



Applicant Name:

Interview Date:

Interviewer:

The MRG Hourly Hiring Guide is a tool to hire quality team members. The process is designed to measure how well applicants fit with the various positions at MRG. A point system has been established to help you in your decision making process. Questions are focused on helping you determine the applicant's ability to provide our Customers with "World Class Hospitality and Service."

Guidelines for Interviewer:

1. Familiarize yourself with the interview format and questions
2. Familiarize yourself with the applicant's application.
3. Treat every applicant fairly and with respect, without regard to race, gender, religion, sexual orientation, age, national origin, veteran status or disability.
4. Avoid leading questions or over reacting to responses.
5. Ask at least 2 questions for each section, until you have enough to rate that area.
6. Be discreet when writing & transferring the ratings.
7. Calculate Point Total
8. Offer Position or Dismiss Applicant
9. Close Interview
10. Conduct reference check

REMEMBER YOUR APPLICANT TODAY IS YOUR *GUEST* TOMORROW.
Don't Forget **WUTTI** !!

Welcome them in.
Use their name whenever possible.
Take care of their needs. Are they comfortable? Do they need a beverage?
Thank them for taking the time to apply with Arby's.
Invite them back to see us soon.



Applicant Name: _____

Date: _____

Interviewer: _____

Source

- Newspaper Ad
- Snag-A-job Ad
- Referral
- Walk In
- Banner/Tray Liner
- Other

STEPS FOR CONDUCTING THE INTERVIEW:

1. Introduce yourself and establish rapport
 2. Make the applicant as comfortable as possible. Escort them to a quiet area and offer beverage.
 3. Ask applicant:
 - a. "What makes you interested in working for us?"

 4. Inform the applicant of the interview process by stating:
 - a. "Today we'll be spending some time talking about your background and experience, so I can determine if your skills are suited to the job requirements. I'll be asking specific questions about things you've accomplished in the past. You'll also have an opportunity at the end to ask any questions you have about the job and our company. I would like to take a few notes during our conversation--is that all right?"
 5. Ask the candidate if there are any questions before beginning the interview.
 6. Proceed through Part I of the interview booklet, ensuring that a minimum of two questions from each page is asked and then rated.
 7. Write notes during the interview in the comments section.
 8. Circle the number that best describes their responses to your questions on that page.
 9. Transfer the number ratings to last page and determine, based on points, to offer position or not.
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QUESTIONS FOR ALL APPLICANTS

IA) **Guest Focus** – Smiles, Polite, Eager to Help, Positive. Concentrates efforts on how best to serve guests; attentive to guests’ needs; focuses on the guests in all actions, decisions, and interactions.

Ask two or three of the following questions:

- Tell me about a time you turned an initial bad encounter with someone into a positive one.
- How would you define “good service”? How would you define “bad service”?
- Tell me about a time you could not satisfy someone no matter what you did. How did it end up?
- Tell me about a time you had to cover for someone else’s mistake. What was the end result?

COMMENTS:

Circle One:

1	2	3	4	5
Unacceptable		Successful		Outstanding
Places a low value on guest service; little emphasis on meeting or exceeding guest expectations.		Strives to meet guest expectations; generally pleasant and approachable in interpersonal style.		Always puts the needs of guests first; strives to continually promote guest loyalty and exceed guest expectations.

IB) **Action Orientation** – Sense of urgency, Works quickly, Responds to Customer needs. Keeps up with the work pace; responds to immediate needs; maintains stamina over long hours; meets work goals and company objectives.

Ask two or three of the following questions:

- Tell me about a time you had to work at something for a long time. What did you do to stay positive and pumped up?
- What have you done in the past to save time to become more efficient at something?
- Tell me about a time you volunteered for extra duties or responsibilities.
- What have you done in the past to keep yourself from becoming bored?
- Tell me about a time when a friend, parent, teacher needed you to “drop everything” and do something for them right away.

COMMENTS:

Circle One:

1	2	3	4	5
Unacceptable		Successful		Outstanding
Relies on help; delays tasks; works slowly; does not coordinate with others; lacks initiative.		Works hard and independently when given clear directions; responds well to rushes; requires monitoring to stay productive; does what is told.		Immediately gets started; shows urgency and enthusiasm; works quickly; stays productive over long shifts; coordinates with others.

IC) **Teamwork** – Cooperative, Supportive, Puts others before self. Understands and tolerates people and processes and accepts the time flow and sequence of work in the restaurant, particularly under time constraints.

Ask two or three of the following questions:

- What have you done in the past to help out others that needed help?
- Tell me about a time you volunteered to do something that wasn't your job.
- Describe a time when you disagreed with something you were asked to do, but did it anyway.
- Tell me about a time when you disagreed with feedback from someone.

