

THE EATERY (a pseudonym)
Server Position

Prepared for:
MGMT 4020
Hire and Retain Human Resources

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XXXXXXXXXXXXXXXXXX
General Manager
The Eatery Café
XXXXXXXXXXXXXXXXXX
Boulder, CO 80302

Dear Mr. Bachman:

We would like to extend our sincere gratitude for your help during our assessment of The Eatery's hiring policy. This opportunity provided us with additional knowledge, valuable beyond any classroom experience.

In our analysis of the serving position we have found that the knowledge and skills needed in the serving position are diverse. It is clear that a friendly and experienced person is required. The Eatery's superior reputation gives you the ability to select these people from the local community.

The superior reputation of your restaurant makes it a desirable workplace for many applicants resulting in a high volume of application material. This leads to the need for a highly specialized hiring process, including planning, interviewing, and testing, in order to distinguish the superior candidate from the less qualified applicant.

By adapting some of the policies The Eatery currently employs, and adding some tools we have learned over the course of the semester, we feel confident that our proposed hiring process ensures effective, legal, and consistent practices. The depth of the process is meant to ensure quality of employees. Since your business is dependent on the quality of your employees, it is worth the additional effort to find the ideal people who will convey this quality service to the customer. Commitment to find the very best will reduce the threat of high turnover, will retain dependable employees, and eliminate the time wasted on having to hire too frequently.

Accompanying this letter is our proposed hiring system for the server position at The Eatery. Should any questions arise concerning its content, please feel free to contact us anytime. Once again, thank you for your time, cooperation, and input. Best of luck to you and your business in the years to come.

Sincerely,

Elizabeth Burnham at emb34@hotmail.com or (303) 245-9379

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JOB ANALYSIS SUMMARY

Company Background

The Eatery Restaurant has a unique style and flair all its own. Their mission is to be first and foremost fun. “The music is fun, the staff is fun, and the customers are fun.” The Eatery opened in July of 1999. They have about 33 employees and specialize in XXXX cuisine. The Eatery serves lunch and dinner and has a popular bar.

The Eatery’s key to success is what differentiates them from the stiff competition in the restaurant industry that is also located in the Pearl street area. This differentiation comes not only from excellent food, but outstanding service that they take pride in.

In performing a job analysis of the server position at The Eatery this commitment to the same great service for every customer was important. Customer service is a core concept of the organizational performance. A satisfied customer base is a desired outcome of the management as well as the entire server staff.

Process

We first decided that there were not any perceived changes to the future of the server position, concluding that it is a certainty-based job. We determined that a traditional task-based job analysis would be appropriate.

Our work analysis started by developing two separate sets of interview questions that we would use for the management and for the servers. We developed these after observation of the position. We had three members of our team perform an interview with the general manager of The Eatery. Two other members of our team conducted interviews with two [this is a minimum—a third incumbent is generally recommended] of the servers. All members of the team spent more time observing on different occasions to get any additional information about the serving position that would help in our analysis.

We decided to use interviews and observation for our job analysis because of the position and the environment that it is in. There are only 8 servers that work at The Eatery and there is only about 3-4 (1-2 in the Winter) on during each shift. We decided a questionnaire or a survey would not be as effective because of the small number of employees. We also wanted to get both in-depth answers and personal perspectives that the interviews would provide.

Our first step with the information that we had gathered was to develop the critical tasks for the position. We determined the critical tasks from the results of our interview and from observation. We listed the tasks and later linked those to the critical attributes (see page task/attribute matrix.) The tasks were assessed according to how often they were performed, their difficulty, and how critical the consequences are if they are done wrong.

We then decided on the final seven critical attributes. Most of the attributes fell into the abilities category. We had started with six attributes, but later added one to the “other” category, which we discuss later.

Subject Experts

XXXXXX, General Manager

We chose the general manager as a subject expert because he had been with the restaurant since it opened. He is very familiar with the serving positions and he does much of the hiring. He created the current job descriptions for The Eatery.

Mike and Megan, Servers

We interviewed two servers who had been with the company for at least a year so that they were experienced and knowledgeable about The Eatery and their position. We also interviewed both a female and male to see if they had differing perspectives.

Limitations

We knew from the beginning that there were going to be limitations in our job analysis. We were limited on the times that we could observe at The Eatery. Since the weather isn't as nice in the winter they are not open for lunch so observation had to be done mostly at night when the restaurant is very hectic. It was sometimes difficult to see everything that was going on. Interviews or any discussions with the manager had to be performed right at 4 o'clock on Monday through Thursday, which made it difficult to coordinate everyone.

