

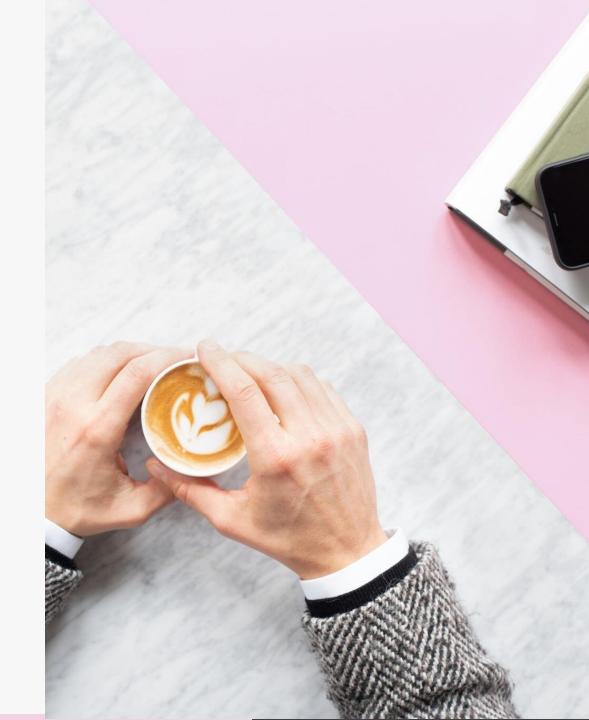
Recruitment

Moneyball 2.0 Leadership training





- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice





WHY IS THIS SKILL IMPORTANT?

Learning goals for this manager session



Learn the recruitment flow by mastering screening and interview processes to select the right Juicer candidate for the job and the team:

- 1. Understand candidate criteria to meet job expectations of a Juicer*.
- 2 Understand the overall **recruitment flow** and recruitment funnel.
- 3. Master **interview techniques** with tailored questions to host successful job interviews and make the right selection





WHY IS THIS SKILL IMPORTANT?

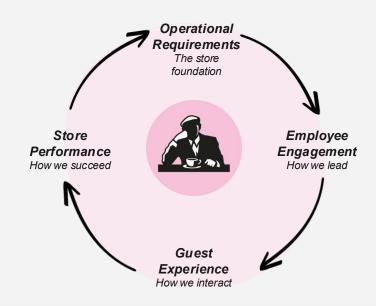
How does mastering these skills affect each area within the Circle of Operational Excellence in your store?



- Staffing
- · Shift planning

Examples:

- · Direct & indirect costs of hire
 - Productivity



Examples:

- Waiting Time
- · Brand Behavior

Examples:

- Workload
- Team spirit



WHAT BENEFITS DO YOU SEE IN BEING RESPONSIBLE FOR RECRUITMENT IN YOUR STORE?



"We empower our Store Management team to be responsible for the selection of new team members.

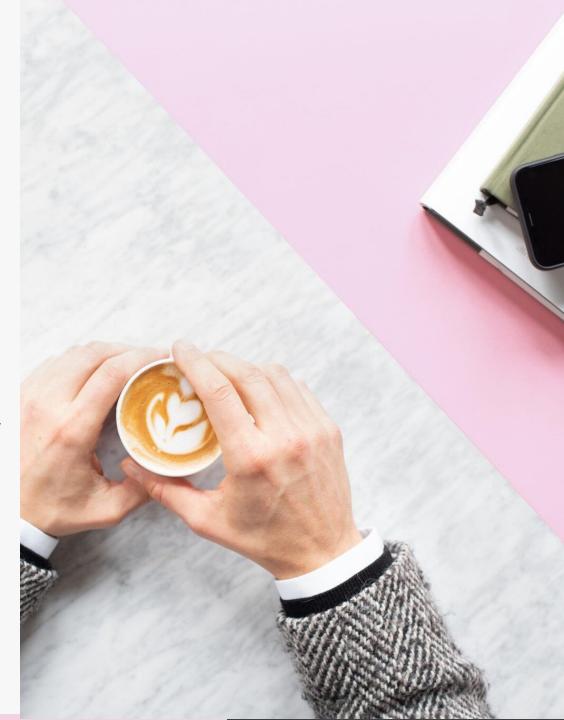
The purpose is to give full autonomy to create the optimal team composition and to build relations with the new team members - already from the recruitment proces"



1 Why is this skill important?

How to master the skill

- The Recruitment Funnel & Flow Framework
- The Juicer Request When & How
- The Application Journey Recruitio & Sapia.ai
- The In-Person Interview How to host
- **Selection** How to select and reject
- 3 Sum-up and Impact
- 4 How to apply into practice





OPEN QUESTION

HOW DID YOU GET SELECTED FOR THE JOB IN JOE & THE JUICE?

- 1. WHAT WAS MEMORABLE? ONE WORD
- 2. WHAT COULD HAVE BEEN BETTER? ONE WORD



THE RECRUITMENT MANAGER & MARKET RECRUITER FLOW

From Requesting to Juicer Hire



The Juicer Request

Planning and communication





120 hours made available (WP2 Shadow Juicer) - Approx. 30 weekly hours

Lead: Store Manager



Request to be submitted via. typeform. https://joejuice.typeform.com/to/y68hVc7T

Lead: Store Manager



2-3 employees to be identified based on Recruitment Funnel from Sapia platform.

Lead: Market Recruiter

Deadline: Min. 2 weeks in advance before start date



The In-Person Interview

Plan and host job interviews with candidates





Step 4: Plan Interview

2-3 candidates to be invited to in-person job interviews with Store Manager.

Lead: Market Recruiter



Step 5: Host Interview & Select

30-minute in-person job interviews to be hosted in store.

Lead: Store Manager (Market Recruiter helps during 2-3 first interviews).

Deadline: Min. 1 week in advance before start date



The Selection

Job offer to be made to final candidate





Step 6: Job Offer

Successful candidate to be offered the job via. phone.

Lead: Store Manager



Step 7: Practical Communication

Preboarding link, DocuSign contract, Wp2 activation link & Onboarding mail to be shared to candidate before job start.

Lead: Market Recruiter:



Step 8: Rejections

Unsuccessful candidates to receive a rejection via. phone.

Lead: Store Manager

Deadline: 3 days in advance before start date



1: THE JUICER REQUEST

When and how to request new Juicers

WHEN TO REQUEST **EMPLOYEES**

As soon as you:

- ✓ Receive a resignation from an employee
- ✓ Receive a new template on 22nd and identify future unassigned shifts
- √ Other cases (seasonality, annual leaves, long-term illness)



https://ioeiuice.tvpeform.com/to/v68hVc7T

HOW TO REQUEST EMPLOYEES

Steps:

- 1. Fill out market and store name
- 2. Register own e-mail
- 3. Select Employee FT hours
- 4. Specify Start Week for new employee

If a juicer request is not made in time, it will have a negative impact on both the employees and the operation. The sooner you plan, the better.



SAPIA

How the platform works





We value diversity & inclusion and strive to provide equal opportunities. All candidates will be fairly evaluated.



THE RECRUITMENT FUNNEL

How we filter and identify our candidates

"THE RECRUITMENT FUNNEL"

EMPLOYEE AVAILABILITY

Employee Scheduling is the first layer in the funnel since we don't want to proceed with candidates who can't work the **required hours**.



VIRTUE PREFERENCE

Virtue Preference helps us identify candidates who best fit our culture. Employees with close virtue preferences are more likely to stay and perform well, **improving retention.**









BEHAVIORAL TRAITS

Lastly, we assess 'Behavioral Traits, ensuring their traits are close to our best-performing employees, this will be done through the HEXACO Personality test

Team Player

Adaptability

eXtraversion

Energising

Conscientiousness

Agreeableness

Self-aware

Maturity

Honesty/Humility

Based on the Recruitment Funnel, we ensure the best potential candidates for the job interview before final selection

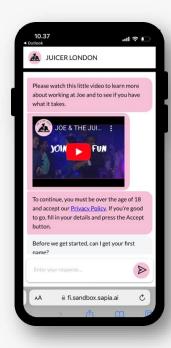


Why we are using the Al platform

With Sapia.ai ensures a fair and consistent recruitment process for all 300,000+ yearly candidates, selecting the best ones based on Joe & The Juice's criteria.

Description

- An AI platform capable of screening and assessing over 300.000 applications received annually.
- Ensures a fair and unbiased process for all candidates
- Screens all candidates based on: Availability, virtue preference, and behavioral traits.
- All criteria are defined by JOE to identify ideal candidates



Goal

- ✓ Removing unconscious bias
- ✓ Only hiring the best candidates
- ✓ Lowering our employee turnover
- ✓ Reducing quick quits

The system is not tool to replace the human interaction, but rather a helping tool to support the Store Manager be efficient and take better decisions.

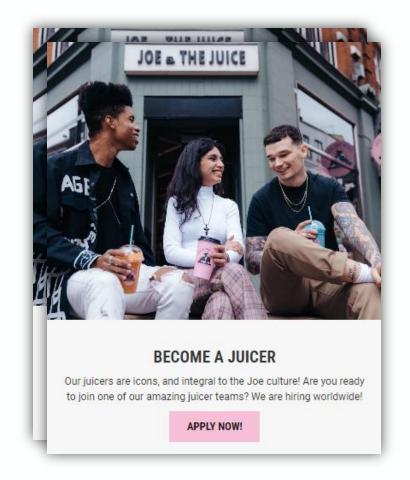
EXERCISE: THE APPLICATION JOURNEY

Experiencing the candidate application process

THE APPLICATION EXPERIENCE

- Fill out information and complete chat interview
- Reflect and discuss how the experience was





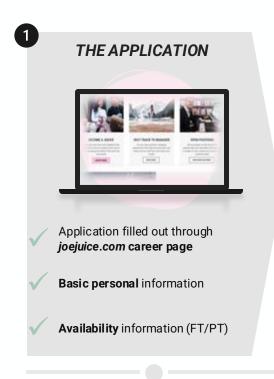
Your overall score and feedback will be available in 1 hour, allowing you to review your overall performance as a Juicer candidate.

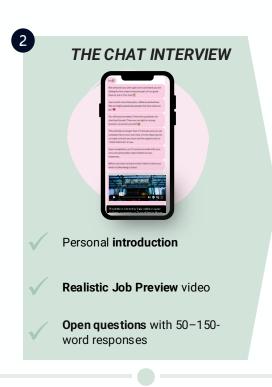
https://www.ioeiuice.com/apply 15



A CANDIDATE'S APPLICATION JOURNEY

What they experience from sending application to attending the in-person interview







