

ACCELER8 HR FOCUS



ACCELER 8: THE JOB AD



Tips for attracting the right candidates and repelling the wrong ones

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ACCELER8: **BUILDING A REMARKABLE TEAM**

There are critical three areas to hiring the right people:

- The Hiring Ad
- The Interview
- The Selection Process

Approaching these steps with a focus on building a remarkable team can mean the difference between high turnover and highly motivated staff. The objective is to hire a team that BELIEVES in your brand promises and will DELIVER them every day.



STEP 1: **WRITING AN EFFECTIVE AD**

- **Start with the WHY.**

Clearly communicate why your business exists BEFORE you get into what tasks need to be completed. If you fail to share this in the ad, you won't attract employees who are a great fit for your business. A great ad attracts the right sort of person and repels the wrong ones.

- **Be Honest**

Communicate some of the CHALLENGES as well as the perks. You want to hire staff who are prepared and ready to overcome any obstacles they may face. Remember— they will find it what is really like in Week One, so you might as well be up front.

- **Prioritize PASSION over EXPERIENCE when describing the job.**

While you want to provide a description of the position and the desired skills of the applicant, remember that it's easier to teach a motivated, committed employee a skill than it is to teach a skilled employee motivation & commitment.

TIP: We've enclosed some sample ads at the end of this packet to help you write a great ad.



HERE'S AN EXAMPLE OF A SHORT, TO THE POINT AD THAT DOESN'T ATTRACT THE RIGHT PEOPLE:

This ad:

- Tells no story about the company culture
- Will attract anyone
- Doesn't weed out a poor fit



THIS DOESN'T SHARE WHY
THE BUSINESS EXISTS.

THIS DOESN'T TELL THE HOW.
WHAT ARE THE EXPECTATIONS
OF THE ROLE?

SPEAKS TO EVERYONE, NOT THE
"RIGHT ONES"



THIS AD IS A LITTLE BETTER, BUT STILL ISN'T AS EFFECTIVE AS IT COULD BE:



This ad:

- Shares a little of the HOW, but none of the WHY
- Doesn't repel any applicants—will still attract just about anybody

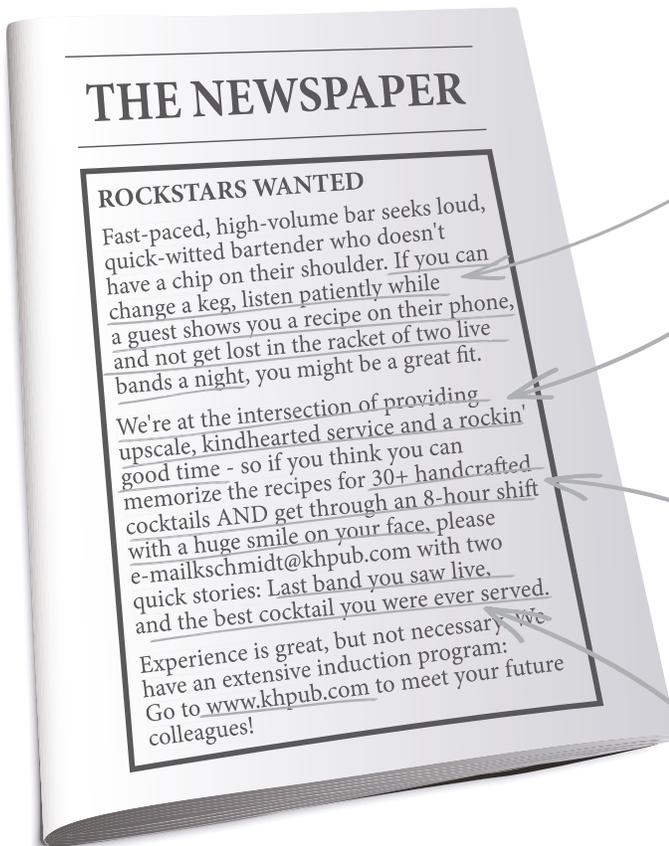
THE WHY ISN'T EXPLAINED HERE AT ALL. SHOW YOUR APPLICANTS WHAT YOUR COMPANY IS ABOUT.

THIS ONLY SCRATCHES THE SURFACE OF HOW. WHAT DO YOU MEAN WHEN YOU SAY "GOOD"? TRY HOSPITABLE, CHARITABLE, KIND-HEARTED, CONTAGIOUSLY FUN, OR SUPER-OUTGOING INSTEAD.

THINK ABOUT THE CHARACTER OF THE PEOPLE YOU'RE HIRING. DO YOU REALLY WANT TO HIRE SOMEONE WHO WILL LEAVE THEIR CURRENT JOB WITHOUT GIVING ANY NOTICE AT ALL?