There were other problems that came up along the process. There is a limited amount of servers at The Eatery, especially this time of year and again this made it difficult to coordinate schedules to get different perspectives and feedback from different people. It is hard to make too many generalizations about the position since with a smaller amount of feedback it is hard to capture overall attitudes with all of the differing responses.

The Eatery does not have any kind of HR specialist or department because it is a small business so there wasn't any kind of expertise there for us to refer to. Overall though, everyone was very cooperative and helpful with us and it was a successful project. (Or at least we think so!)

SERVER INTERVIEW QUESTIONS

The following list of questions was formed from careful observation of the serving position.

- 1) What is something you wish you would have known before you started in this position?
- 2) What do you spend the most time doing?
- 3) What is something you do fairly infrequently?
- 4) Name a skill you use, that from your experience you feel is specific to The Eatery servers?
- 5) Name the top 5 skills needed for this position by importance.
- 6) What qualities and characteristics do you see in co-workers that you find important in this position?
- 7) What are the purposes of this company in your own words?
- 8) What are the purposes of the servers as a unit?
- 9) What are the purposes of your job?
- 10) What are the most important tasks related to your job?
- 11) What skill or trait does the best server have that sets them apart?

INTERVIEW FEEDBACK: SERVER

Server: Mike, 25 years old

1) Top five skills required to be a server at Rhumba:

1. multi-tasking
2. personality
3. knowledge of food/wine/courses, good memory
4. punctuality
5. work well under stress

2) Most time spent:

Taking care of customers, "pleasing" them

3) Things done infrequently:

Cleaning up, (random cleaning), rolling silverware, re-filling containers, etc.

4) Things you wish you knew before working at Rhumba:

The extent to which business slows down in the winter season

5) The purpose of the company:

To serve awesome food, to have fun and make money while doing so, to get excited when they can satisfy and impress customers

6) The best servers:

Love what they do, they are passionate about their work and it shows

7) Your experience before Rhumba:

Bar manager for 3 years, server for 7 years prior, and bus-boy for 3 years prior to server

8) How Rhumba compares to other restaurant jobs:

Requires the least amount of side-work, provide a great environment, all employees are confident and capable at their jobs, everyone is easy going

9) Skills that customers don't expect from Rhumba servers:

Knowledge of (everything), due to an awesome training program – requires employees to spend a certain period of time in the kitchen prior to serving to familiarize them not only with the food itself, but with the cooks, the atmosphere, everything...

10) How did you get hired:

A girl I know recommended applying here, so I came in and asked for an application. After filling it out, I mentioned to the managers, "If you need a back-breaker, give me a call," (implying that he would be willing to bus or do anything). There was no interview, and the next day he got a call from the manager who asked, "Are you the back-breaker?" He was hired over the phone.

MANAGER INTERVIEW QUESTIONS

- 1) In your own words, what is the purpose of this company?
- 2) Do you have a recruiting strategy? Is anyone's job specific to this duty?
- 3) Do you hire internally or externally?
- 4) Where do you get applicants?
- 5) Do you typically hire based on performance or time constraints?
- 6) How thoroughly do you trace your applicant's employment history before hiring them?
- 7) Do you require applicants to have prior experience?
- 8) What tests do you administer before hiring?
- 9) Do you provide training? In what form?
- 10) What are specific qualifications that you look for in a server?
- 11) Name the top five skills for a server in the order of importance.
- 12) What makes a server a good employee, better than the rest?
- 13) How do you feel that you retain your employees? What makes them stay?

INTERVIEW FEEDBACK: MANAGER

General Manager, XXXXXX

Application Process:

- Phone calls show lack of initiative and people are told they are NOT hiring
- The Eatery accepts 50+ applications/week, year round
- The application is not a generic “tear-off-the-tablet,” it is written by management
- Detailed, involved application immediately screens out a lot of applicants
- Legality of questions is constricting to the design of the application
- A 2-minute interview is administered at the door looking for:
 - o communication skills
 - o preparedness (i.e. do they have a pen/paper with them? questions?)
 - o eye contact
- Management looks for “thoughtful,” detailed responses in the application answers

Interview Process:

