

EMPLOYMENT INTERVIEW

Job Title: Cook - Short Order

Interviewer Name:

Date:

Applicant Name:

Dimensions Assessed

1. **Service Orientation**—actively looking for ways to help people
2. **Dependability**—reliable, responsible, and dependable, and fulfilling obligations
3. **Cooperation**—pleasant with others on the job and displaying a good-natured, cooperative attitude
4. **Self-Control**—maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations
5. **Attention to Detail**—careful about detail and thorough in completing work tasks
6. **Stress Tolerance**—accepting criticism and dealing calmly and effectively with high stress situations
7. **Adaptability/Flexibility**—open to change (positive or negative) and to considerable variety in the workplace
8. **Integrity**—honest and ethical
9. **Social Orientation**—preferring to work with others rather than alone, and being personally connected with others on the job
10. **Persistence**—persistence in the face of obstacles
11. **Concern for Others**—sensitive to others' needs and feelings and being understanding and helpful on the job
12. **Initiative**—willingness to take on responsibilities and challenges
13. **Leadership**—willingness to lead, take charge, and offer opinions and direction
14. **Analytical Thinking** — analyzing information and using logic to address work-related issues and problems
15. **Active Listening**—giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times
16. **Oral Comprehension**—listening to and understanding information and ideas presented through spoken words and sentences
17. **Oral Expression**—communicating information and ideas in speaking so others will understand

Overview

This interview consists of four sections: Introduction, Question & Answer, Final Rating, and Scoring.

Introduction

The Introduction section is meant to guide you in welcoming the candidate, describing the interview process, and helping the candidate to relax before the questions and answer portion.

This section begins with you asking a few conversation starter questions. The goal of these questions is to put the candidate at ease. There are five example questions provided. Familiarize yourself with these questions *before* you sit down with the candidate so that you are not reading from the form. Once the candidate is at ease, read the overview of the interview process to the candidate aloud. Once you have finished, and answered the candidate's questions, proceed to the Question & Answer section of the interview.

Question & Answer

The Question & Answer section provides the opportunity to evaluate the candidate on 14 dimensions by asking a question and rating the candidate's answer for each dimension.

For each dimension, read the question, answer any questions asked by the candidate to clarify the question, and take notes as necessary. Once the candidate has finished answering the question, privately rate the candidate's response, and then move on to the next question. There is one question for each dimension. It is important that you ask each candidate the same questions in the same order so that every applicant has as similar an experience as possible.

Once you have asked and rated all 14 dimensions, the Question & Answer section is over. Provide the candidate with any pertinent information like the hiring process, when you plan to make a decision, and when they might expect to hear from you. Answer any final questions the candidate may have, and then dismiss the candidate.

Final Rating

The Final Rating section provides the opportunity to rate the candidate on three additional dimensions. Be sure to familiarize yourself with these dimensions before you begin.

The ratings for the dimensions in this section will be based upon the candidate's responses and behavior during the Question & Answer section. For each dimension, write any notes you feel are necessary, and then provide a rating. Once you have finished rating all three additional dimensions, move on to scoring.

Scoring

The Scoring section provides instructions on how to score the interview and arrive at a hiring recommendation.

To score the interview, you will need to copy your ratings to the scoring sheet. After you have copied your ratings, you will sum your ratings, and then calculate an average dimension score. Based upon the average dimension score, you will then make a hiring recommendation: consider hiring or do not hire. Once you have made a hiring recommendation, the interview is complete.

Introduction

Conversation starters:

- Would you like a glass of water?
- How has your day/week been so far?
- Did you have any trouble finding our restaurant/location?
- Have you ever dined here?
- What did you do to prepare for today?

Interview Process Overview

Let me talk to you a little bit about what we're going to do today. As you know, this is an interview. I'm going to ask you a series of questions. After each question, I'm going to give you an opportunity to answer the question. Once you've answered the question, I'm going to move on to the next question until I've asked all of my questions. If any question isn't clear, please ask me to clarify. And if I don't understand an answer, I'll do the same. Once we're finished with my questions, I'll give you an opportunity to ask any questions you may have.

During the interview, I will be reading from a script. This helps me to remember the questions and keeps me on track. Just to let you know, I may also take some notes to help me remember what you've said. So if you notice me writing, that's what I'm doing.

Do you have any questions about anything I've just shared?

If you're ready, let's begin:

Question & Answer

1. Service Orientation—actively looking for ways to help people

Question: Tell me about a time when you provided assistance to a coworker without being asked? How did you know that they needed help and how did you help?

Notes:

Rating	Example Answer
③ High Pass	Actively looked for ways to help coworkers, recognized that help was needed, helped that person.
② Pass	Noticed that a coworker needed help, and worked to help that person.
① Marginal Fail	Helped a coworker when asked.
④ Fail	Does not recognize that others need help, and/or does not provide help beyond what is required.