HERE'S A SHORT, EFFECTIVE AD THAT REALLY ATTRACTS THE RIGHT STAFF AND REPELS THE WRONG APPLICANTS:



THIS IS HOW THE BUSINESS DELIVERS, EVERY DAY. IT'S HONEST AND DESCRIBES A HECTIC, VARIED WORKDAY.

HERE IS THE WHY! THIS IS WHY THE BUSINESS EXISTS, THE EXPERIENCE THEY WANT TO DELIVER THEIR GUESTS. THIS WILL ATTRACT SOME APPLICANTS AND REPEL OTHERS.

AGAIN, THIS EXPLAINS THE HOW AND WILL ATTRACT PEOPLE WHO UNDERSTAND THE CULTURE OF THE BUSINESS.

THIS IS A GREAT WAY TO SEE IF YOUR APPLICANT IS INVESTED AND CAN FIT THE CULTURE. IF THEY DON'T LIKE COCKTAILS OR MUSIC... THEY PROBABLY WON'T FIT!

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ACCELER 8: INTERVIEW PROCESS



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STEP 2: CONDUCTING INTERVIEWS

- **Change of scenery.**

One-on-one interviews sitting across your desk from one another might be the worst possible way to really get to know someone. The interviewee is totally nervous and off balance, trying to say all the things they think you want to hear. Meet in a more casual environment or take a walk.

- **Group Interviews.**

Hospitality is a social industry. Why conduct a one-on-one interview? It turns out to be a tough way to get the info you need and a HUGE drain of time. Bring in a group of candidates and evaluate how they interact; assess their personalities; and save yourself time by interviewing many applicants at once. A group of 6, two from your team and 4 prospective hires, is a good start.

- **Prepare an agenda.**

Structure your interviews to maximize your time and reveal as much as possible about candidates. Consider structuring:

- Welcome/opening remarks/icebreakers. For example: Tell us something about you that did not think you would be talking about today?
- Give each person the spotlight for a moment.
- Group work that encourage applicants to display skill sets as well as their personalities
- A strong close. For example: Tell us what you liked about another candidate?

- **Encourage a dialogue.**

Yes, be prepared to ask questions and take notes, but also give your applicants time to discuss the role and to ask questions. This will show you which applicants are taking the interview seriously, and who's taken the time to prepare. For top candidates, interviews are a two-way street.



STEP 3: ASKING GREAT INTERVIEW QUESTIONS

Ask questions from each of these four key areas in order to get meaningful answers from your applicants.

Character Questions

Who do you look up to and admire in your personal life?

What are the characteristics that you most admire about that person?

Do you admire those because you share them, or lack them?

What have you done in the last 30 days to enhance your proficiency in the areas that you mentioned?
What is the last book that you read?

Give an example of how you would want to be told when you have done something exceptional at work?

How does that compare to me giving you feedback on something you need to improve?

What is the longest you have done any one activity in the past (soccer, boy scouts)? What was it that made you stick with it?

Looking back at your life to this point, what are you most proud of? Why?

Core Value Questions

For these questions, take your core values and turn them into questions. For example:

Core Value: We Are Avid Students And Patient Teachers

Question: Tell me about the last person you mentored/taught to do something you are excellent at.



Culture Questions

What concerns do you have about our company?

What three things did you least enjoy about your last job? Three things you loved?

What were you doing the last time you looked at a clock and realized you had lost all track of time?

Describe a time you felt you were right but you still had to follow directions or guidelines.

What book do you think everyone on the team should read?

Tell me about a time you felt company leadership was wrong. What did you do?

Tell me about the last time a co-worker or customer got angry with you. What happened?

What would you most like to learn here that would help you in the future?

Experiential Questions

Describe the work environment or culture in which you are most productive and happy.

What is it about serving others that is most meaningful to you?

Describe the management style you most enjoy working inside of.

What are the positive aspects of your current job and work environment, or the last position you held?

Name ONE factor that must be present in your work environment for you to be successful.

Provide an example of a time when you went out of your way to delight a customer.

What is your worst experience at work?

TIP: Ask the questions in order: Character, Core Values, Culture, and Experiential, to assess the individual and whether they will be a great fit.



STEP 4: EVALUATING APPLICANTS

- **Review your applicants based on personality and behavior.**

Remember to place emphasis on the passion, commitment and dedication the applicant demonstrates.

- A high-energy, playful candidate might be a great fit for a high-volume nightclub.
- A quiet, attentive candidate might be a great fit for a high-end lounge.

- **Pay attention to the before & after.**

Sometimes, a candidate's behavior before & after an interview is MORE revealing than the interview itself. Some examples:

- Are they socializing with other applicants, or texting on their smartphone?
- Are they alert & attentive to their surroundings, or are they withdrawn?
- Do they show up on time and prepared?
- Do they say please & thank you?
- Do they follow up with a thank-you note, call or email?

- **Look for indicators of passion.**

Did the applicant:

- Take time to learn about your organization before the interview?
- Pay attention & take notes?
- Interact positively with members of your staff?