- The Eatery conducted 120 interviews in 6 days before opening in July 1999
- Mainly hired walk-ins, few referrals (i.e. a competent waiter’s friend may not be equally as competent)
- Look to hire people who are passionate about food and can describe it vividly
- #1 question they look at is “What brought you to The Eatery?”
 - o Looking for a response along the lines of: love the food, the vibe, the service, it looks like a fun place to work. Not just two words. Someone who shows desire and motivation.
- Interview goes over the application answers in detail:
 - o Looks for smooth delivery, a level of comfort, and the ability to smooth a situation.
 - o Asks many situational questions (i.e. “what would you do if...?”)
- Interviews typically last 15 minutes and are conducted by the GM and a Manager
- 10% of applicants get an interview
- The Eatery DOES call references – quick way to find out whether to pursue an applicant further.
- Skills required for serving positions:
 - o People Skills
 - Sense of humor
 - Comfortable with customers
 - Respect for customers
 - Uses appropriate language with customers
 - o Basic Food Knowledge
 - o Decent Memorization Techniques - wines, specials, ingredients
 - o Ability to Prioritize and Multi-task (not readily apparent, observable)
 - o Common Sense (hard to teach)
- Must have a couple years in the restaurant industry
- Important for servers to come in knowing how to handle all situations, which only comes with experience
- But, with the right attitude, less experience is ok
“Hire for desire.” – and a good head. The rest can be taught. (i.e. 80% of population is right-handed, so place coffee cup handle at 4 o’clock, or notice a watch on right hand and turn the handle to 6 o’clock.)

Training Process:

- Very involved, 2½ week training program:
 - o Every hire works every position at least 2-3 times
 - o All kitchen stations:
 - sauté
 - grill
 - pantry
 - food prep. session
 - o bussing
 - o running/expediting
 - o hosting
 - o bartending
 - o server shadowing (to learn pacing techniques)
- Servers taste everything on the menu
- At the end of the training period, servers take a food test
- The test is to find out what they do know, not what they don't -- what they do not know, is where the training program failed

Management:

- "Management provides the tools for employees to do what they already know how to do -- well."
- Important to be visible to the staff 100% of the time.
- Important that the staff see him working!
- A manager is available on the floor at all times; employees never have to hunt.
- 20 minutes before doors open, management holds a staff meeting to cover the specials, new promotions, (i.e. bottled water at tables) etc.
- Management Philosophy:
 - o catch people doing things RIGHT!
 - o offer tons of public praise
 - o minimize negative confrontations
 - o respect the staff
 - o "if something goes wrong, blame the process not the people"
- As General Manager, his typical day consists of:
 - o planning advertising
 - o creating manuals and training packages
 - o first hour is spent doing office work
 - o booking live music acts
 - o arrives an hour and half early and stays an hour and a half after the staff
 - o makes the place feel "lived in" before they arrive
 - lights
 - music
 - heat

An ideal employee notices things above and beyond what they are required and expected to. They are perceptive of situations they can help out in and aware of the big picture (i.e. outside building appearance)

- 30-40% of the current staff has been there since day one -- extremely low turnover for the industry
- People stay because they get freedom to do the job with their own style, as long as they keep the big picture in mind (the customer leaves happy)

OCCUPATION SUMMARY

The **O*Net** description of waiters and waitresses is as follows:

Take orders and serve food and beverages to patrons at tables in dining establishment.

The **Occupational Outlook Handbook** describes waiters and waitresses as workers who take customer orders, serve food and beverages, prepare itemized checks, and sometimes accept payments. Their specific duties vary considerably, depending on the establishment where they work. In coffee shops, they are expected to provide fast and efficient, yet courteous service. In fine restaurants, where gourmet meals are accompanied by attentive formal service, waiters and waitresses serve meals at a more leisurely pace and offer more personal service to patrons.

The Dictionary of Occupational Titles

Waiter/Waitress, Alternate title: server

Serves meals to patrons according to established rules of etiquette, working in formal setting, presents menu to diner, suggesting dinner courses, appropriate wines, and answering questions regarding food preparation. Writes order on check or memorizes it. Relays order to kitchen and serves courses from kitchen and service bars. Garnishes and decorates dishes preparatory to serving. Serves requests and determines when meal has been completed. Totals bill and accepts payments or refers patron to cashier. May carve meats, bone fish and fowl, and prepare flaming dishes and desserts at patron's table.

KSAOs AND RATIONALE

After examining what we expect employees to accomplish, we could begin to determine which attributes would affect success in these duties. We wrote down a list of attributes that we had in mind. We got input from the general manager and ended up making an addition to the "other" category with the attribute of *punctuality* as discussed in the job analysis summary. We believe this final list of attributes is critical as is explained in their rationale and because of their relation to critical tasks in the matrix on the following page.

Knowledge:

Basic Food and Wine Knowledge- It is essential that customer questions can be answered about ingredients, preparations, and the best wines to suggest that would compliment each dish.

Skills:

Serving Skills- Servers must demonstrate solid serving skills (i.e. plate/tray carrying, beverage refilling, plate distribution, order taking, etc.) in order for a restaurant to operate.

Customer Service- Servers must be skilled in providing an exceptional experience for a guest because they are one of the most important pieces in creating a positive dining experience.

