



Hiring the Best Team Members Talent Management Platform

**Hourly Team Member Application
Process & Assessments**

Rev. 09/24/12



Agenda

- **New application process and career site**
- **Accessing and maintaining candidates through the Talent Management Platform.**
- **Assessments and Interview Guides**
- **Interviewing Do's and Don'ts**
- **Websites & Contacts**
- **Questions**



Hiring Cards



Handed out to applicants who come into the restaurant. These direct them to the Career Center where they should select "Hiring Card" as their source.

Come help us inspire crazy loyalty through memorable YUMMM® experiences.

Apply online today at:
www.redrobin.jobs

.....

Red Robin International, Inc. is an equal opportunity employer.



www.redrobin.jobs

Quick Job Search ▾

CAREERS *never*
tasted so *good!*



WELCOME TO RED ROBIN'S CAREER SITE

You are here

Home ▸ Main Page

At Red Robin, our Team Members are our strongest asset.

We're seeking high-quality Team Members who are eager to embrace our core values: **Honor, Integrity, Seeking Knowledge and Having Fun** and committed to delivering superior "UNBRIDLED" service.

Select your field of interest from the list below, or click on the burger box to get a taste of what Red Robin has to offer:

- MANAGEMENT POSITIONS ▸
- HOURLY POSITIONS ▸
- REGIONAL POSITIONS ▸
- CORPORATE POSITIONS ▸
- RED ROBIN BURGER WORKS ▸



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[VALUES](#)

[UNBRIDLED ACTS](#)

[BENEFITS](#)

[REWARDS](#)

[AVAILABLE POSITIONS](#)





Accessing the Talent Management Platform

Applicant Tracking Low Cost Easy :: Hirebridge

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Reader Google

LOGIN

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Applicant tracking made easy

Go to www.hirebridge.com
then click the LOGIN button

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Featured Clients:

RED ROBIN GOURMET BURGERS

Go Daddy .COM

snowbird ski and summer resort

Franklin Covey

An Affordable Web-Based Applicant Tracking System That's Easy To Use

Hirebridge Recruiter is a powerful, easy to use Applicant Tracking System (ATS) and job requisition management system that helps organizations automate their recruiting and hiring processes. Our hosted software solution combines applicant tracking with job requisition management, ad-hoc reporting, powerful candidate resume search and interactive career center technologies that helps companies manage their hiring processes without IT staff involvement. Delivered as an on-demand web-based service, Hirebridge requires no software to buy or hardware to install or manage. Users simply login from any web browser and manage their jobs, candidates, reports and more.

Hirebridge applicant tracking and hiring management solutions are trusted by companies across a wide range of vertical markets and industries, including healthcare, retail, general corporate hr and staffing.

Dramatically Increase Recruiter Productivity With Our On Demand ATS

Hirebridge helps companies focus on hiring the best candidate for the job by eliminating paper from the hiring process. Efficiency and productivity dramatically increases as recruiters and hiring managers can spend their valuable time on more core functions, and less time on administration.

One error in opening the page. For more information, choose Window > Activity.



Logging in to the Talent Management Platform

Hirebridge Login

https://www.hirebridge.com/v3/Login.aspx

Google

hirebridge

NEED HELP? CALL US @ 1-954-688-4677

NEED TRAINING? [CLICK HERE!](#)

Welcome to Hirebridge

What's New!

Hirebridge is pleased to announce a new department for more...

NEW Resume & Document Management
You can now attach documents to your profile. You have the Multiple...

NEW Enhanced Candidate Searching & Reporting
All search and report generators have been greatly enhanced. New features include multiple selections within each dropdown allow for more flexible and powerful searching and reporting!

NEW TURBO Charged!
The Hirebridge system has been TURBO Charged! Pages now load at least 50% faster, and in some cases, 90% faster. If you thought the Hirebridge system was quick, it's even faster now.

NEW Custom Workflow / Milestone Tracking
Set up triggers to automatically set and record candidate statuses and stages based on specific actions that occur during the hiring process.

NEW Pre-Screening Questions w/ Point Scoring
The Pre-Screening Questions module has been upgraded and now includes the ability to assign point values to individual responses. This allows recruiters to gather deeper information into the viability of each candidate and assess them quickly against the entire candidate pool.

**Enter your Login ID
(your GM email address)
and your Password.**

Sign in to your Hirebridge account
Hirebridge Login

Your Login ID:

Your Password:

Login »

[Lost your password?](#)

If you do not know your password
(or have forgotten it), click the
Lost your password link so the
system can send it to you.

