



Interviewing Procedure

Our company is only as great as our employees. We are always looking for capable, energetic, personable, driven, and quick learning prospects. Your job as an interviewer is to find and hire candidates that are great matches for our company. When interviewing an individual keep in mind that they are also interviewing us. There are many employment opportunities available and we need to convince those great prospects that they want to work for us and much as they are trying to convince us to hire them. Be professional and be the best face of the company – you are giving the first real impression of our company.

We have established this interviewing process to help you make those decisions, expedite the process, and create a paper trail. Please do not stray from the process. Complete each and every step; ask each and every question, and do not make up any of your own questions.

Legalities

Never ask any questions or engage in conversations that are not allowed by law, or that could possibly lead to accusations of discrimination. Below are examples of topics that are off limits. If a candidate should volunteer information, please stop them and inform them that we cannot take that information into account when considering them for the job.

• Age (unless job specific)	• National Origin	• Military Status
• Religion	• Race	• Past Use of Sick Days
• Disabilities	• Citizenship	• Physical Attributes
• Health	• Marital Status	• Drug or Alcohol Use
• Pregnancy	• Number of Children	• Membership to Clubs
• Sexual Orientation	• Any other topic that is protected by state or federal equal opportunity laws	

Personal Reference Checks

It is important to verify personal references. The main purpose of the personal background check is to verify the personality and attitude of the candidate. You are not trying to dig up dirt or gather personal information. Conduct yourself in a professional manner and remember the legalities listed above apply here as well.

Verifying Past Employment

It is getting increasingly harder and harder to verify past employment, as employers are reluctant to share any information on previous employees for fear of being sued. Focus on trying to verify the facts.

Face-to-Face Interview

1. Introduce yourself and choose a private setting for the interview.
2. Explain what sets our pizzeria apart. Explain the pros and cons of the job, our mission statement, and core principals.
3. Explain the job and starting wage.
4. If a delivery, bartender, or server position - explain the requirements.
5. Explain how the interview process will work, to answer questions honestly, and to feel free to ask questions and to take their time before answering your questions.
6. Tell them not to answer what they think is the “right answer” or give “canned answers” they were taught in school, but to be 100% honest. This way they will find out if the job is best for them and we will find out if they are best for the job.
7. Do not stray from the questions on the interviewing sheet. You may never ask questions about topics listed above in the legalities section. If the candidate offers any of this information, politely ask them not to share these kinds of details with you, as they have no bearing on the job or the interview process.
8. Your goal is to get the candidate to open up and to strip away all their learned interviewing skills. We want to see what kind of a person that they really are. Skills can be taught, attitude and morals cannot.
9. If at anytime you feel that the interview is going very badly and the candidate would absolutely not be considered, please end the interview in a polite way. Do not waste their time or yours.
10. At the end of the interview give them a timeframe as to when they should expect an answer. Kindly ask them not to keep calling back.



Interviewing Checklist

Name of Candidate: _____ Date: _____

- ___ Step #1: Phone Screening - PASS - FAIL
- ___ Step #2: Personal Reference Check - PASS - FAIL
- ___ Step #3: Face-to-Face Interview - PASS - FAIL - TABLE
- ___ Step #4: Employment Verification - PASS - FAIL
- ___ Step #5: Criminal Background Check (if required)
 - ___ Offer "Conditional" Employment
 - ___ Complete Background Check Authorization Paperwork *[obtain from Background Check Provider]*
 - ___ Obtain Background Check: PASS - FAIL
- ___ Step #6: MVR Check (drivers only)
 - ___ Offer "Conditional" Employment
 - ___ Complete MVR Authorization Paperwork
 - ___ Run MVR: PASS - FAIL
 - ___ Obtain Insurance Company Authorization to Hire: PASS - FAIL
 - ___ If denied due to bad driving record then complete the following
 - ___ Send candidate official "Driver Declined Letter" *[obtain from MVR Service Company]*
 - ___ Send Candidate FRCA Summary of Rights *[obtain from MVR Service Company]*
 - ___ Send Candidate copy of MVR
- ___ Step #7: Drug Testing
 - ___ Offer Conditional Employment
 - ___ Complete Pre-Employment Drug Testing Agreement
 - ___ Complete Drug Test: PASS - FAIL
 - ___ If candidate fails drug test Send Candidate a Failed Drug Test Letter
[Obtain from Drug Testing Provider]
- ___ Step #8: Hire Candidate