Abilities:

Memorization-This ability is necessary in order to keep track of the specials for the day and being able to answer any customer questions.

Communication Techniques- The server translates all the orders that are to be completed by the kitchen. It is important to be able to speak and listen carefully and accurately. Servers must clearly communicate the needs of the customer to others involved in the process and understand what the customer is asking by listening well.

Common Sense- The serving position is constantly busy. Servers must be able to balance many duties by multi-tasking and prioritizing tasks and do this effectively by choosing the most critical duties first. Servers must be able to handle a diverse array of situations and any crisis with good sense and stress tolerance.

Other:

Punctuality- The restaurant is a team effort and the server is the core of the process in making the customer satisfied. If this part of the process is missing the restaurant will not function properly.

TASK AND ATTRIBUTE MATRIX

Performance Attributes	Basic Food and wine knowledge	Serving Skills	Customer Service	Memorization	Communication Techniques	Common Sense	Punctuality
Critical Tasks							
<u>Serving Duties:</u> Greet Customers			X		X		
Answer questions reliably	X		X	X	X		
Enter orders accurately		X		X	X		
Present bill & complete transaction		X	X		X		
<u>Table Maintenance:</u> Anticipate guest's needs	X	X	X			X	
Prepare settings when necessary		X					
Communicate with coworkers on table					X	X	
<u>Trouble-Shooting:</u> Handle tableside problems effectively		X	X			X	
<u>Day-to-day Activities:</u> Arrive on time							X
Tip- out staff appropriately		X					

JOB DESCRIPTION

Job Title: XXXXXX Server

Summary: The server will provide quality customer service to all guests as well as form positive and productive relationships with fellow employees.

Essential Tasks & Duties

Serving Duties:

- Serve guests with food and beverages.
- Remember extensive knowledge about the food and drink menus as well as additional items to be able to answer any question a guest might ask you.
- Use a professional approach to taking orders.
- Speak articulately and clearly about the menu and present all menu additions with enthusiasm.
- Enter orders accurately.
- Present bill and perform payment transaction for guest.

Table Maintenance:

- Provide excellent service by anticipating the guest's needs before they arise.
- Help to prepare table settings for your shift.
- Communicate the status of the table with food runners and bussers.

Trouble Shooting:

- Handle all tableside problems with the least amount of disturbance by assuring the guest that everything will be done to correct the problem. Involve the manager at your own discretion.

Day-to-day Activities:

- Arrive for your shift on time.
- Arrive looking ready to work by following the dress code guidelines.
- Tip-out host staff, bussers, and bar staff appropriately.
- Especially, have fun for yourself and your guests.

PERFORMANCE ATTRIBUTES MATRIX

We began the selection system when we felt we had a clear understanding of the attributes required for success. The following matrix helped us to decide which hiring tools could measure which attributes. We determined that the matrix below was the most appropriate way to illustrate to management which hiring tools should be utilized. We did it this way to prevent The Eatery from concentrating on the wrong tools of measuring. We used the criteria of accuracy (reliability and validity), practicality, and legality in each tool to assess its usability.

Attribute	Application	Interview	Reference Checks	Work Sample	Test #1
Ability to communicate effectively with guests and coworkers		X		X	
Ability to use common sense		X		X	
Ability to provide outstanding customer service		X	X		X
Ability to memorize				X	X
Basic food and wine knowledge					X
Serving Skills	X			X	
Punctuality		X	X		

APPLICANT INTERVIEW QUESTIONS

We decided that to make an interview effective for The Eatery we needed to make it structured. This way The Eatery would not be at the risk of falling into rituals or not asking job-related questions and then facing legal consequences.

We determined four attributes to assess through the interview and made two questions for each attribute including a few additional questions and comments to begin and end the interview. We decided on a couple open-ended questions to open and close the interview that focused on past experience or why they were interested in The Eatery.

We used situational format questions to form several questions by using examples from actual actions of servers in The Eatery. An example of this would be the question involving hair in the food. Many other questions would be considered behavioral-description questions, which ask how applicants have behaved in similar situations in the past. These are both related to prior work experience or job-relevant interpersonal experiences. The following is a list of questions we formed and which attributes they measure.

Opening and Closing questions:

- Will you describe for me your prior experience as a server, what type of establishment was it? (open)
- Do you have any questions you would like to ask us about The Eatery or the position? (close)

Customer Service:

- What would you do if, when presenting food to a table, you notice a hair or other non-food item on the plate?
- What would you say to a customer who simply does not care for what they've ordered?

Common Sense:

- The restaurant just got slammed and you have four new tables, what would you do first, and so on?
- You have a guest who has just ordered the special and when you go to put it in, you are informed that there are no more specials left, how do you handle the situation?