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Viewing Candidates

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Overview

Red Robin Restaurants

Jobs Overview

View Recent Candidates **1 to 4 of 4 Jobs**

	Job Title	Total	Status
	Servers	36	Public
	Host / Hostesses	59	Public
	Dishwashers	319	Public
	Line Cooks	125	Public

Clear Filters

Click the Job Title or the number located in the Total column

Hirebridge Recruiter V

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ences



Sorting Candidates

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Overview

Red Robin Restaurants

Results of Candidate Search

1 to 30 of 30 Candidates

Name	State	Aging	Stage	Rank	%	SalaryRqst	AMPM	Wknd	Available	Assessment
Cowdrey, Sheridan	AZ	0			44	4.25	PM	Y	2/21/2012	STRONGLY RECOMMEND
Palmer, Hayley	AZ	0			73	7.65	Both	Y	2/17/2012	RECOMMEND
Schuck, Erica	AZ	0			0	5.00	Both	Y	2/19/2012	STRONGLY RECOMMEND
fitch-kirkpatrick, jammi	AZ	0			100	04.25	Both	Y	2/17/2012	RECOMMEND
Delfin, Kaitlin	AZ	0			78	7.35	Both	Y	2/20/2012	STRONGLY RECOMMEND
Woodard, Stacy	AZ	0			100	8	Both	Y	2/16/2012	STRONGLY RECOMMEND
Van Gundy, Josh	AZ	1			89	3.75	Both	Y	2/16/2012	STRONGLY RECOMMEND
Lewis, Marissa	AZ	1			89	4.65	Both	Y	2/16/2012	STRONGLY RECOMMEND
Francis, Robert	AZ	1			60	7.65	Both	Y	2/16/2012	STRONGLY RECOMMEND
Rule, Dona	AZ	1			100	465	PM	Y	3/6/2012	RECOMMEND
Gordon, Daylon	AZ	1			62	7.65	Both	Y	2/16/2012	STRONGLY RECOMMEND
Skinner, Cassandra	AZ	1			22	9.00	Both	Y	2/16/2012	STRONGLY RECOMMEND

You can sort candidates by clicking any of the fields in the blue bar at the top. The fields that are recommend to use for sorting are the assessment result or, for Servers & Bartenders only, the % score (with 100% being their likelihood to have at least 1 year of recent full service restaurant experience as a Server or Bartender).

Also, if you click the assessment result, that will show you only candidates with that result.



Sorting candidates to review

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Overview

Red Robin Restaurants

Results of Candidate Search

1 to 26 of 26 Candidates

Name	State	Aging	Stage	Rank	%	SalaryRqst	AMPM	Wknd	Available	Assessment
Woodard, Stacy	AZ	0			100	8	Both	Y	2/16/2012	STRONGLY RECOMMEND
REED, CATHERINE	AZ	2			100	4.43	Both	Y	2/15/2012	STRONGLY RECOMMEND
James, Kellie	AZ	2						Y	2/15/2012	STRONGLY RECOMMEND
Donley, Kim	AZ	2					h	Y	2/14/2012	STRONGLY RECOMMEND
Glacken, Sean	AZ	2						Y	2/14/2012	STRONGLY RECOMMEND
redmon, wayne	AZ	2					h	Y	2/16/2012	STRONGLY RECOMMEND
WISDOM, LIBERTY	AR	2					h	Y	2/15/2012	STRONGLY RECOMMEND
Dalston, Melissa	AZ	2			100	4.65	Both	Y	2/14/2012	STRONGLY RECOMMEND
garcia, Jorge	AZ	2			93	4.25	Both	Y	2/15/2012	STRONGLY RECOMMEND
Van Gundy, Josh	AZ	1			89	3.75	Both	Y	2/16/2012	STRONGLY RECOMMEND
Lewis, Marissa	AZ	1			89	4.65	Both	Y	2/16/2012	STRONGLY RECOMMEND
Cristler, Zach	AZ	2			82	4.25	Both	Y	2/15/2012	STRONGLY RECOMMEND




Click the
Candidate's Name

Once the candidates have been sorted (in this case we clicked “strongly recommended” and then sorted by highest percentage (which would indicate people with 1+ year of full service restaurant experience), you will want to view their resume.



Reviewing Candidates – Step 1

Red Robin Restaurants

Candidate Details: C   

[Return To List](#) [+](#)

Contact Information

First Name: _____ Primary Phone: _____
Last Name: _____ Secondary Phone: _____
Address 1: _____ Email: _____
Address 2: _____
City: _____ Source: Craigslist
State/Province: _____ Other: _____
Zip/Postal Code: _____ Prev. Rest. Exp: Yes

Work Availability

Available: 11/16/2011 Hours Expected: 40
FT/PT: Full-time AM/PM: Both
Weekends: Yes Holidays: Yes
Overtime: Yes

Days: Yes
Which Days: ☐ Mon ☐ Tue ☐ Wed ☐ Thu ☐ Fri ☒ Sat ☒ Sun
Evenings: Yes
Which Evenings: ☒ Mon ☒ Tue ☒ Wed ☒ Thu ☒ Fri ☒ Sat ☒ Sun

Other Positions: ☐ Line Cook ☒ Server ☐ Host Staff ☐ Busser ☒ Expo ☒ Bartender ☐ Dishwasher

Additional Information

Work Eligibility: Yes At Least 18: Yes
Highest Edu: High School Expected Pay: 4.35
Previous Employee: No Prior Applicant: No
More info: _____ When: _____
Felony: No
Explain: _____

Assessment Result

Recommendation: STRONGLY RECOMMEND
Details: [View Report](#)

Description: _____
Score: 100

You can click this to expand all fields below (resume, references etc...)

