



# RECRUITMENT

MB 2.0 Leadership training



Proudly made in JOE collaboration with

*Timmy Tessmo*

#3047 – Recruitment Manager US



# AGENDA

- 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?

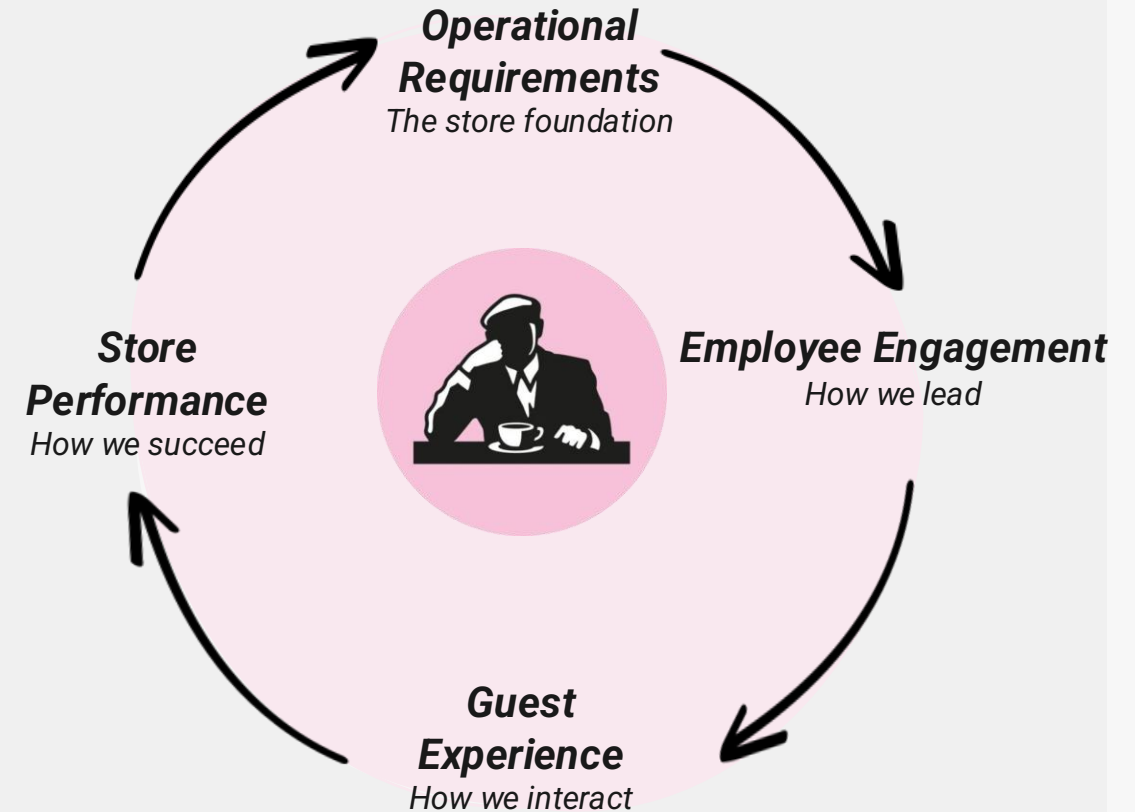
Learning goals for this manager session

## LEARNING GOALS

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

## CIRCLE OF OPERATIONAL EXCELLENCE

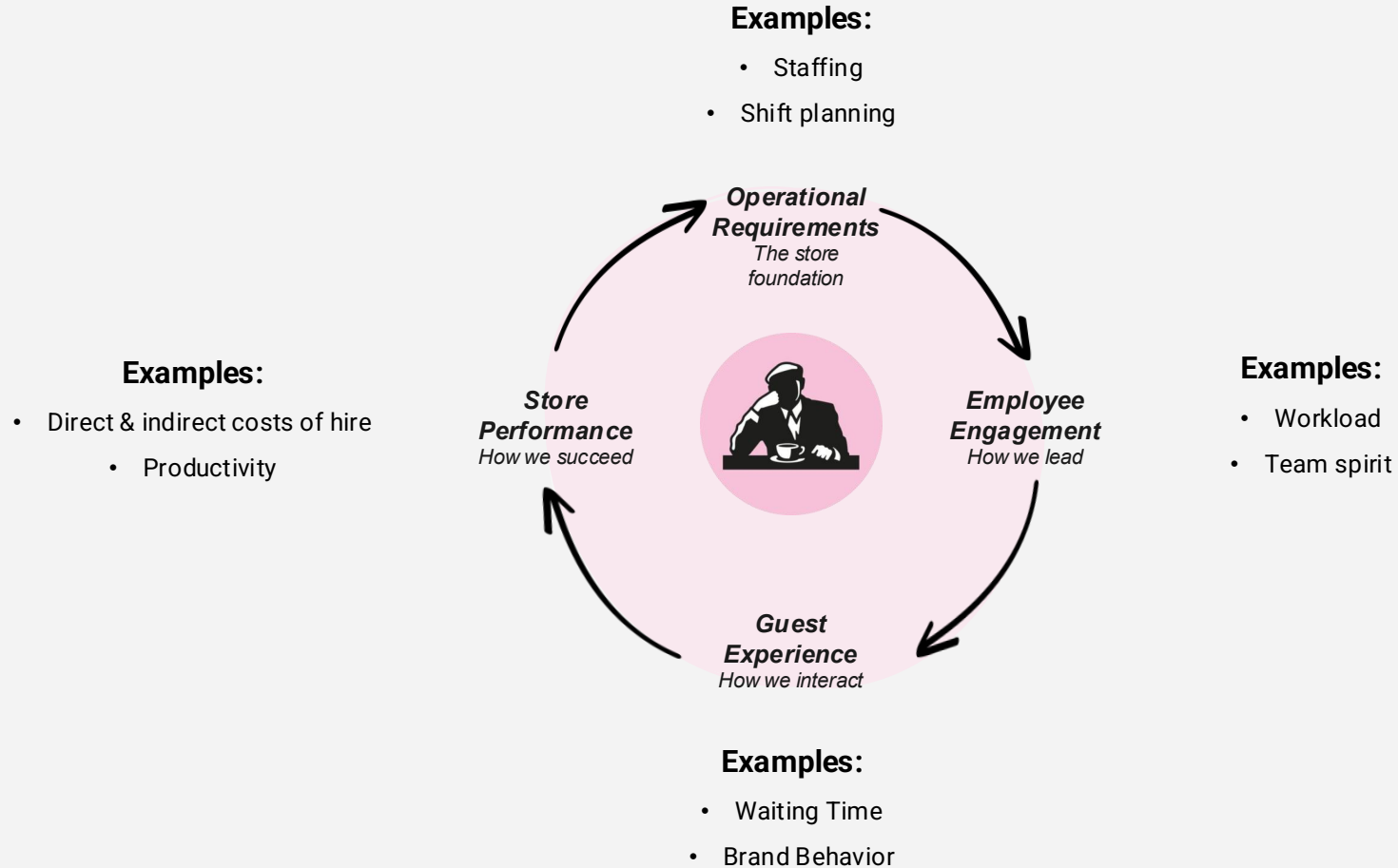


How does mastering these skills affect each area within the Circle of Operational Excellence in your store?



# WHY IS THIS SKILL IMPORTANT?

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





## OPEN QUESTION

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





## THE WHY

*“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 process”*



# AGENDA

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- 2 **How to master the skill**
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- 4 How to apply into practice