COMMENTS:

Circle One:

1	2	3	4	5
Unacceptable		Successful		Outstanding
Works independently from the team; does not value relationships or seek feedback; sees little need for interaction.		Works cooperatively with others; offers help and assistance; builds working relationships.		Promotes teamwork and cooperation; accepts and gives feedback; actively builds staff and customer morale; seeks out and maintains strong relationships.

ID) **Integrity and Trust** – Honest, Conscientious, Reliable. Treats guests and co-workers honestly and fairly; shows respect and consideration for rules, systems, and procedures; makes responsible decisions, and takes ownership for ones' actions and decisions.

Ask two or three of the following questions:

- Tell me about a time in your life when you were placed in a position of responsibility.
- Describe a situation where you set a good example of integrity for others.
- Tell me about a time when you saw someone steal something or break a rule. What did you do?
- Are people obligated to report a theft if they see it? Why or why not?
- Tell me about a time when you felt it was acceptable to break a rule in order to get something done.

COMMENTS:

Circle One:

1	2	3	4	5
Unacceptable		Successful		Outstanding
Can be untrustworthy; admits to theft or inappropriate behavior in the past; tolerates dishonesty by others; willing to shortcut rules and policies.		Refrains from theft and dishonest acts; abides by most rules; acts honestly and respectfully to others. May, however show tolerance (unwillingness to punish others) for theft, dishonest, or inappropriate behavior.		Demonstrates a personal example of integrity and trust; treats others fairly and respectfully; communicates in an honest and believable manner and willingly confronts those who would do otherwise.

I-E) **Suggestive Sales** – Effectively speaks English. Suggests and up-sells food and beverage items in a descriptive and appealing manner to increase sales and profitability.

Ask two or three of the following questions:

- (Note to Interviewer: Show a particular product to the applicant using a visual aid.) Take 10 seconds to study this _____. Sell this _____ to me as you would to a customer.
- Tell me about a time that you participated in a sales contest at school or at work. What techniques did you use and find to be most successful? What was the result of your efforts?
- Describe a time when one of your friends couldn't make a decision. What, if anything, did you do to help them decide what they wanted to do?
- Tell me about one of your favorite meals. How would you describe it to a guest?
- The company is promoting an item that you do not particularly care for. How will you be able to suggest this item to guests?

COMMENTS:

Circle One:

1	2	3	4	5
Unacceptable		Successful		Outstanding
Does not understand the importance of building rapport with the guests to boost sales; shows the inability to sell or describe products effectively. Demonstrates a lack of interest in learning and understanding the menu offerings.		Shows the ability to describe menu items clearly and in a suggestive manner; knows the products and promotions well and shows knowledge of recipes. Uses good sales techniques and up-sells logically and appropriately.		Quickly builds rapport with guests and describes menu offerings in an appealing, effective, and convincing way. Superior ability to learn and promote new menu offerings. Consistently a leader in sales contests.

SCORING SECTION:

SCORING INSTRUCTIONS FOR ALL APPLICANTS

1) Transfer each of the previous five ratings to the appropriate box below. Sum the ratings across and write the rating total in the larger box.

IA IB IC ID IE Total

	+		+		+		+		+		
--	---	--	---	--	---	--	---	--	---	--	--

2) Using the table below, circle the recommendation:

RATING TOTAL:	RECOMMENDATION:
If 15 - 25	<i>CONTINUE</i>
If 5 - 14	<i>DO NOT HIRE</i>

If DO NOT CONTINUE:

Say: "I've enjoyed talking with you today. I have several other applicants to interview. If I want to move forward with you, I will contact you within the next 3-5 days. Thank you so much for your time."

- 1) File application with this interview form.

If HIRING:

Say: "I've really enjoyed our conversation today and would like to extend you an offer pending successful reference checks. The beginning pay rate will be _____ per hour (**MINIMUM WAGE**). Let me share with you some of the benefits we offer as a company. (Competitive pay, cross training, flexible schedules, employee meals, management opportunities, etc.)"

- 1) Allow applicant to ask questions.
- 2) Shake hand and congratulate.
- 3) Introduce to other associates and managers.
- 4) Reaffirm position, rate of pay, time and date of the orientation.
- 5) Establish personnel file.
- 6) Provide business card, phone number, and supervisor's name along with Hiring Card.
- 7) Escort applicant to front door.
- 8) Conduct Orientation based on TMTP. Show New Hire **MRG Career Path**
- 9) Fill out New Hire Hourly Paperwork with Employee and send to Information to Office

Reference Check:

Hello, I'd like to speak to _____. My name is _____. I am with Arby's. We are currently considering _____ for a position in one of our restaurants and I would like to ask you a few questions.

1. _____ tells us that he/she was employed by your company from _____ until _____. Is that correct?
2. Why did he/she leave?
3. If the opportunity occurred, would you rehire him/her?
4. What additional information can you share with me about this employee?

Comments:

