



1ST CREW INTERVIEW: HOT & FOH

KNOW WHAT YOU WANT.

- ✓ Know what days and hours are available!
- ✓ If certain skills appeal to you, ask questions that will reflect the prospective employee's qualifications in those areas.
- Be brief but friendly. Do not dominate the interview. Listen to the candidate.
- Promote the benefits of working with our company, but avoid over-selling.
- If the candidate is not meeting your expectations, end the interview. Thank them for their interest and give them a deadline by which they may expect a response if they ARE selected. You should do the same if you are unsure about the candidate.
- Avoid using questions that involve race, origin, age, language etc. These questions may be offensive and illegal under law.

CORE VALUES & GUIDING PRINCIPLES

<p style="text-align: center;">Growth</p> <ul style="list-style-type: none"> • <i>We are profitable so we can grow.</i> • <i>We embrace change and evolve to maintain relevance.</i> 	<p style="text-align: center;">Quality</p> <ul style="list-style-type: none"> • <i>We strive for perfection.</i> • <i>We surround ourselves with talent.</i> 	<p style="text-align: center;">Love * Family * Passion</p> <ul style="list-style-type: none"> • <i>We put love in everything we do.</i> • <i>We are kind.</i>
<p style="text-align: center;">Responsibility</p> <ul style="list-style-type: none"> • <i>We help people figure out who it is they came HERE to be.</i> • <i>We teach and coach at every opportunity.</i> 	<p style="text-align: center;">Integrity</p> <ul style="list-style-type: none"> • <i>Every interaction inspires loyalty</i> • <i>We do the right thing.</i> 	<p style="text-align: center;">Fun</p> <ul style="list-style-type: none"> • <i>We come to play...we are not afraid to lose a little skin in the game.</i>



1ST CREW INTERVIEW: HOT & FOH

This is a process that will help you choose the applicants you believe will best integrate into our Farrelli's/McNamara's working family.

NAME: _____

When can you start? _____

What is your availability? _____

Do you have schedule restrictions? _____

Vacation plans? When? _____

SCREENING QUESTIONS - 1ST INTERVIEW

SCORE 1-5	QUESTIONS
	<p>1. Have you been to a Farrelli's/McNamara's before? What did you think? What did you observe while you were there? Did you get a chance to interact with any of our managers or staff? What would you improve or change?</p>
	<p>2. Why do you want to work for Farrelli's/McNamara's?</p>
	<p>3. Integrity: <i>Every interaction inspires loyalty. We do the right thing.</i> Give me an example from your life of a time when doing the right thing was not necessarily the easy thing.</p>

If you are looking for experienced cooks or service staff that ask some of these questions to see what they know... if you are looking for entry level host or dishwasher and you liked their first answers go to Round 2 - Values Based Questions.

4. **How much experience do you have in the restaurant industry? In what roles? What do you like about this kind of work?** *Here you are listening for their attitude and level of stress tolerance... would they stay calm or do they get agitated just thinking about it? Are they communicating with the guests they can't immediately help? Are they efficient with time? Do they multi-task?*



1ST CREW INTERVIEW: HOT & FOH

SCREENING CONTINUES:

SCORE 1-5	QUESTIONS
	HOT: Explain your work experience in a kitchen? What types of food have you cooked? What types of kitchen equipment, ovens, and so on are you experienced with?
	HOT: What is your favorite meal to prepare and what makes it so special?
	HOT: What were the average sales on a Friday night and describe how your kitchen team worked together. (listen for teamwork, attitude, communication skills, and technical cooking skills)
	FRONT OF HOUSE: What were the average sales on a Friday night and describe how your FOH team worked together. (listen for teamwork, attitude, communication skills, and technical cooking skills)
	FRONT OF HOUSE Scenario: Think of a time when your section was full. Each table is at a different stage of their experience. Explain what is going on, how you handled yourself, and what you did and in what order. IF this is would be your first restaurant job please explain a time when you were very busy and required to multi task.
	FRONT OF HOUSE: Tell me about one of your favorite guests from the past. Take me through a typical experience with that guest describing the server sequence. IF this might be your first job please tell me about a person you love to take care of or do things for. What make this so?
	Where else are you applying right now? <i>This will tell us is they are truly looking for restaurant work or just going for anything...</i>
	DO you have any questions for us?



1ST CREW INTERVIEW: HOT & FOH

ROUND 2: VALUES BASED INTERVIEW

SCORE 1-5	QUESTIONS
	<p>1. Responsibility: <i>We help people figure out who it is they came HERE to be. We teach and coach at every opportunity.</i> Give me an example from your life when you had to step up and take on a job, a role, or an assignment that tested your character. What did you learn about yourself through that experience?</p>
	<p>2. Quality: <i>We strive for perfection. We surround ourselves with talent.</i> What does quality mean to you? Please give me an example from your life that exemplifies your commitment to quality.</p>
	<p>3. Love*Passion*Family: <i>We put love in everything we do. We are kind.</i> How have you cared for the people and the establishments you have worked for and with. Share one story from your life that illustrates your sentiment.</p>
	<p>4. Goals: Where do you see yourself 2-5 years from now? What steps do you plan to take to get there?</p>
	<p>5. DO you have any questions for us?</p>

If you think this person will be a good culture fit then let them know you will call them to schedule another interview.

Remember: If the candidate is not meeting your expectations, end the interview. Thank them for their interest and give them a deadline by which they may expect a response if they ARE selected. You should do the same if you are unsure about the candidate.



INTERVIEWING: 2ND INTERVIEW

- KNOW WHAT YOU WANT.
 - Know what days and hours are available!
 - If certain skills appeal to you, ask questions that will reflect the prospective employee's qualifications in those areas.
- Be brief but friendly. Do not dominate the interview. Listen to the candidate.
- Promote the benefits of working with our company, but avoid over-selling.
- If the candidate is not meeting your expectations, end the interview. Thank them for their interest and give them a deadline by which they may expect a response if they ARE selected. You should do the same if you are unsure about the candidate.
- Avoid using questions that involve race, origin, age, language etc. These questions may be offensive and illegal under law.

CORE VALUES & GUIDING PRINCIPLES

Growth

- *We are profitable so we can grow.*
- *We embrace change and evolve to maintain relevance*

Quality

- *We strive for perfection.*
- *We surround ourselves with talent.*

Love * Family * Passion

- *We put love in everything we do.*
- *We are kind.*

Responsibility

- *We help people figure out who it is they came HERE to be.*
- *We teach and coach at every opportunity.*

Integrity

- *Every interaction inspires loyalty*
- *We do the right thing.*

Fun

- *We come to play...we are not afraid to lose a little skin in the game.*

2ND INTERVIEW: THE NITTY GRITTY

Score 1-5	QUESTIONS
	<p>1. Fun: <i>We come to play...we are not afraid to lose a little skin in the game.</i> How do you have fun at work? Please tell me about an experience you have had in a working environment that made work fun.</p>
	<p>2. Growth: <i>We are profitable so we can grow. We embrace change and evolve to maintain relevance</i> From your life what was one of your most powerful growing experiences? What did you have to give up in order to make the necessary changes?</p>
	<p>3. What are your 3 greatest strengths? What are 3 areas you have opportunities for growth?</p>
	<p>4. What motivates you? How do you motivate others?</p>
	<p>5. Tell me a time you received constructive feedback... or not so constructive. How did you handle it and what happened as a result?</p>
	<p>6. What skills have you gained from previous employment experiences? a. <i>This will help you to decide if the candidate is a leader or a follower.</i></p>
	<p>7. How would your past supervisor/manager/fellow staff describe you?</p>
	<p>8. What was the best and worst thing about your last job? <i>You can use this time to decide if the candidate will/will not like certain aspects of the job.</i></p>
	<p>9. Have you ever been involved in confrontation with a guest/employee/supervisor at work? What happened and how did you resolve it?</p>
	<p>10. What about your character makes you a good right for the position you are applying for?</p>

	11. Who is the most important person in the restaurant?
	12. How do you handle stress? Give me several examples of stressful situations you have been in, and how you handled yourself.
	13. What is the last restaurant you visited, and why did you choose to eat there?
	14. Do you have any questions for us?
	TOTAL
Total ÷ 14 = Ultimate Score	

ADDITIONAL NOTES:

If the candidate appears qualified, you may want RE-ASK to ask the following questions:

1. What is your availability?
2. When can you start?
3. Do you have schedule restrictions?
4. Do you have vacation plans?
5. Are you open to work at other stores?
6. What position do you think you should be hired for?

At the end of the interview, offer them a deadline for your decision unless they are hired on the spot.

YOU HIRE A CANDIDATE:

- Make sure the candidate understands training is a trial period during which the candidate may be terminated if they are not up to par.
- Give the new employee insurance information and employee handbook. Require them to sign a contract saying they have read the entire handbook.
- Give the employee their new uniform.
- Tell the employee when they can expect to be paid.
- Notify the employee of policies regarding vacation, days off and sick days.
- Tell them their new wage and policies regarding wage increases.
- Give them a training schedule and tentative work schedule.

BACKGROUND CHECKS

Washington State Law permits public access to criminal records for background checks under the Washington State Criminal Records Privacy Act (Public Information) RCW 10.97.050.