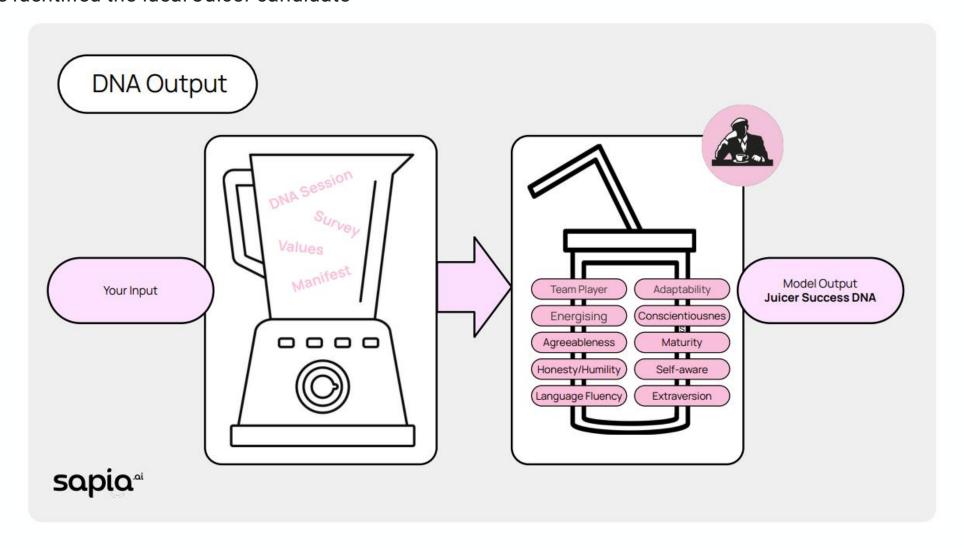
THE 5 CHAT QUESTIONS

- $\ \square$ What do you think will **make you a great fit as a juicer**?
- ☐ Tell me about a time you **collaborated successfully to achieve a goal**. What was your role and impact?☐ What is your **approach when you have loads to do**? How do you make sure it all gets done?
- ☐ Share an experience where you had to quickly **adapt to a new situation**. How did you navigate the change?
- ☐ Describe a situation where you **motivated yourself or others to accomplish a task**. What strategies did you use?



THE IDEAL JUICER PROFILE

How we identified the ideal Juicer candidate



First, we surveyed JOE's top leaders to define a great juicer. Then, we worked with Sapia, incorporating our Company Manifest and Virtues. Combining this with key personality traits, we created the Juicer Success DNA we hire for today.



PROFILE

Extraversion

Personality Snapshot

Chat Interview Responses

asked in their next interview.

Recommended Interview Questions

Based on the candidate's responses, we recommend the following questions be

HIGHLIGHTS

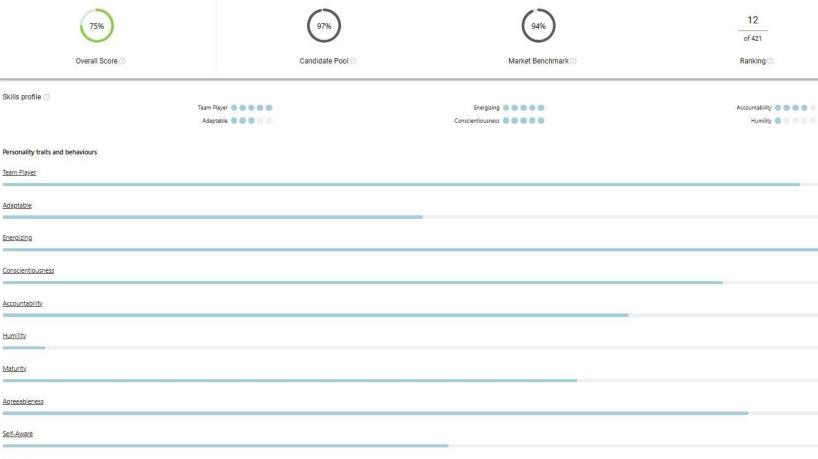
Andreea is seen by others as energetic, animated, and sociable. They are comfortable meeting and experiencing new people and places. It's important for

them to recognize that not everyone is as outgoing as they are. Andreea should consider whether they allow others the space they need to feel comfortable.

If you have been in a leadership role, how would others describe your style?

Share a recent experience of where you had to embrace doing something differently? How did that make you feel?

Describe a recent situation that required tremendous emotional or behavioral restraint on your part in light of a serious temptation. How did you handle it?



93%

49%

100%

73%

5%

67%

87%

52%

97%

>

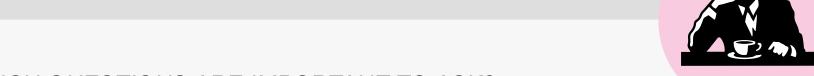
CONSIDERATIONS

Andreea is able to effectively adjust their behavior and demeanor in order to follow the social norms of different situations. This helps Andreea gain

acceptance and approval of others. They should consider in what situations it can be beneficial to be their true, authentic self.