Review availability to determine fit based on current and expected future needs.

The “Other Positions” section allows you to CONSIDER other workgroups the applicant would be interested in.



Reviewing Candidates – Step 2

Click to view assessment. This is where the interview guide is.

Assessment Result

Recommendation: STRONGLY RECOMMEND

Details: [View Report](#)

Description:

Score: 100

Email |

Hire |

No Interest

Job Details

Title: Host / Hostesses

Req#: 136651 [View](#)

Int#:

Location: NC - Apex

Department: Host / Hostess

Category: Host / Hostess

App Date: 11/15/2011

Score: 30/45 67% [Update](#)

Last Activity: 11/29/2011 Candidate Status Change

Req. Owner: Chris Burcham

Status:

Stage:

Rank:

Original Resume

No resume attached. Click here to upload.

+ [Show Milestones](#)

Original Application

[View Original Application](#)

+ [Show Attached Documents](#)

+ [Show Resume & Cover Letter](#)

+ [Show Employment History](#)

+ [Show Education History](#)

+ [Show Reference Details](#)

+ [Show Screening Questions](#)

+ [Show Additional Applications](#)

+ [Show Activity & History Log](#)

For Servers & Bartenders only this helps guide you to candidates with full service restaurant experience and is based on their answers to the screening questions.

Here are all of the candidate details.
If you clicked the + button above these will all be expanded.
If not, click the + to view each area.



Dispositioning Candidates

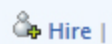
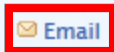
For the system to work as designed, immediately after reviewing a candidate you will need to perform one of the following steps depending on if you want to interview a candidate or not.

Assessment Result

Recommendation: STRONGLY RECOMMEND
Details: [View Report](#)

Description:
Score: 100

If you are not interested in meeting a candidate, click here.



Job Details

Title: Servers
Req#: 136631 [View](#)
Int#:

Location: AZ - Phoenix (Scottsdale 101)
Department: Server
Category: Server
App Date: 11/15/2011
Score: 40/45 89%[Update](#)

If you would like to email a candidate to schedule an interview, click here. You may also call them.

Original Resume

No resume attached. Click here to upload.

+ [Show Milestones](#)

Original Application

[View Original Application](#)

+ [Show Attached Documents](#)

+ [Show Resume & Cover Letter](#)

+ [Show Employment History](#)

+ [Show Education History](#)

+ [Show Reference Details](#)

+ [Show Screening Questions](#)

+ [Show Additional Applications](#)

+ [Show Activity & History Log](#)

Status:

Stage:

Rank:

- 1+
- 2
- 3
- 4
- 5-

You NEED to rank candidates if you are considering calling to setup an interview.

This allows you to prioritize who and when you call to schedule interviews and us to analyze quality.



Reasons for Rejection

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Red Robin Restaurants

No Interest: _____

Reason: Please Select A Reason For Non-Selection ▼

Comments: Please Select A Reason For Non-Selection

Did not complete talent assessment

Moving Forward with Another Candidate

No Longer Available

No Response to call / email

Not Recommended – Talent Assessment

Previously Disqualified

Salary Issue

Will Not Relocate

[Jobs Overview](#) | [My Schedule](#) | [Search Candidates](#) | [Add Candidates](#) | [Add New Job Req](#) | [Administration](#) | [Contacts](#) | [Help](#)

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[Hirebridge Users Guide](#) [User Preferences](#)

Select the Reason for rejection from the drop-down list, then enter any comments and click save.



Candidate Status

As you move candidates along the interview process, it is **EXTREMELY** important that you keep their file updated. Below are the two major areas you must maintain.

Assessment Result

Recommendation: STRONGLY RECOMMEND

Details: [View Report](#)

Description:

Score: 100

[Email](#) |

[Hire](#) |

[No Interest](#)

If, at any point you decide you are not going to move forward with a candidate or hold their application on file, you need to click “No Interest”

Job Details

Title: Host / Hostesses

Req#: 136651 [View](#)

Int#:

Location: NC - Apex

Department: Host / Hostess

Category: Host / Hostess

App Date: 11/15/2011

Score: 0/0.0%

Last Activity: 11/29/2011 Candidate Stage Change

Req. Owner: Chris Burcham

When you interview or schedule an interview, please move candidates along in the process, from “Pending” (default stage when you click an application) to:

- Step 1 - 1st Interview
- Step 2 - 2nd Interview
- Step 3 - Hired or Hold for Future

+ [Show Education History](#)

+ [Show Reference Details](#)

+ [Show Screening Questions](#)

+ [Show Additional Applications](#)

Status: Active

Stage: 1 - 1st Interview - Scheduled

Rank: Select One..

