree of work performance. We want someone who scores high because they will be a hard worker and will have superior time management. After scoring the exam, the evaluator should have a good idea if the candidate is customer service oriented, mature, and has time management skills.

Another reason we decided on this test is because of its affordability. Restaurant X traditionally has very high turnover and needs a cheap, but reliable test in order to keep hiring costs down. The NEO-4 has two kits to choose from comprehensive and introductory. We will use the introductory kit because it is less expensive. It costs $175 to get 10 Form S and Form R reusable item booklets, 25 hand-scorable answer sheets, 25 profile forms, 25 style graph booklets, 25 summary forms, and set of 8 overhead transparencies. Implementing this test will cost Restaurant X $7 per interviewee.

The final reason we picked the NEO because of how extensively it has been used and how accurate it is been. Reliability and validity reported for the NEO have been described as excellent, with reliability estimates ranging from .85 to .95 at the domain level and .56 to .90 at the facet level.
Non-Standardized Test: Work Sample

Purpose: We are also going to incorporate a work sample into the hiring process to actually observe how the potential employee will work with problems that arise frequently. Work samples are an excellent hiring tool because they are unmistakably job-related and provide actual performance measures instead of relying on purely potential data found in the interviews and personality tests. A work sample is only helpful if the observer knows exactly what skills they are testing for and scores the candidate in a nonbiased view.

Situation: The interviewer stages a simulated waiting experience by having current employees dine and simultaneously observe and score how well the interviewee serves them.

How it will work.
The interviewer will have the current employees come to work and hour earlier, for which they will get paid, and give them instructions on how to act in each different situation that will be performed. The interviewee is then informed about the facilities and oriented about the each scenario. While the simulated experience is unfolding, the manager will score the applicant on the following scale.
1 = Poor
2 = Average
3 = Excellent

The manager will test the how effectively the interviewee displays active listening, speaking skills, coordination and agility. We feel this will be the best test for these attributes because they are important to the job and most easily displayed in a simulation. Both the interviewers will have a grid that they will use to rate the interviewee’s performance.

Scenario One-Dissatisfied Customer-This scenario will focus specifically on active listening. This will be evident if the interviewee’s response to the “dissatisfied customer” is appropriate and displays that they were listening to the customer’s specific request.

Scenario Two-A large group with a large order-This scenario will focus on the coordination and agility of the interviewee. They will be given a large tray to carry and the interviewers, taking into account the possibility that the interviewee hasn’t had to carry a large tray before, will rank how well the interviewee handles the tray.

Scenario Three-The specific order the customer wants is not available-This scenario will focus on the interviewee’s ability to explain the ingredients to the customer and come up with alternatives that are similar to what they are requesting. The interviewee will be supplied with a list of ingredients, since they won’t have memorized them yet.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Active listening</th>
<th>Speaking</th>
<th>Coordination</th>
<th>Agility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissatisfied customer</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Large Group</td>
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<tr>
<td>Specific order isn’t available</td>
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</table>
**Decision Tool**

The decision table takes five necessary hiring attributes of each applicant and applies a rating to their individual performance in each area. In the top row is all of the attributes, in the left column is the applicants name, and in the far right column is the hiring decision resulting from the compellation of scores. Since each attribute is of equal importance, order does not represent criticality. Once the applicants have undergone each hiring tool, their performance in each attribute will be given a ranking. The rankings are based upon desirability for the specific job. They are split into, unacceptable, acceptable, and desirable.

Unacceptable - This means the applicant did not display the desirable qualities to properly perform the job.

Acceptable – This means the applicant showed adequate qualities that would allow them to perform the job.

Desirable – This means that they showed the ability to exceptionally perform the job.

Filling out the chart:

Put the rating for each applicant in the attribute box (unacceptable, acceptable, or desirable). Any applicant with an unacceptable rank should be removed from the table and not hired.

Making a decision:

1. Add up the desirable rankings first. Whoever has the most desirable rankings should be considered first for hiring.
2. After considering hiring the applicants who have the most desirable rankings, consider the next person with the second most desirable rankings.
3. Continue to consider applicants in succession of their desirability. Next, consider those who did not rank higher than acceptable.
4. It may be advantageous to assign a numerical value to each rating (2 points for desirable, 1 for acceptable). Tallies of their score can be added to the right side. Then the applicants can be considered in order of their score, highest being considered first.
5. In the right column labeled “hiring action” put the decision to either hire or not hire.
## Decision Tool-Table

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>English Language</th>
<th>Customer Service</th>
<th>Maturity</th>
<th>Active Listening</th>
<th>Speaking</th>
<th>Coordination</th>
<th>Time Management</th>
<th>Agility</th>
<th>Memorization</th>
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Conclusion

First, we would like to sincerely thank Restaurant X for allowing us to learn about their hiring system and make suggestions. This analysis isn’t to suggest that Restaurant X isn’t currently hiring qualified servers. Our goal in writing this paper was to give Restaurant X more suggestions to make their hiring system more precise and allow them to hire the best applicants possible.

After considering the information we received from the employees and manager, as well as observing the servers working, we decided there should be five different tools used to choose the best applicants. First, the application will be used to get general background information about the employee and, most importantly, let the front of house manager know if the applicant has open availability and prior experience. The application is best used as a way to disqualify someone who has almost no availability.

The next tools are an interview and reference check. Currently, when Restaurant X interviews possible new employees, the interview is not as structured as we are suggesting. We believe a structured interview would allow the front of house manager to look more objectively at the candidates and have a more precise way of rating them. Restaurant X doesn’t currently use referencing checking, but we believe this would help the front of house manager find out possible undesirable traits a candidate has and it will also keep Restaurant X from hiring someone who is a potential risk to the company.

The personality test will be used to see if the candidate possesses the characteristics important to being a great server. This will keep Restaurant X from hiring someone who wouldn’t enjoy or be good at serving others. Last, we believe a work sample will greatly improve the effectiveness of the hiring process. This will provide Restaurant X the opportunity to see the applicant in action.

Out of all the additions that we have suggested for Restaurant X, there are two that we believe will be the most helpful. First, we believe that a more structured interview will lead to better hiring decisions. It will give the interviewer a more objective way to assess applicants in an interview. We also believe the work sample will keep Restaurant X from hiring someone who looks good on paper and is good at interviewing, but doesn’t have the ability to actually perform the tasks.

The suggestions we have made for Restaurant X’s hiring system have come from information we have learned in our “Hiring and Retaining Employees” Class, as well as the book High-Impact Hiring, by Joseph Rosse and Robert Levin.

We would again like to thank Restaurant X for their cooperation. We hope that you find our suggestion helpful in your hiring system.