WHAT IS A GOOD IN-PERSON JOB INTERVIEW?

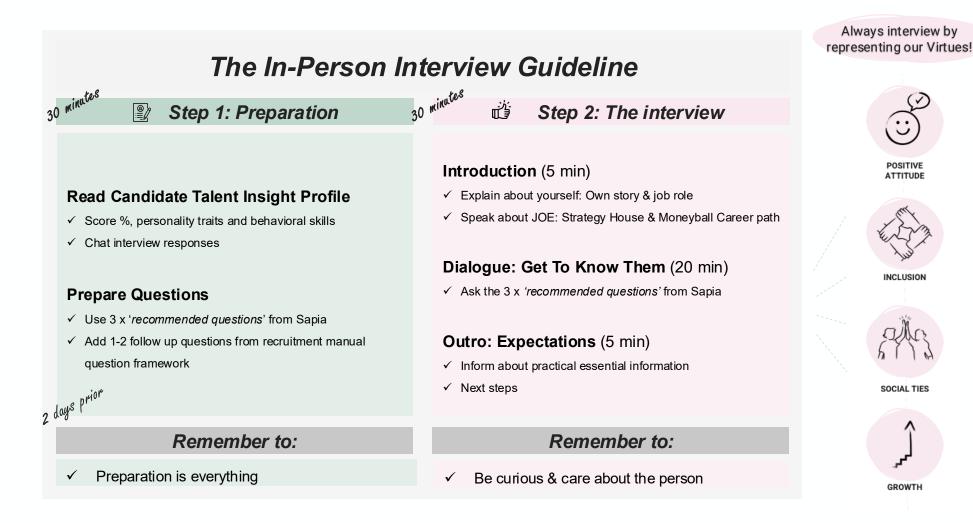


- 1. WHICH QUESTIONS ARE IMPORTANT TO ASK?
- 2. HOW DOES THE INTERVIEW FEEL FOR THE CANDIDATE?



2: THE IN-PERSON INTERVIEW

A guide on how to host a successful in-person job interview



The Store Manager uses insights from the Sapia platform to help assessing for cultural fit during the in-person interview



THE INTERVIEW QUESTION BANK

Gaining in-depth information about the candidate's availability, skills and cultural fit

INTRODUCTION

Getting to know the candidate

- Why do you want to work at JOE?
- What are you looking to gain from this role?
- What's your current situation (e.g. studying, working, unemployed)?
- · Previous work experience?
- Why are you looking for a new position?
- What do you think are the qualities/skills you would need in this role?
- Can you provide an example of {said skills}?

PROFESSIONAL OUTLOOK

Meeting job requirements

- Why do you think you're well suited to a hospitality role?
- What was your biggest challenge in your previous role and how did you deal with this?
- Can you provide an example of a time you've had to be a quick learner?
- How do you navigate working under pressure?
- What's a weakness of yours and how are you trying to work on this?
- How would you handle a difficult customer?
- Can you tell me about a time you've had to work in a fastpaced environment?

CULTURAL FIT

Ascertaining personality

- What do you like to do outside of work?
- What are you most passionate about?
- What motivates you to go to work every day?
- What are your goals/plans for the next year?

AVAILABILITY CRITERIA

Fitting our minimum criteria

- Do you have any current or upcoming commitments – studying, apprenticeships, graduate schemes etc.?
- What's your availability from Monday-Sunday?
- How many hours/days a week are you looking for?
- Are you able to work between 6.00-23.00?
- Do you have any upcoming holidays/days off for the next 6 months?
- Are you looking for a long-term or temporary position?
- How far are you happy to commute?
- Do you have any issues handling any products?
- Would there be any upcoming changes to your availability?
- Start date?