2. Dependability—reliable, responsible, and dependable, and fulfilling obligations

Question: Tell me about a task or job you had to complete where you encountered unexpected hurdles. How did you handle the situation, and were you able to complete the task or job?

Notes:

Rating	Example Answer
③ High Pass	Anticipated unforeseen hurdles and made accommodations to not delay or affect work
② Pass	Made accommodations to not delay or affect work.
① Marginal Fail	Made minimal accommodations and allowed hurdles to delay or affect work.
④ Fail	Made no accommodations and allowed hurdles to delay or affect work.

3. Cooperation—pleasant with others on the job and displaying a good-natured, cooperative attitude

Question: Describe a time when you had to work with an uncooperative employee to complete a task. How did you manage working with that coworker, and what was the outcome?

Notes:

Rating	Example Answer
③ High Pass	Recognized the need to cooperate and attempted to establish a cooperative relationship with the uncooperative employee.
② Pass	Attempted to establish a cooperative relationship with the uncooperative employee.
① Marginal Fail	Minimized interaction with the uncooperative employee.
④ Fail	Avoided working with or refused to work with the uncooperative employee.

4. Self-Control—maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations

Question: Describe the worst customer you have ever experienced. How did you deal with that customer?

Notes:

Rating	Example Answer
③ High Pass	Maintained complete control of emotions, and demonstrated effective customer service.
② Pass	Maintained control of emotions with effort, and demonstrated effective customer service.
① Marginal Fail	Maintained only limited control of emotions, and/or demonstrated ineffective customer service.
④ Fail	Lost control of emotions, and/or demonstrated poor customer service.

5. Attention to Detail—careful about detail and thorough in completing work tasks

Question: Tell me about a time when you found it necessary to be precise in order to complete a task.

Notes:

Rating	Example Answer
③ High Pass	Aware of the importance of detail orientation and very careful about detail.
② Pass	Careful about detail.
① Marginal Fail	Somewhat careful about detail.
④ Fail	Only slightly careful about detail.

6. Stress Tolerance—accepting criticism and dealing calmly and effectively with high stress situations

Question: Describe a situation you have faced at work that could be described as a high stress situation. How did you deal with stress in that situation?

Notes:

Rating	Example Answer
③ High Pass	Not easily affected by stress; decision making and performance are unaffected by stress.
② Pass	Minimally effected by stress; decision making and performance are mostly unaffected by stress.
① Marginal Fail	Moderately affected by stress; decision making and performance are affected by stress.
④ Fail	Affected by stress; decision making and performance are impeded by stress.

7. Adaptability/Flexibility—open to change (positive or negative) and to considerable variety in the workplace

Question: Tell me about a situation in which you had to adjust to changes over which you had no control. How did you handle adjusting to that change?

Notes:

Rating	Example Answer
③ High Pass	Welcomes change and is able to adjust to change without difficulty.
② Pass	Able to adjust to change without difficulty.
① Marginal Fail	Able to adjust to change with minor difficulty.
① Fail	Unable to adjust to change.

8. Integrity—honest and ethical

Question: Describe a significant ethical challenge you have faced on the job. What was the outcome and how did you arrive at that outcome?

Notes:

Rating	Example Answer
③ High Pass	Has a clear understanding of what is ethical; had no trouble recognizing and taking the appropriate action.
② Pass	Has a reasonable understanding of what is ethical; had no trouble recognizing and taking the appropriate action.
① Marginal Fail	Has a reasonable understanding of what is ethical; had some difficulty recognizing and taking the appropriate action.
① Fail	Does not understand what is ethical; had difficulty recognizing and taking the appropriate action.

9. Social Orientation—preferring to work with others rather than alone, and being personally connected with others on the job.

Question: Do you prefer to work as part of a team or as an individual? Why?

Notes:

Rating	Example Answer
③ High Pass	Prefers to work in a team setting; desires to work with others.
② Pass	Enjoys working in a team setting; is able to work effectively in a team setting.
① Marginal Fail	Enjoys working in a team setting, but prefers working alone.
① Fail	Is able to work in a team setting, but prefers working alone.

10. Persistence—persistence in the face of obstacles

Question: Tell me about a time when you maintained focus and commitment to achieving important goals despite major obstacles and frustrations.

Notes:

Rating	Example Answer
③ High Pass	Easily maintains focus and commitment; is able to effectively overcome obstacles and frustrations.
② Pass	Maintains focus and commitment; is able to overcome obstacles and frustrations.
① Marginal Fail	Maintains some focus and commitment; is able to overcome some obstacles and frustrations.
① Fail	Maintains little focus and commitment; obstacles and frustrations affect work.

11. Concern for Others—sensitive to others' needs and feelings and being understanding and helpful on the job

Question: Describe a time when you felt it was necessary to adjust your behavior in order to respond to the needs of a coworker. What did you notice and how did you respond?