Communication:

- Define good communication.
- A guest at your table has an unfamiliar food allergy, how would you work with them to get a dish they would enjoy?

Punctuality:

- Your car breaks down on the way to work. What do you do?
- Describe a situation where someone (a coworker, teammate, subordinate, etc...) did not show up. How did these affect things?

INTERVIEW RATING FORM

1	2	3	4
POOR	FAIR	GOOD	EXCELLENT

The following guidelines define answers of the ratings Excellent 4 and Poor 1. These are not to be used as absolute answers, but rather a source for interviewers to assess their applicant's answers against.

Interview Questions	Excellent Rating	Poor Rating
A guest at your table has an unfamiliar food allergy, how would you work with them to get a dish they would enjoy?	Asking questions, give recommendations, consult with the chef, suggest something special, ask what they want	Ask only what the allergy is, try to determine yourself if the ingredient is in the dish
The restaurant just got slammed and you have four new tables, what would you do first, and so on?	Greet all the tables, get menus, beverages, ask for help, show a clear level of priorities, show ability to multitask	Try to take task on solo, become flustered or upset, blatantly show priority to one table in front of another, don't show logical steps
You have a guest who has just ordered the special and when you go to put it in, you are informed that there are no more specials left, how do you handle the situation?	Apologize, make other suggestions	Tell individual that they are out of luck and have to choose another dish, failure to give alternatives, failure to apologize
Define good communication.	Emphasize that it is two-ways, mention importance, pay attention to how all answers are made	Either oral or listening skills, but fail to mention two-way process
What would you do if, when presenting food to a table, you notice a hair or other non-food item on the plate?	Return to chef immediately, notify the customer, give a time frame, show creativity and tact	Take hair out and present to customer anyway, telling customer there was a hair in it, blaming chef(s)
Describe a situation where someone did not show up. How did these affect things?	Mention importance of a team effort, chain reactions, the entire process suffers, look for reliability	Failure to understand that it sets off chain reaction that affects everyone, reliability not important
What would you say to a customer who simply does not care for what they've ordered?	Apologize, give recommendation, give options, comp. meal, give time frame	Apologize while informing they will still have to pay, not giving alternatives, not asking questions
Your car breaks down on the way to work. What do you do?	Look for logical chain of events, notify work, more info the better	Giving up, not immediately calling into work or not calling at all

APPLICATION FORM

We have chosen to replace The Eatery's existing application with a more standardized format. It will now collect job-relevant information and be used primarily to screen out unacceptable applicants. Acceptable applications will be followed up with a personal interview, conducted by the management team. Currently, The Eatery's application consists of open-ended questions and is used in place of a thorough interview.

We decided to replace the current The Eatery application because we believe a personal interview is an important aspect of the hiring process. The interview allows applicants to expand on answers and express their personality. Much of the content contained in the current application has been removed and placed in either the interview protocol or the short food/service knowledge test that will be administered to applicants.

The new application will prove to be simple, quick and cost effective for The Eatery. It contains all the basic information that should be in an application form and it is now legally compliant. It collects critical information but allows for the follow-up interview to be necessary and effective. The Eatery could feasibly use this application when hiring for any position by changing a few words and questions.



An Equal Opportunity Employer

APPLICATION FOR EMPLOYMENT

Name: _____ Position Applying For: _____
Last First MI

Social Security # (optional): _____

[NOTE: Failure to submit social security number on this form will not prohibit employment consideration. Social security number may be required on other forms prior to employment.]

Home Phone: _____ Other Phone: _____

Address: _____

_____ City State Zip

How did you hear about this employment opportunity?

Past Work Experience: Please start with most recent, describe ALL paid, military and applicable voluntary experience. Highlight your knowledge, skills and abilities that best demonstrate your qualifications for this position.

Company: _____ Supervisor: _____

Position Held: _____ Dates of Employment: _____

Job Duties: _____

Phone Number: _____ May we contact? _____

Company: _____ Supervisor: _____

Position Held: _____ Dates of Employment: _____

Job Duties: _____

Phone Number: _____ May we contact? _____

Company: _____ Supervisor: _____

Position Held: _____ Dates of Employment: _____

Job Duties: _____

Phone Number: _____ May we contact? _____

Which was your favorite job and why?

Educational Background:

Circle highest grade completed: 1 2 3 4 5 6 7 8 9 10 11 12 Year completed: _

If you did not complete high school, do you have a high school equivalency diploma? YES NO Date Received: _____

Circle number of years of post high school education: 1 2 3 4 5 6 7

Name and Location of Institution	Degree	Dates Attended
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

Are you legally eligible for employment in the United States? YES NO

Are you at least 18 years of age? YES NO

When will you be available to start work? Month _____ Day _____ Year _____

Please list hours you are available to work:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
am							
pm							

References: List three persons not related to you who know your qualifications.