GENERAL MANAGER INTERVIEW

CORE VALUES & GUIDING PRINCIPLES

<p>Growth</p> <ul style="list-style-type: none"> • <i>We are profitable so we can grow.</i> • <i>We embrace change and evolve to maintain relevance.</i> 	<p>Quality</p> <ul style="list-style-type: none"> • <i>We strive for perfection.</i> • <i>We surround ourselves with talent.</i> 	<p>Love * Family * Passion</p> <ul style="list-style-type: none"> • <i>We put love in everything we do.</i> • <i>We are kind.</i>
<p>Responsibility</p> <ul style="list-style-type: none"> • <i>We help people figure out who it is they came HERE to be.</i> • <i>We teach and coach at every opportunity.</i> 	<p>Integrity</p> <ul style="list-style-type: none"> • <i>Every interaction inspires loyalty</i> • <i>We do the right thing.</i> 	<p>Fun</p> <ul style="list-style-type: none"> • <i>We come to play...we are not afraid to lose a little skin in the game.</i>

GM INTERVIEW: CULTURE FIT & COMMUNICATION

Score 1-5	QUESTIONS
	<p>1. Fun: <i>We come to play...we are not afraid to lose a little skin in the game.</i> How do you have fun at work? Please tell me about an experience you have had in a working environment that made work fun.</p>
	<p>2. Growth: <i>We are profitable so we can grow. We embrace change and evolve to maintain relevance</i> From your life what was one of your most powerful growing experiences? What did you have to give up in order to make the necessary changes?</p>
	<p>3. Integrity: <i>Every interaction inspires loyalty. We do the right thing.</i> Give me an example from your life of a time when doing the right thing was not necessarily the easy thing.</p>
	<p>4. Responsibility: <i>We help people figure out who it is they came HERE to be. We teach and coach at every opportunity.</i> Give me an example from your life when you had to step up and take on a job, a role, or an assignment that tested your character. What did you learn about yourself through that experience?</p>

5. Quality: *We strive for perfection. We surround ourselves with talent.*

What does quality mean to you? Please give me an example from your life that exemplifies your commitment to quality.

6. Love*Passion*Family: *We put love in everything we do. We are kind.*

How have you cared for the people and the establishments you have worked for and with. Share one story from your life that illustrates your sentiment.

7. What are your strengths? Opportunities for growth? What are you doing to improve your weakness?

8. What motivates you? How do you motivate others?

9. How would your direct reports describe you? How would the people you report to describe you?

10. What is the best and worst thing about your job?

11. Describe a confrontation you have had with a supervisor, co-worker, or guest? How did you resolve it?

12. How do you handle stress? Give me several examples of stressful situations you have been in, and how you handled yourself.

13. What about your character makes you a good right for the role you are applying for?

14. Who is the most important person in the restaurant?

15. DO you have any questions for us?

PHASE I OF GM INTERVIEW: BUSINESS KNOWLEDGE

Why do you think you would like to be one of the next general managers for Farrelli's?

In a typical restaurant, for every dollar in sales, how much profit is left after all the expenses are paid?

At this time what can you tell us about the tools have you used to measure food, liquor, beer, wine and labor costs? What types of % s have your teams have achieved in the past and what do you think might be reasonable in a restaurant such as Farrelli's. FOOD: Liquor: Beer: Wine:
Labor:

Share a time when there was a problem with costs and how you solved it.

What systems tools have you used for cash control—explain your understanding of profit and loss statements, balance sheets, and asset sheets?

How have you been able to impact sales through your management and marketing skills? (Any specific examples of building a bar program, dinner program, etc)

How would you describe your preferred learning style?

How do you like to give feedback? Please give us an example of a time (most recent) you had to deliver difficult feedback and the results.

How do you receive feedback? Please give us an example of a time you received challenging feedback and the result.

What's the funniest thing that's ever happened to you at Farrelli's/Mac's?

How much money do you need to make?

PHASE 2 GM INTERVIEW: LEADERSHIP & THE NITTY GRITTY

As a GM where would you focus most of your attention and why? (BOH, Dining room, Bar, Guest Service, Management Team)

How would you define the difference between 'management' and 'leadership'? (Give us an example when you wore these different hat and whys.)

Share 3 ways you have built loyalty with your current work team? (How will you build a cohesive vibrant working family?)

What 3 action steps might you take to turn Farrelli's into a destination bar?

What experience do you have with equipment maintenance and upkeep in a restaurant facility? (Can you give us an example of a time you had to manage a particularly difficult maintenance situation?)

Share 3 ways you would generate community support and loyalty for the establishment? (Share some ways you may have done this in the past.)