EXERCISE: THE IN-PERSON JOB INTERVIEW

Hosting a job interview based on Sapia's recommended questions

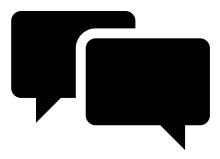
THE IN-PERSON INTERVIEW

INDIVIDUAL:

- > Read your colleagues Talent Insight Sapia Profile
- > Prepare interview based on info & recommended guestions

TOGETHER:

- ➤ Host 3-minute fast-track interview by utilizing the 3 x 'recommended questions' from Sapia
- > Swap roles so both tries to be Store Manager & Juicer Candidate



Based on the in-person job interview, the Store Manager will be able to determine whether the candidate is a cultural fit or add to the store.



3: THE SELECTION

How to identify best candidate based on the in-person job interview



CRITERIA

1. FUTURE PLANS & OTHER COMMITMENTS

□ Do they have any career goals, courses, or other commitments that may affect their availability at JOE?

2. PASSIONS & VIRTUES

☐ What are their hobbies and interests? Do they align with JOE's virtues, such as health, growth & social ties?

3. AVAILABILITY

☐ Are they looking for full or part-time work? Any upcoming changes, holidays, or limitations? When is start date?

4. CULTURE/HISTORY

☐ Are they familiar with JOE's history, culture, and virtues? Have they been a guest before?

5. EXPECTATIONS

☐ What do they expect from the role? What tasks do they anticipate doing daily? What do they hope to gain?

6. WORK ETHIC

☐ What relevant skills and work experience do they have? Can they share examples that show suitability for hospitality?



1. FUTURE PLANS & OTHER COMMITMENTS

Wants to grow within the company, prioritizes hospitality as a career.

2. VIRTUES/PASSIONS

 Enjoys group activities, sports, or hobbies that show dedication. Passionate about health, nutrition, and social ties.

3. AVAILABILITY

 Available at least 4 days per week, committed long-term, flexible with shifts, minimal extended holidays.

4. CULTURE/HISTORY

 Researched the company, understands the culture, values, and history, has been a guest.

5. EXPECTATIONS

Understands the job—making products, customer experience, cleaning, and working in a fast-paced environment.

6. WORK ETHIC

Thrives in fast-paced environments, works well under pressure, enjoys teamwork, eager to learn.



1. FUTURE PLANS & OTHER COMMITMENTS

 Seeking a temporary role, has conflicting commitments, or plans to switch industries soon.

2. VIRTUES/PASSIONS

× No clear interests, lack of enthusiasm, or no alignment with JOE's virtues.

3. AVAILABILITY

 Limited availability, short-term commitment, frequent long holidays, or unwilling to adjust schedules.

4. CULTURE/HISTORY

 No knowledge of JOE, didn't research, just applying randomly for any job.

5. EXPECTATIONS

 Unclear or unrealistic expectations, not prepared for physical work, or doesn't grasp key responsibilities.

6. WORK ETHIC

 Poor attitude, struggles in teams, job-hopping history, resistant to feedback.

Furthermore, as an overall impression when selecting -> observe body language throughout the interview—look for confidence without arrogance and a positive energy

THE REJECTION

How to make a professional rejection via. phone



THE APPRECIATION

"Hi [Candidate's Name], this is [Your Name] from Joe & The Juice.

Thank you for taking the time to come in for an interview!

It was a pleasure **getting to know you** and learning
more about your
experiences."

2

THE CLEAR DECISION

"After thorough consideration, we've decided to move forward with another candidate for this position.

This decision was based on finding the best fit for the specific needs of the role at this time." 3

THE ENCOURAGEMENT

"Unfortunately, this means we won't be moving forward with your application.