Name	Relationship / # of years known	Phone #

What brings you to The Eatery?

What qualities does a great server possess?

Please list six grape varietals and some typical characteristics of each.

I certify that the facts set forth in this Application for Employment are true and complete to the best of my knowledge. I understand that any false statement, omission or misrepresentation may result in the rejection of my application and my candidacy for this position or any other position with the company. I authorize the Company to make an investigation of any of the facts set forth in this application and release the Company from any liability.

I understand that employment at the Company is "at-will" which means that either the Company or I can terminate the employment relationship at any time, with or without prior notice, and for any reason not prohibited by statute. All employment is continued on that basis. I understand that no supervisor, manager or executive of the Company, other than the president in a signed writing has any authority to alter the foregoing.

Signature _____ **Date** _____

REFERENCE CHECKS

References provide valuable information about the candidate's qualifications and work experience. References should be checked in every search. The Manager in charge of hiring should determine who will contact the references and when the search will be completed. Normally, references are checked near the completion of the search process when the list of final candidates has been narrowed to a small number. However, there may be occasions when the reference process is used to screen applicants before deciding which candidates to interview. Generally, references should be completed at the same time and by the same individual every time you hire to ensure consistency.

All reference checks should be conducted using the following guidelines:

- Treat all candidates fairly and consistently;
- Ask only for information which is relevant to the candidate's skills and qualifications for position;
- Disregard information about which the provider does not have first-hand knowledge, or which is unrelated to the individual's skills or performance;
- Exercise caution in evaluating or weighing comments which are not for attribution (off the record); and
- Protect the confidentiality of the process and the privacy of the applicant whenever possible by sharing only the information needed to secure the reference. Treat names of other individuals in the search, salaries, personal information as confidential.

Securing References for Candidates

Candidates will be asked to provide the names and telephone numbers of references on the application. One of the references obtained should be from the candidate's current or most recent supervisor. If the candidate indicates that the current supervisor should not be contacted, the candidate should be told that the lack of the current supervisor's reference may affect the hiring decision.

Record Keeping

The person completing the reference checks must retain a record of the reference process. The file should include names and titles of those who provided the references and a list of the questions asked and the information provided. The search file should be retained for three (3) years.

REFERENCE INFORMATION FORM

Applicant: _____ Information obtained from:
Company: _____

Position considered for: _____ Phone: _____

Check made by: _____ Name: _____

Date: _____ Position: _____
Relationship to
candidate: _____

1. Employment dates – From _____ to _____

2. Title: _____

3. Income when he/she left: Salary \$ _____ hourly/monthly

4. Please describe his/her job: _____

5. Position(s) supervised: _____

6. Describe strengths: _____

7. Describe areas of improvement: _____

8. On the last performance evaluation, can you comment on what was particularly noted? Please elaborate: _____

9. How would you describe his/her interpersonal relationships/working with others?

10. Reason for leaving: _____

11. Would you re-employ him/her if you had a suitable opening? _____

12. General evaluation/comments: _____

Other Optional Questions:

Was this individual a motivated self-starter?

Was this individual a team player?

Did the individual demonstrate honesty and integrity?

APPLICATION INFORMATION RELEASE

I hereby authorize any person, educational institution, or company I have listed as a reference on my employment application to disclose in good faith any information they may have regarding my qualifications and fitness for employment. I will hold The Eatery, any former employers, educational institutions, and any other persons giving references free of liability for the exchange of this information and any other reasonable and necessary information incident to the employment process.

Signed: _____

Date: _____

STANDARDIZED TESTS

Customer Service Skills Assessment

Through the job analysis we conducted for the server position we have determined that customer service skills are an essential job attribute. To successfully analyze the candidate's skills we would recommend that they be assessed as part of the hiring process.

One option is by conducting a formal written test that would be given to and scored for all candidates for the server position. Based on the research we conducted we found that the average customer service skill test prices start at \$8.99 each and are usually sold in quantities. The scoring manual or service is an extra charge depending on the provider. Below are a few tests that we found in our research if it is something that interests you in the future although we don't recommend it at this time.

Standardized tests require a staff member to administer and score each test on a consistent basis. Due to the nature of the server position, current size of the company and the need of a dedicated staff member to conduct this task, we conclude that this would not be the best way to assess this skill.

We believe that the required skill level can be adequately determined through other steps of the hiring process. Such as the interview and performing employment reference checks. By conducting each step thoroughly and asking the appropriate questions as suggested you will be able to determine the candidate's customer service level.