KITCHEN MANAGER INTERVIEW

CORE VALUES & GUIDING PRINCIPLES

<p>Growth</p> <ul style="list-style-type: none"> • <i>We are profitable so we can grow.</i> • <i>We embrace change and evolve to maintain relevance.</i> 	<p>Quality</p> <ul style="list-style-type: none"> • <i>We strive for perfection.</i> • <i>We surround ourselves with talent.</i> 	<p>Love * Family * Passion</p> <ul style="list-style-type: none"> • <i>We put love in everything we do.</i> • <i>We are kind.</i>
<p>Responsibility</p> <ul style="list-style-type: none"> • <i>We help people figure out who it is they came HERE to be.</i> • <i>We teach and coach at every opportunity.</i> 	<p>Integrity</p> <ul style="list-style-type: none"> • <i>Every interaction inspires loyalty</i> • <i>We do the right thing.</i> 	<p>Fun</p> <ul style="list-style-type: none"> • <i>We come to play...we are not afraid to lose a little skin in the game.</i>

KM INTERVIEW: CULTURE FIT & COMMUNICATION

Score 1-5	QUESTIONS
	<p>1. Fun: <i>We come to play...we are not afraid to lose a little skin in the game.</i> How do you have fun at work? Please tell me about an experience you have had in a working environment that made work fun.</p>
	<p>2. Growth: <i>We are profitable so we can grow. We embrace change and evolve to maintain relevance</i> From your life what was one of your most powerful growing experiences? What did you have to give up in order to make the necessary changes?</p>
	<p>3 Integrity: <i>Every interaction inspires loyalty. We do the right thing.</i> Give me an example from your life of a time when doing the right thing was not necessarily the easy thing.</p>
	<p>4. Responsibility: <i>We help people figure out who it is they came HERE to be. We teach and coach at every opportunity.</i> Give me an example from your life when you had to step up and take on a job, a role, or an assignment that tested your character. What did you learn about yourself through that experience?</p>

	<p>5. Quality: <i>We strive for perfection. We surround ourselves with talent.</i> What does quality mean to you? Please give me an example from your life that exemplifies your commitment to quality.</p>
	<p>6. Love*Passion*Family: <i>We put love in everything we do. We are kind.</i> How have you cared for the people and the establishments you have worked for and with. Share one story from your life that illustrates your sentiment.</p>
	<p>7. What are your strengths? Opportunities for growth? What are you doing to improve your weakness?</p>
	<p>8. What motivates you? How do you motivate others?</p>
	<p>9. How would your direct reports describe you? How would the people you report to describe you?</p>
	<p>10. What is the best and worst thing about your job?</p>
	<p>11. Describe a confrontation you have had with a supervisor, co-worker, or guest? How did you resolve it?</p>
	<p>12. How do you handle stress? Give me several examples of stressful situations you have been in, and how you handled yourself.</p>
	<p>13. What about your character makes you a good right for the role you are applying for?</p>
	<p>14. Who is the most important person in the restaurant?</p>
	<p>15. DO you have any questions for us?</p>

PHASE I OF KM INTERVIEW: BUSINESS KNOWLEDGE

Why do you think you would like to be one of the next Kitchen Managers for Farrelli's?

In a typical restaurant, for every dollar in sales, how much profit is left after all the expenses are paid?

At this time what can you tell us about the tools have you used to measure food, paper, and labor costs? What types of % s have your teams have achieved in the past and what do you think might be reasonable in a restaurant such as Farrelli's. LABOR: FOOD: PAPER:

Share a time when there was a problem with costs and how you solved it.

How have you been able to impact sales through your management and marketing skills? (Any specific examples of building a special sheet program or event)

How would you describe your preferred learning style?

How do you like to give feedback? Please give us an example of a time (most recent) you had to deliver difficult feedback and the results.

How do you receive feedback? Please give us an example of a time you received challenging feedback and the result.

What's the funniest thing that's ever happened to you at Farrelli's/Mac's?

PHASE 2 KM INTERVIEW: LEADERSHIP & THE NITTY GRITTY

As a KM how will you focus your time and attention and why?

How would you define the difference between 'management' and 'leadership'? (Give us an example when you wore these different hat and whys.)

Share 3 ways you have built loyalty with your current work team? (How will you build a cohesive vibrant working family?)

What 3 action steps would you take to improve your locations food program?

What experience do you have with equipment maintenance and upkeep in a restaurant facility? (Can you give us an example of a time you had to manage a particularly difficult maintenance situation?)

Share 3 ways you would like to help generate community support and loyalty for the establishment? (Share some ways you may have done this in the past.)