- 0 - Need to schedule 1st interview
- 0 - Resume Review - Pending
- 0 - Waiting for Completed Assessment
- 1 - 1st Interview - Scheduled
- 1 - Left Message to Schedule Interview
- 1 - No Answer / Phone Not Working - Call Back
- 2 - 2nd Interview Scheduled
- 2 - Need to Schedule 2nd Interview
- 3 - Hold for Future - BOH
- 3 - Hold for Future - FOH
- 4 - Hired
- 4 - Rejected



Hiring a Candidate

Assessment Result

Recommendation: STRONGLY RECOMMEND

Details: [View Report](#)

Description:

Score: 100

[Email](#) |

[Hire](#) |

[No Interest](#)

Job Details

Title: Host / Hostesses

Req#: 136651 [View](#)

Int#:

Last Activity: 11/29/2011 Candidate Stage Change

Req. Owner: Chris Burcham

Once you have hired a candidate, you
MUST change the STATUS to Hired.

You will then confirm candidate hire data
on the next screen.

Status:	Active
Stage:	Select One..
Rank:	Active
	Hired
	Hold For Future - BOH
	Hold For Future - FOH
	No Interest / Rejected
	Shared Candidate Pool

Original Application

[View Original Application](#)

+ [Show Attached Documents](#)

+ [Show Resume & Cover Letter](#)

+ [Show Employment History](#)

+ [Show Education History](#)

+ [Show Reference Details](#)

+ [Show Screening Questions](#)

+ [Show Additional Applications](#)



Benefits of Assessments

Increase Hiring Accuracy

- » Select those who will fit with the job and Red Robin culture
- » Screen out those who are high turnover risk
- » Help poor fitting candidates self-select out before hire
- » Objective comparison of candidates

Increases efficiency & decreases time to hire

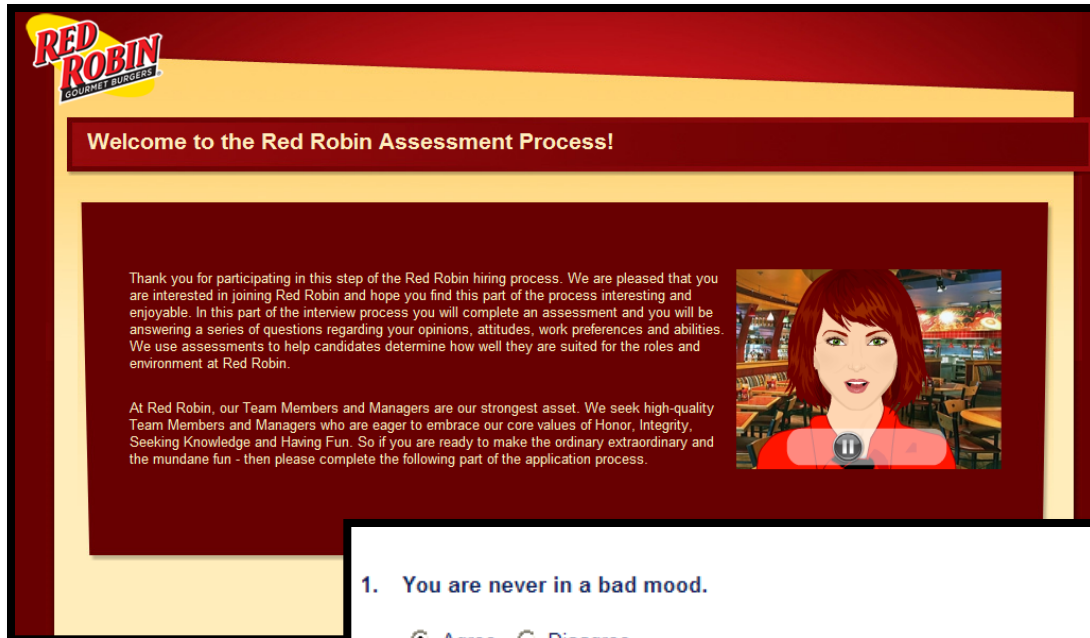
- » Can be administered early in the hiring process
- » Screens out applicants who are poor fits before you waste time on them
- » Allows you to quickly prioritize candidates and focus on the best people

Helps hiring managers focus the interview

- » Specific interview probes based on assessment results
- » Structured interview questions for all candidates



Candidate Experience



Instructions are provided
for the candidate

1. You are never in a bad mood.
☒ Agree ☐ Disagree
2. There are seven days in a week.
☒ Agree ☐ Disagree
3. Rather than ask someone else, you tend to solve problems yourself.
☒ Agree ☐ Disagree
4. You are generally free from worry about possible misfortunes.
☒ Agree ☐ Disagree
5. People should understand that you can't always do all that you said you would.
☒ Agree ☐ Disagree

The assessment will take
them approximately 10-
15 minutes to complete



FOH Assessment

- » *On-line assessment, automatically launched after application*
- » *Provides Hiring Recommendation*
- » *Includes the following components:*
 - » Personality measures
 - » Counterproductive behaviors
 - » Customize structured interview

Select for FOH Team Members Measures:

Energy

(activity level; action orientation)

Accommodation to Others

(willingness to accommodate the desires of others)

Positive Service Attitude

(appreciation of the service role)

Frustration Tolerance

(remain emotionally positive in spite of frustration)

Multi-Tasking

(juggle many tasks)