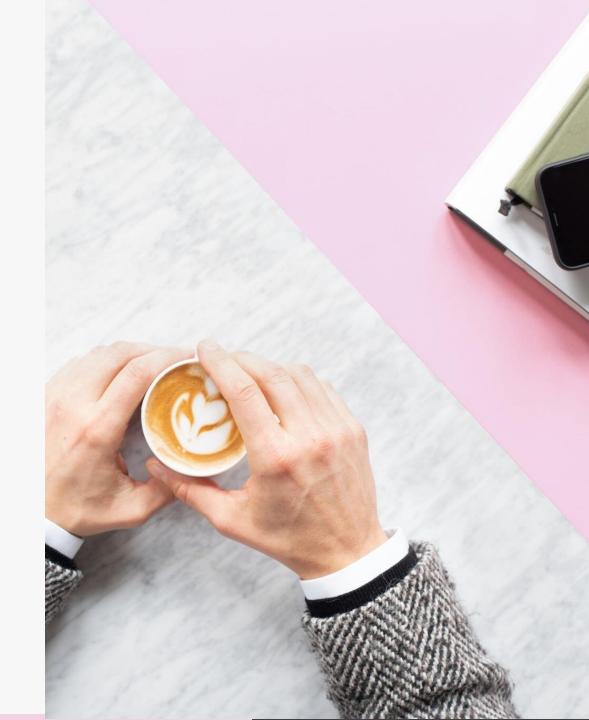
However, we encourage you to **stay connected** and consider applying to future opportunities with us!

We **appreciate** the time and effort you put into the process and wish you all the best"

Clear and empathetic communication builds trust, protects our brand, and ensures every candidate feels respected throughout the application journey



- 1 Why is this skill important?
- 2 How to master the skill
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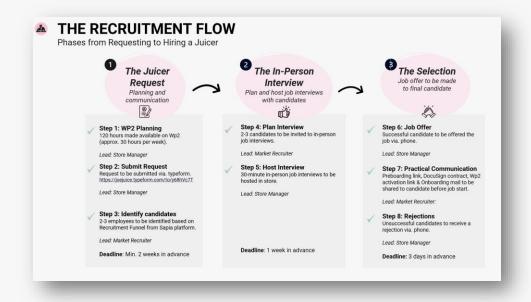




SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are your key learnings?





How does mastering these skills affect each area within the Circle of Operational Excellence in your store?

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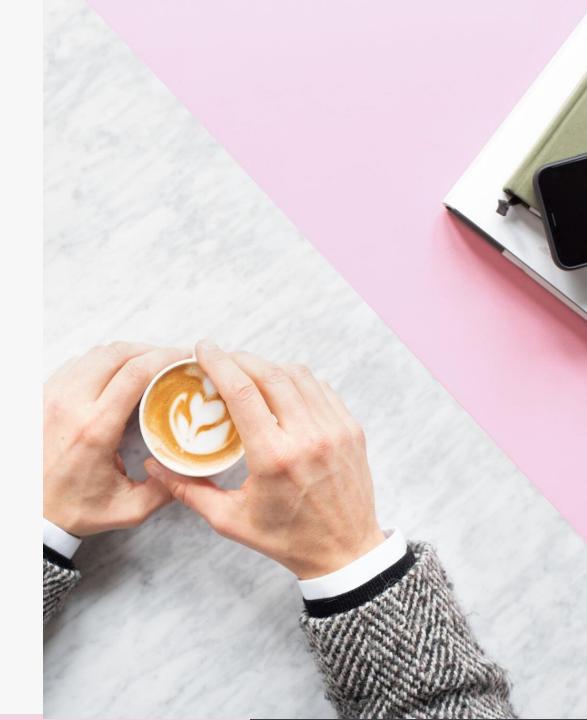
YOUR RECRUITMENT MANUAL



2



- 1 Why is this skill important?
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HOW TO APPLY INTO PRACTICE

From practical in-store skills to daily, weekly, and monthly habits

Assistant Store Manager	Assists the Store Manager with recruitment planning, helping to identify the right candidates to fit team after in-person job interviews are hosted. Capable of leading processes in the absence of the Store Manager
Store Manager	Responsible for planning and communicating new juicer requests, hosting in-person job interviews, and ultimately selecting own Juicers .
District Manager	Mentors and supports Store Manager in achieving recruitment targets and oversees the overall recruitment flow by providing constructive feedback and sparring.

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MANAGER SPECIALIST SESSIONS

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