Customer Service Related Tests:

HR One - has a *service ability inventory*. It measures teamwork, interpersonal skills, patience, stress, and coping skills. Price \$8.99 each. Sold in quantities of 10. Contact info: www.hrone.com or 1-877-968-7471.

NCS Assessments, *Reid London House, publisher - Customer Service Skills Inventory*. Measures pressure tolerance, realistic orientation, time appraisal, independent judgment, responsiveness, sensitivity, balanced judgment, precision orientation. Price not listed. Contact info: 800-922-7343.

NCS Assessments, *Reid London House, publisher - Customer Service Applicant Inventory*, helps evaluate skills and attitudes considered necessary for service-oriented employees. Price \$26 each (based on purchasing between 25-99 tests at one time.) Contact info: 800-922-7343.

Profiles International - *Customer Service Survey*, identifies people who have the right behavioral trait to give outstanding customer service. Price not listed. Contact info: (254)772-8155.

[Although options are nice, you need to guide your client as to which of these is best (and why), or at least provide them with the info (see Chapter 6) they need to make that judgment.]

NON-STANDARDIZED TEST

Work Sample

Work Sample tests can be a key tool in measuring an applicant's ability to perform on the job. These tests are clearly job-related, highly valid, and provide an effective preview of the job for candidates. One major advantage is that Work Sample tests provide applicants with an actual sample of the work to be performed, while other hiring tools are merely signs or indicators of their potential ability. A Work Sample is also beneficial in that it is direct, immediate, and specific to job performance.

It is important to understand the performance we are testing for. The test should reflect only the key aspects of the job, so that we are not measuring abilities that are performed infrequently. In order to achieve this, it is important to focus on the required KSAOs, in addition to identifying the most important work tasks. In our case, we rated communication skills, common sense, memorization, and serving skills as being the most important for job performance. We also created a predetermined scoring scale, so that each candidate will be rated on the same scale, and we can compare their Work Sample results in order to determine the best candidates for the job.

WORK SAMPLE

Situation: The interviewer stages a hectic night at the restaurant by simulating employees who will act as customers dining. The interviewee will be asked to serve the patrons to the best of his/her ability.

Details: Interviewer will request that employees stay for a half an hour after their shift, for which they will be paid, in order to act as customers for the potential employee. Each member of the staff will be given a specific role in order to test the full abilities of the interviewee to act under pressure. In this situation, it will be presumed that the interviewee is not yet fully familiar with the menu, and will not be asked detailed questions about the food itself; this test will be administered preceding the hiring of the new employee. To begin, the candidate will be oriented with the restaurant's facilities and will be given the opportunity to ask questions of the hiring managers, prior to the actual session. As the staged scene commences, the hiring managers will act as raters for the applicant, and score him/her based on a predetermined scoring sheet that will test the following:

1. Ability to communicate effectively with guests and coworkers.
2. Ability to use common sense to perform job efficiently.
3. Ability to memorize.
4. Serving skills.

They will be rated on the following scale:

- 1 = Poor
- 2 = Average
- 3 = Excellent

* This scale will be used u.o.n. (in which case a subsequent scale will be provided).

Once the work sample is completed, the hiring manager will total the applicants' score to determine if their competence level for the position fulfills the requirements.

1. **Communication**

- Greeting/Introduction _____
- Friendly conversation _____
- Comprehension of requests _____
- Ability to relay information _____
 - Average _____

2. **Common Sense**

(*Test 1*): Underage customer orders an alcoholic beverage.

- Excellent: Candidate cards customer, briefly explains the policy on serving underage customers and apologizes for the inconvenience. Candidate then offers a subsequent beverage.

- Average: Candidate cards customer, and politely refuses to serve them.
- Poor: Candidate does not card customer, or accepts false identification and proceeds to illegally serve the minor.

(*Test 2*): Customer is dissatisfied with her meal.

- Excellent: Candidate apologizes and offers to replace her meal with something more to her liking. He presents suggestions that would better suit her tastes. Candidate removes initial meal from the bill, and ensures the customer's satisfaction with the new meal before charging her.
- Average: Candidate apologizes and asks her if he can get her anything else. He does not charge her for the initial meal.
- Poor: Candidate takes the meal away and does not suggest alternative selections, they don't offer a replacement meal but still charges her.

(*Test 3*): Customer orders the daily special and the kitchen informs interviewee that they have just run out of that meal.

- Excellent: Candidate informs customer of the situation and apologizes for the inconvenience. He then offers a suggestion that resembles the daily special and follows up to ensure the customer was pleased with this subsequent meal.
- Average: Candidate informs customer of the situation, apologizes, and asks them what else they would like.
- Poor: Candidate informs customer of the situation, and tells her of another restaurant where she can get that special today.