Persuasiveness

(persuade, influence customers & associates)

Criticism Tolerance

(accept criticism constructively)

Pride in Work

(work ownership through attention to detail and organization)



HOH Assessment

- » *On-line assessment, automatically launched after application*
- » *Provides Hiring Recommendations*
- » *Includes the following components:*
 - » *Personality measures*
 - » *Counterproductive behaviors*
 - » *Customize structured interview*

Select for HOH Team Members Measures:

Energy

(activity level; action orientation)

Frustration Tolerance

(remain emotionally positive in spite of frustration)

Initiative

(takes personal responsibility; self-motivated)

Safety Attitude

(understands the importance of safety practices and complies)

Positive Service Attitude

(appreciation of the service role)

Multi-Tasking

(juggle many tasks)



Pride in Work

(work ownership through attention to detail and organization)



Accessing Assessments

Red Robin Restaurants

Candidate Details: Cassandra Mullican  

[Return To List](#) [+](#)

Contact Information

First Name:

Primary Phone:

Last Name:

Secondary Phone:

Address 1:

Email:

Address 2:

City:

Source:

State/Province:

Other:

Zip/Postal Code:

Prev. Rest. Exp:

Work Availability

Available: 11/16/2011

Hours Expected: 40

FT/PT: Full-time

AM/PM: Both

Weekends: Yes

Holidays: Yes

Overtime: Yes

Days: Yes

Which Days: ☐ Mon ☐ Tue ☐ Wed ☐ Thu ☐ Fri ☒ Sat ☒ Sun

Evenings: Yes

Which Evenings: ☒ Mon ☒ Tue ☒ Wed ☒ Thu ☒ Fri ☒ Sat ☒ Sun

Other Positions: ☐ Line Cook ☒ Server ☐ Host Staff ☐ Busser ☒ Expo ☒ Bartender ☐ Dishwasher

Additional Information

Work Eligibility: Yes

Highest Edu: High School

Previous Employee: No

More info:

Felony: No

Expenses:

At Least 18: Yes

Expected Pay: 4.35

Prior Applicant: No

When:

Assessment Result

Recommendation: STRONGLY RECOMMEND

Details: [View Report](#)

Description:

Score: 100

Step 4: Click the View Report link to access the complete results,



Results Page

Access Results from Your Talent Management Platform Dashboard

Random Response

A check for random responding. If Invalid, the candidate could not or did not read the test well enough to avoid responding randomly, and these results should not be used.

Valid	Invalid
X	

Integrity Index

A measure of the candidate's attitudes about personal integrity and work ethic.

Avoid	Good
	X

Performance Index

A measure of the traits associated with successful performance in this job.

Avoid	Good	Better
		X

Performance Sub-scale Analysis:

The table presents the candidate's scores for each sub-scale of the Performance Index.

Flagged areas should be probed in the interview.

Subscale	Okay	Flag*
Energy (activity level; action orientation)	X	
Accommodation to Others (willingness to accommodate the desires of others)		X
Positive Service Attitude (appreciation of the service role)	X	
Frustration Tolerance (remain emotionally positive in spite of frustration)	X	
Multi-Tasking (juggle many tasks)	X	
Persuasiveness (persuade, influence customers & associates)	X	
Criticism Tolerance (accept criticism constructively)	X	
Pride in Work (work ownership through attention to detail and organization)		X

Provides Overall Recommendation;
“Avoid the Avoid’s”;
Screens out approximately 20%

Alerts you to specific areas of concern;
interview probe suggestions will be provided later in the report for any areas that are “flagged.”

[FOH Interview Guide for JEFFERY ANDERS](#)

Link to Candidate Interview Guide



Interview Guide

RED ROBIN
GOURMET BURGERS

JEFFERY ANDERS 10/17/2011 2:51:00

Red Robin Heart of House w CPS Interview

Interview Guide for JEFFERY ANDERS

Preparation:

- Review the application form
- Review the test results. Do not bring the assessment results with you to the interview.

STEP 1 : Review the Application and Investigate Potential Problem Areas

<input type="checkbox"/> Employment gaps?	<input type="checkbox"/> Extremely high or low earnings?
<input type="checkbox"/> Several jobs in the last 2 years?	<input type="checkbox"/> Earnings show progress?
<input type="checkbox"/> Vague reasons for leaving job(s)?	<input type="checkbox"/> Can complete all essential functions?

Example Questions

- I see you worked at XYZ company from ____ to _____. Can you tell me why you left? Did you actually resign, or did they let you go? (Start at the beginning of the applicant's work history and do the same for each position.) They will tell you all of the reasons if you let them talk. Wait until there is silence.
- I see that you were unemployed from ____ to _____. Please tell me about this period of unemployment.
- I see that you left your previous employer. Would you explain further?
- I noticed that you have changed jobs frequently in the recent past. Why?