Phone Screening Interview

The purpose of the Phone Screening interview is to save both you and the candidate time. There would be no point in bringing in someone for a face-to-face interview if they are unable to meet the minimum requirements for the job.

Basic Function Questions

Can you perform the basic functions of this job, with or without accommodation?

1. Are you able to lift 50 lbs. off the floor and to chest height numerous times?
2. Can you work 8 hours or more in a shift?
3. Can you work with your hands to assemble food?
4. Are you able to work in warm, humid environments?
5. Are you currently employed? Where? How long?
6. What are your pay or salary requirements?
7. What kind of a job are you looking for?
8. Why do you want to work for us?
9. Why do you want to leave your current job?
10. What kinds of hours do you prefer to work?
11. What is your availability like?

Delivery Driver Questions

Do you meet the minimum requirements to be a delivery driver?

1. Do you have a current drivers license?
2. Do you have insurance on your vehicle?
3. Have you had more than one moving violation per year in the last three years?
4. Have you had your license suspended or revoked in the last 5 years?
5. Have you been convicted of a DUI in the last 5 years?

Server / Bartender Questions

Do you meet minimum state and insurance standards?

1. Are you at least **[21/19]** years old?
2. Do you have current responsible alcohol serving certification?

Personal Reference Checks

Reference Name: _____

Date Called: _____ How do they know the candidate? _____

1. How long have you known them? _____
 2. On a scale of 1-10 with 10 being best, rate their honesty? _____
 3. On a scale of 1-10 with 10 being best, rate their attitude? _____
 4. On a scale of 1-10 with 10 being best, rate their outgoingness? _____
 5. Do you think they would work very well in the position of _____?
 6. Would you allow this person to house-sit for you?
 7. Anything else you would like to tell me about the candidate?
-

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Interview Questions

Jot down notes regarding their answers

1. Tell me about yourself.

It is good to start off the interview with an easygoing question. It will allow the candidate to open up and feel less nervous. Look for eye contact, communication skills, and body language. You are looking for a happy, extroverted, service oriented person.

	Score
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2. Tell me why you decided to apply here?

You are looking for people who are excited about your restaurant. People who are interested in serving the public, happy to interact with others, and willing to contribute to the team environment.

	Score
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3. Tell me about your very first job. What did you learn?

First jobs make a big impression on people and they carry that with them the rest of their lives. Most people are prepared to answer your questions about their last job, but rarely will someone ask about their first job. Look for responses that show that they learned a skill, a lesson, and a work ethic.

	Score
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4. Describe the best manager you ever had. Describe the worst manager you ever had.

Look for “best” manager responses that are similar to what you expect from your managers. Candidates should be critical for past “bad” managers but not revel in bashing them. You are looking for answers that show that the candidate appreciates structure, fairness, training, and honesty in a manager.

	Score
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5. What is the funniest thing that has ever happened to you?

The one trait that you are looking for in a candidate is humor. The ability to laugh at tough situations, to have fun, and enjoy themselves. Watch out for responses like silence or “I can’t think of anything”. They may need a moment to think so don’t rush them.

	Score
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6. How much money do you need to make?

The candidate needs to be realistic and so do you. If you are hiring someone that needs to make \$800 per week, and we can only offer him or her \$400 per week - they will soon find another job. We want to avoid being a short-term step to a better job for candidates.

	Score
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7. Tell me about a time you had a disagreement with a co-worker.

Conflict is unavoidable and an everyday part of the restaurant business. We are not looking for people who go out of their way to avoid the conflict, but people who are good at dealing with it. Look for candidates who can describe how they constructively worked through a situation. Avoid candidates who seemed to enjoy and participate in bad behavior.