Notes:

Rating	Example Answer
③ High Pass	Easily recognized small needs, and made reasonable and effective adjustments.
② Pass	Recognized needs; made reasonable and effective adjustments.
① Marginal Fail	Only recognized large needs; made reasonable and effective adjustments.
④ Fail	Didn't recognize needs; made ineffective adjustments or made no adjustments.

12. Initiative—willingness to take on responsibilities and challenges

Question: Tell me about a time when you asked your manager for additional responsibility.

Notes:

Rating	Example Answer
③ High Pass	Actively and purposefully sought out opportunities to gain more responsibility, and asked for more responsibility.
② Pass	Asked for more responsibility when an opportunity presented itself.
① Marginal Fail	Took on more responsibility when asked.
④ Fail	Does not express a desire for more responsibility.

13. Leadership—willingness to lead, take charge, and offer opinions and direction

Question: Have you ever had to take charge in order to provide a great guest experience? Describe the situation and tell me about the outcome.

Notes:

Rating	Example Answer
③ High Pass	Enthusiastically takes charge when appropriate to provide a great guest experience.
② Pass	Takes charge when appropriate to provide a good guest experience.
① Marginal Fail	Reluctantly takes charge when appropriate to provide a good guest experience.
④ Fail	Does not take charge; is not assertive.

14. Analytical Thinking—analyzing information and using logic to address work-related issues and problems

Question: Describe an important decision you had to make at work. How did you go about making that decision? Describe your decision making process.

Notes:

Rating	Example Answer
③ High Pass	Systematically considered pros and cons of potential actions to identify the best course of action.
② Pass	Considered pros and cons of potential actions to identify a reasonable course of action.
① Marginal Fail	Considered few options before choosing a course of action.
④ Fail	Chose a course of action based upon intuition or what was done before.

End of Question & Answer

Provide the candidate with any pertinent information such as:

- the hiring process, and next steps for manager it will be a second interview (you will call to arrange times, please talk about their availability)
- when you plan to make a decision (We are hiring immediately after the interview process is complete)
- when they might expect to hear from you (you will contact them within 24 hours for next step)
- who to contact if they have any questions about the process (They can all Brandy or you)

Answer any final questions the candidate may have, thank the candidate for their interest in the position, and then dismiss the candidate.

Final Rating

There are no questions for dimensions 15-17. These dimensions are to be rated based upon the applicant's responses during the Question & Answer portion of the interview.

15. Active Listening—giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times

Notes:

Rating	Example Behavior
③ High Pass	Gave full attention, made sure they understood what was being said, and did not interrupt.
② Pass	Gave full attention, probably understood what was being said, and did not interrupt.
① Marginal Fail	Gave full attention, may have misunderstood a few questions without recognizing the misunderstanding, and/or may have interrupted on occasion.
④ Fail	Mostly paid attention, misunderstood a few questions without recognizing the misunderstanding, and/or may have interrupted.

16. Oral Comprehension—listening to and understanding information and ideas presented through spoken words and sentences

Notes:

Rating	Example Behavior
③ High Pass	Understood everything that was said to them.
② Pass	Understood almost everything that was said to them.
① Marginal Fail	Misunderstood a several things that were said to them.
④ Fail	Misunderstood many things that were said to them.

17. Oral Expression—communicating information and ideas in speaking so others will understand

Notes:

Rating	Example Behavior
③ High Pass	Communicated very well; misunderstanding the candidate would be nearly impossible.
② Pass	Communicated well; misunderstanding the candidate would be rare.
① Marginal Fail	Communicated fairly well; misunderstanding the candidate would happen on occasion.
① Fail	Did not communicate well; misunderstanding the candidate would be likely.

Scoring

Copy the ratings for each dimension to the table below. Sum the ratings, and write this number in the box next to SUM. Divide the sum by the total number of dimensions rated (17), and write the result in the box next to AVERAGE SCORE PER DIMENSION.

If the candidate received 1 or more **FAIL** ratings, mark **UNACCEPTABLE** in the hiring recommendation.

If the received 3 or more **MARGINAL FAIL** ratings, mark **UNACCEPTABLE** in the hiring recommendation.

If the candidate received an average score per dimension of 2.0 or above, mark **ACCEPTABLE** in the hiring recommendation. If the candidate received an average score per dimension below 2.0, mark **UNACCEPTABLE**.

Dimension	Rating
1. Service Orientation —actively looking for ways to help people	
2. Dependability —reliable, responsible, and dependable, and fulfilling obligations	
3. Cooperation —pleasant with others on the job and displaying a good-natured, cooperative attitude	
4. Self-Control —maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations	
5. Attention to Detail —careful about detail and thorough in completing work tasks	
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16. Oral Expression —communicating information and ideas in speaking so others will understand	
17. Oral Comprehension —listening to and understanding information and ideas presented through spoken words and sentences	
SUM	
AVERAGE DIMENSION SCORE (SUM / 17)	
HIRING RECOMMENDATION	☐ Acceptable ☐ Unacceptable