STEP 2 : Open the Interview

Hi, my name's _____ and I'm the manager/general manager here. Thanks for coming in. The purpose of this interview is to learn more about you and your work experience. I'm going to ask you some questions about your previous jobs, and how you handled different situations. Does this sound okay to you? Great. I'm going to take notes. ...but that's only because I can't remember everything-not because it's good or bad. There are no right and wrong answers, we're just trying to learn if we're right for each other. When we're done, I'll ask you if you have any questions for me. Is this okay? Are you ready to go?

Opening Questions

- Have you ever worked in the restaurant industry? Where? What did you do? What did you like best? What did you like least? Please provide examples. (Listen for restaurant experience, job fit)
- Why are you considering leaving your current job? (If not employed ask: Were you released, or did you resign from your previous job? Why?) (Listen for reliability, job fit.)
- If I were to ask your former supervisor, what would they say is your greatest strength/opportunity? How does that differ from your personal assessment of your strengths/opportunities? Why? (Listen for job fit, personal insight into areas of strengths and opportunities)

**Structured
Interview Guide
provides clearly
outlined steps**

**Start with Opening
the Interview and
Asking the
Opening Questions**



Interview Guide

STEP 3: Begin In-depth Questions

Red Robin Heart of House w CP6 Interview

Guest Focus

1. What do you think excellent Guest service would be in our business? (Listen for service knowledge and values.)
2. Tell me how your role in the past impacted Guest satisfaction. What things did you do to improve the quality of food you provided? (Listen for a strong focus on wanting to provide the best food for Guests.)

Using the response to the questions above, please provide an overall rating for this competency below.

-1-	-2-	-3-
Low level of Guest focus: low level of service knowledge; responds in a negative way to Guest's needs or requests	Values Guest focus: has some service knowledge; responds to Guest's needs or requests in a positive manner	Exemplifies Guest Focus: has extensive service knowledge; goes above and beyond when responding to Guest needs or requests

Standards of Excellence

3. How do you think a restaurant creates repeat business and satisfied Guests? Think of your favorite restaurant and tell me why you keep going back? (Listen for service knowledge and values.)
4. Tell me about what you did in your past jobs to ensure a Guest would receive the best service or food. What would you do if you noticed others not trying as hard as you? (Listen for an ability to put the Guest first, follow processes and not turn a blind eye to others who don't work with high standards.)

Using the response to the questions above, please provide an overall rating for this competency below.

-1-	-2-	-3-
Low Standards of Excellence: tendency to do the minimum; lacks discipline in work; fails to recognize or solve Guest issues	Values Standards of Excellence: desire to do a good job; takes responsibility for own work; recognizes & attempts to solve Guest issues	Exemplifies Standards of Excellence: high level of work standards; pushes self & others to excel; recognizes & successfully solves Guest issues

Drive/Initiative

5. Tell me about a time when you were extremely busy at work. What did you do to get through all the work? Tell me about a time when you were slow, what things would you do to make the time pass by? (Listen for a willingness to work hard, take initiative, and find efficiencies.)

Using the response to the questions above, please provide an overall rating for this competency below.

-1-	-2-	-3-
Lacks Drive or Initiative: struggles with a demanding work pace; waits for direction from others; becomes frustrated or anxious when under pressure	Driven and Takes Initiative: experience in a fast paced work environment; gets things done by completing task by self or asking for help; remains calm when under pressure	Achievement Oriented: thrives in a fast paced work environment; takes initiative rather than waiting to be asked; works effectively & stays positive when under pressure

Provides specific interview questions around 6 key areas:

- Guest Focus
- Standards of Excellence
- Communication / Influence
- Drive/Initiative
- Flexibility / Adaptability
- Teamwork

Ask the questions and gather details on the situation, behaviors, and the outcome.

Listen to their response, read anchors 1, 2 and 3 in the box and determine how to rate them



Interview Guide

If you are still concerned about the Performance Flag areas, here are some additional questions to ask:

Questionable Ethics/Integrity:

Tell me how you would deal with an employee who stole a small item or who covered up a minor mistake. (Listen for an inclination to bend rules or adjust the truth for himself/herself or to accept less than honest behavior from others.) Describe what it was like working for your previous employers. How did those companies treat their employees? (Listen for a tendency to view companies as taking advantage of people.)

Low Energy Level:

Describe for me a time when you worked an extremely long shift. How long was it? How typical was it for you to work these hours? How did you feel about the work pace or workload?

Low Frustration Tolerance

Describe those aspects of previous jobs which have frustrated or irritated you. How does frustration on the job affect you?

Low Initiative:

Please describe a recent situation for which you assumed personal responsibility for making a decision or taking an action. (Listen for indications of active pursuit of increased responsibility versus passive acceptance.)

Low Multi-tasking

Describe your typical day at work in your last job. What types of things did you enjoy? What did you not enjoy? Do you prefer variety or consistency? Would you rather focus on one task or do several at the same time? (Listen for indications that he/she prefers to handle one task at a time and that he/she does not enjoy long periods of varied activity.)

Low Pride in Work:

Tell me about your greatest accomplishment at work. What are you most proud of? What lead to you being able to accomplish this?