	Score
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8. Do you consider yourself an honest person? Tell me about a time when being honest was the hard thing to do?

Most everyone should answer this question “yes” and when they do, ask him or her for a specific credible example. Being honest is not always easy.

	Score
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9. Tell me about a time when you failed at something. What happened and what did you learn?

Everyone fails at something at sometime in his or her life. How they deal with failure is what determines their success in life. You are looking for answers that indicate they have a perseverance attitude, a work harder next time motto, or a willingness to learn from the mistake and do better next time. Watch out for answers that place blame on others for their failures or a “victim” mentality.

	Score
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10. Have you ever been involved in team sports? What did you like most about it? What did you dislike most?

People who engage in team sports usually will be willing to accept criticism, understand the importance of teamwork, and know that discipline and learning are important when trying to achieve a goal. Look for answers that revolve around those areas – teamwork/discipline/criticism. Disliking the training, practice, or coach are all indicators that the candidate may not respond well in a restaurant atmosphere.

	Score
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Manager Candidate Questions

1. Tell me about a time at work where someone told you something personal and expected you to keep it secret. What was it about and who was it about? Who did you tell? How did it make you feel?

Manager candidates should not revel in being involved in secrets or enjoy getting caught up in drama. Managers will often be faced with employees sharing personal things with them and should know where the line is drawn between professional and personal.

	Score
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2. What is your approach to training new employees? What is the hardest part and what is the most enjoyable part?

You are looking for candidates that have experience in training and/or teaching people. Look for responses that revolve around enjoying the teaching and coaching aspect of being a manager. Much of a manager's time will be spent training. Look for responses that would indicate that the person is capable of giving positive as well as negative feedback.

	Score
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3. At your most recent job, explain to me about a time where you had to correct a co-worker or a subordinate.

A good manager will see most corrections as an opportunity to teach and grow an employee. It is much easier to invest a few minutes in correction rather than dishing out discipline. On the flip side, managers must be prepared to be fair, level headed, and stern when it comes to properly disciplining staff. You are looking for a captain of your ship.

	Score
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4. What part of your most recent job did you dislike? How did you deal with it? What part of your most recent job did you most like? What is your most favorite job you have ever had? Look for real credible reasons to dislike their jobs. Any answer that would show that they wanted to do better but did not have the proper tools, training, or authority to do so is a good sign. Look for answers that show that the candidate enjoyed challenges, working with people, teaching, leading, or being active in the community.

	Score
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5. What can we do as your employer to make sure you succeed?

This can be a difficult question to answer so don't be too hard on the candidate. You are looking for answers that show they want support, direction, training, and feedback. Good employees become great employees when given the correct support system.

	Score
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Employment Verification

Employer Name: _____

Date Called: _____ Contact Name: _____

1. What were the dates of employment? From _____ To _____
 2. Could you verify their pay rate?
 3. Could you verify their position?
 4. Reason for leaving?
 5. Eligible for rehire?
 6. Other Comments?
-

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Date Called: _____ Contact Name: _____

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6. Other Comments?

Scoring Sheet

Name of Candidate: _____ Interviewer: _____

Date: _____ Time: _____

Circle a score for each question

Question 1	-2	-1	0	1	2
Question 2	-2	-1	0	1	2
Question 3	-2	-1	0	1	2
Question 4	-2	-1	0	1	2
Question 5	-2	-1	0	1	2
Question 6	-2	-1	0	1	2
Question 7	-2	-1	0	1	2
Question 8	-2	-1	0	1	2
Question 9	-2	-1	0	1	2
Question 10	-2	-1	0	1	2
Question 11	-2	-1	0	1	2
Question 12	-2	-1	0	1	2

Score _____

Needed Scores

Management: 20+ **along with no scores of -2**

Host / Server / Driver: 15+ **along with no scores of -2**

Kitchen: 10+ **and need to show a PASSION for creating!**

Dishwasher / Busser: 5+