3. Memorization

- Number of beverages ordered _____
- Number of meals ordered _____
- Number of appetizers ordered _____
- Number of desserts ordered _____
- Name two entrees, who ordered them _____
 - Number of correct answers _____

4. Serving Skills

- Providing initial bread/water _____
- Carrying plates/trays _____
- Distributing food/beverages _____
- Providing refills _____
- Anticipating needs/requests _____
 - Number of correct answers _____

Comments:

WORK SAMPLE EVALUATION FORM

Applicant's Name: _____

Attribute/Question	Scores
Effective Communication	
Common Sense: Test 1	
Common Sense: Test 2	
Common Sense: Test 3	
Memorization	
Serving Skills	
Totals	
Average	

Excellent = 5
Good = 4
Average = 3
Fair = 2
Poor = 1

DECISION TOOL

The final step in the selection system is actually deciding whom you are going to hire from the applicants that you have evaluated. You now understand the performance expectations for the job, you know the attributes to predict these, and you have matched these with specific selection tools. Since each tool has been developed effectively it is time to make a performance-based decision. It is important that everyone working on the final decision is clear about the guidelines that were just outlined. Everyone must clearly understand the terms you are using and how he or she is defined.

Applicants will be rated on their performance regarding each specific attribute. For example, if customer service is measured by more than one selection tool it is important that an overall attribute rating is reached. An applicant cannot pass or fail on a certain assessment tool, but rather regarding a certain attribute.

The following terms will be used to rate each applicant in each attribute category.

Unacceptable: This means they did not demonstrate levels of attribute that would predict acceptable performance.

Acceptable: This means they demonstrated levels that would predict acceptable performance.

Desirable: This means that they demonstrated levels that would predict exceptional performance.

An example of how these will be used to rate The Eatery's critical attributes is shown below:

Names	Basic Food and Wine Knowledge	Serving Skills	Customer Service	Memorization	Communication Techniques	Common Sense	Punctuality
Suzie	Acceptable	Desirable	Acceptable	Desirable	Acceptable	Desirable	Acceptable
Joey	Unacceptable	Desirable	Acceptable	Desirable	Acceptable	Acceptable	Acceptable
Sam	Desirable	Acceptable	Acceptable	Unacceptable	Acceptable	Acceptable	Acceptable

It important that all of the managers know how to evaluate the ratings correctly. The most important thing to remember and maintain is eliminating any applicants who have an **unacceptable** in any category, then continue and follow these guidelines consistently. If there are more positions available than applicants then you hire qualified applicants that are available right then and you keep looking for more. If there are more finalists than there are positions then you should hire the ones with the most desirable ratings. There are other numerical approaches, but this is the simplest approach.

CONCLUSION

The information presented in this proposal is not to suggest that The Eatery has an inadequate hiring system; it is rather meant to offer recommendations for effective hiring from a human resource perspective. In fact, our team agrees that The Eatery has a fairly thorough system for hiring, in comparison with other companies in the restaurant industry, however we hope that our suggestions will improve the system further. We believe our modifications will serve to eliminate discrimination in the hiring process, provide more structure to prevent ineffective hiring, and provide complete legal compliance.

As specified in the preceding report, our team has determined that an interview process would be an incredible asset to The Eatery's hiring procedure. An interview would provide the hiring managers with job related information about each candidate and give them the opportunity to expand on questions asked on the application. Also, a critical step in this process would include training interviewers to ensure consistency in hiring. It is critical that each interviewer understand the importance of asking only job-related questions, and refraining from making any initial judgments about an applicant. It is also important that hiring decisions are made based on this job-related information gathered in the interview and on the application.

In addition to the interview, we made some modifications to The Eatery's current application. The changes we made were based on the reasoning that the application should focus on eliminating unqualified applicants; the interview would later present an opportunity for further questioning of candidates.

Our management team has developed this hiring system based on supplemental information obtained from Management 4020: "Hire and Retain Human Resources," in addition to material found in *High Impact Hiring* and *Talent Flow*, both co-written by Joseph Rosse and Robert Levin. We are confident that our proposal will offer improved results in hiring, and we are happy to answer any questions that arise. However, should we be unable to provide you with adequate responses, we highly recommend these books as references for additional information regarding effective hiring.

We would like to again thank The Eatery for allowing us the opportunity to observe and interview employees, and to incessantly question management concerning their hiring procedures. We were honored to prepare this report for The Eatery. We sincerely hope that it will be an asset to the company.

APPENDIX I: SUPPLEMENTAL MATERIAL