Additional questions based on counterproductive behavior(s) responses:

Poor Job Commitment

When do you think it is appropriate for someone to quit a job without giving notice? (Listen for a lack of job commitment)

Low Reliability

Tell me about a time when you couldn't make it to work or had to be late and couldn't notify supervisor. What was the situation? What did you do? What did your supervisor do? (Listen for comments that indicate a negative attitude toward attendance policy.)

Poor Work Ethic

Tell me about a time when you became dissatisfied in one of your past jobs. What was the situation? How did this impact your work? What did you do? (Listen for a tendency to disengage or not care about the work they are doing.)

Resistance to Direction

Tell me about a time when you felt frustrated by excessive rules or restrictive policies in your work. What was the situation? What did you do? (Listen for resistance to follow rules and procedures, even if convenient.)

**Probe Suggestions
based on candidate's
personality results**

**Provides guidance on
how to gather more
information on the
potential areas of
concern for that
candidate**

**Probe Suggestions
based on candidate's
response to
counterproductive
behaviors**

**Provides questions to
ask to gather more
information in areas of
potential concern**



Interview Guide

Red Robin Heart of House w CPS Interview

STEP 4: Conclude the Interview

Those are all the questions that I have for you. I appreciate the time that you have given to me. Is there anything that you would like to ask me?

If the candidate is not a good fit for Red Robin, decline the applicant at this time.

Here are some examples of how to decline an applicant:

- Based on our current hiring needs and the current applications we are considering, we are unable to make you an offer. We appreciate your interest in Red Robin.
- We have made the decision not to extend a job offer to you, but would like to thank you for applying. We appreciate your interest in Red Robin.

STEP 5: Make the Hiring Decision

- Resist the temptation to hire someone just because you need to fill the job. You are likely to pay for a hiring mistake both in money and time.
- Focus on how well the candidate fits the demands of the job, not how much you like the candidate's personality or how much you have in common with the candidate.
- The selection process is designed as an aid to the well-reasoned judgment of a hiring manager, not a replacement for this judgment. In the end, every hiring decision is a judgment call. Use the tools provided in this process to inform your decision, not make it for you.
- Use the following chart to evaluate the candidate. Carefully consider each competency before making your overall decision.

Based on your interview of the candidate please provide an overall rating:

Overall Rating:	1	2	3

Final section of Interview Guide provides script & guidance for:

- Closing the interview
- Declining candidate
- Making hiring decision

Document final Overall Rating & interview notes

Results


RM Testing_fake 4/14/2010 2:26:04 PM

Positive Response Pattern - Use Scores Cautiously

This person responded to the inventories in a positive manner, therefore, the results are questionable. This may indicate the candidate:

1. has a very positive view of himself/herself, others, and life in general;
2. lacks self-insight or is unaware of personal limitations; or
3. was trying to look good and say the right things on the survey.

Some people who respond in this manner may have a tendency to be bluffers; they may create an initial impression that is more favorable than subsequent job performance. Others with this type of favorable response pattern may have a genuinely positive perspective regarding themselves, other people, and life in general. Special care should be taken to ensure that the candidate is as good as he/she appears to be. References should be checked carefully.

A red arrow pointing from the right-hand box towards the list of indicators in the left-hand box.

Positive Response Pattern: May have been trying to answer survey to look as good as possible

Conduct a thorough interview



Best Practices

- » *Use assessment to prioritize those candidates who you should focus on first*
- » *Focus on those candidates who are “Recommend” OR “Strongly Recommend”*
- » *“Avoids” will not show in your dashboard*
- » *Utilize interview probes to follow-up on key areas; if a potential problem area is identified, use the interview to learn more about this area*
- » *Remember to use your judgment: Consider BOTH the assessment results and performance on the interview*
- » *DO NOT share the results of the assessment with the candidate*
- » *DO NOT tell the candidate that they “passed” or “failed” the assessment. Remember, it is one voice in the process and is not the only determinate of whether or not a candidate is hired with Red Robin*
- » *All assessment results and interview guides should be shredded. DO NOT keep copies in Team Member files.*



Interview Do's & Don'ts

Subject	What you CAN ask	What you CANNOT ask
Race or Creed	Nothing	About an applicant's complexion or skin color.
Religion	Nothing	About religious denomination, affiliation, church or synagogue, or religious holidays observed. "Do you have any religious reasons you can't work on Saturdays or Sundays?"
National Origin*	Nothing	About lineage, ancestry, national origin, descent, parentage or nationality of parents/ relatives
Marital/Family Status or Pregnancy	Nothing	"Are you married?" "Where does your husband/wife work?" "Do you have children?" "How old are your children?"
Sex	Nothing	About an applicant's gender or sexual activities
Age	"Are you at least 18? If not, state your age."	"How old are you?" "What is your birth date?"



Interview Do's & Don'ts Cont.

Subject	What you CAN ask	What you CANNOT ask
Citizenship	If hired will you be able to provide proof of eligibility to work in the United States?	"Of what country are you a citizen?" "Are you a naturalized or native born US citizen?" "What kind of accent is that?"
Scheduling	After describing the regular schedule (working hours, days, or shifts) – Can you work this schedule?	Note: Reasonable accommodation must be made for religious needs and those associated with a disability. Contact HR if this situation arises.
Disability	After describing the essential job functions – Can you perform the essential functions of this job with or without an accommodation?	"What is the nature of your disability?" "How did you lose the use of your legs?" Contact HR if this situation arises.
Child Care	Nothing	Any question designed to discover information about child care/day care arrangements.
Arrests	Nothing	Any question related to arrests



Interview Do's & Don'ts Cont.

Subject	What you CAN ask	What you CANNOT ask
Education	Inquiries about education or training that are applicable to the job.	"What year did you graduate from high school/college?"
Worker's Compensation	Nothing	"Have you ever received Workers' Compensation?" Any questions designed to discover past work injuries.
Transportation	Nothing	"Do you have a car?" "How will you be getting to work?"
Rent or Own	Nothing	"Do you own your home?"



Important Websites/Contact Info

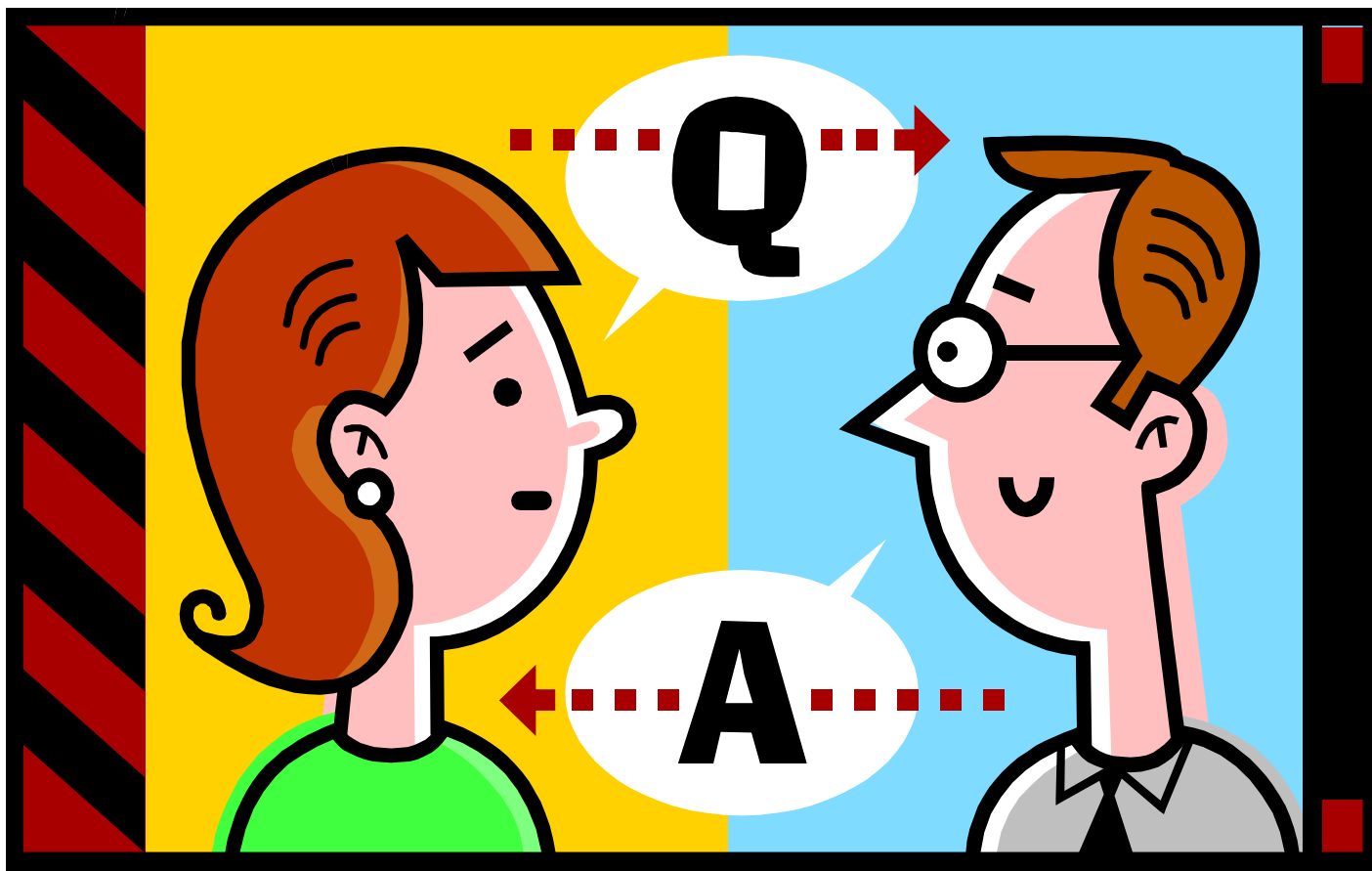
Talent Management Platform - www.hirebridge.com

Red Robin Career Site - www.redrobin.jobs

Transworld Advertising - 321-259-7737

Regional Talent Acquisition Manager/HR Director

Questions???





Thank you for your participation!!!