## OPEN QUESTION

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

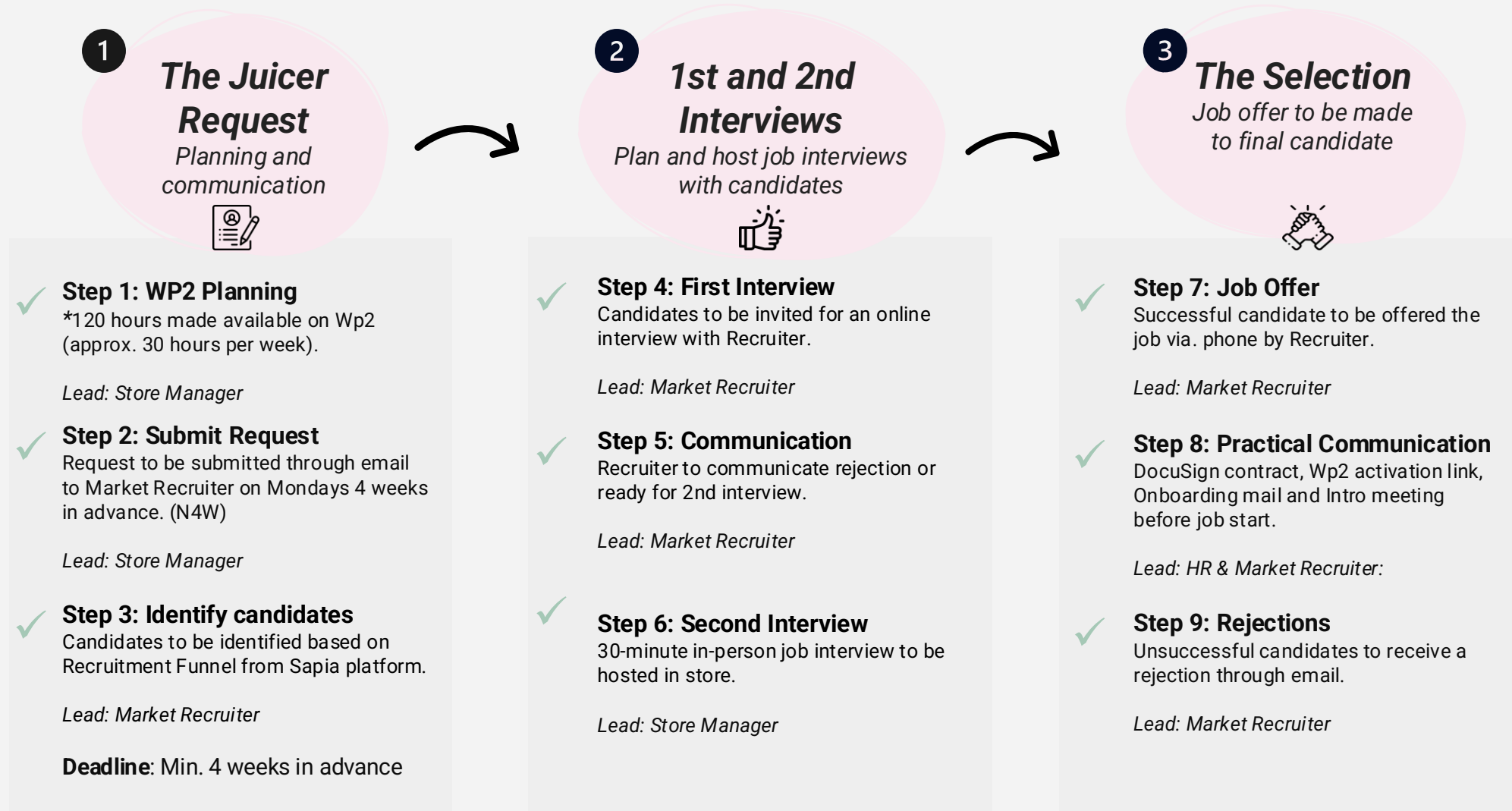


1. *WHAT WAS MEMORABLE?*
2. *WHAT COULD HAVE BEEN BETTER?*



# THE RECRUITMENT FLOW

Phases from Requesting to Hiring a Juicer





# STEP 2: THE JUICER REQUEST

When and how Store managers request new Juicers

## WHEN TO REQUEST EMPLOYEES

As soon as you:

- ✓ Receive a resignation from an employee
- ✓ Receive a new template on 15<sup>th</sup> and identify future unassigned shifts before the 1<sup>st</sup> of each month.
- ✓ Other cases (seasonality, annual leaves, long-term illness)

## HOW TO REQUEST EMPLOYEES

Steps:

1. Fill out amount and store name
2. Every Monday for the Next 4 Weeks

Good morning everyone,

Please send over your N4W Requests to me with Rasmus, and Timmy CC'd by **Monday EOD**, recruit for your stores.

Please send in the format below as an example:

	Week 13	Week 14	Week 15	Week 16
STORE 1				
STORE 2				
STORE 3				
STORE 4				
STORE 5				
STORE 6				

[Recruiters N4W Overview](#)

*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.*



# N4W JUICER REQUEST

Good morning everyone,

Please send over your N4W Requests to me with Rasmus, and Timmy CC'd **by Monday EOD**. This deadline needs to be upheld so we can accurately recruit for your stores.

Please send in the format below as an example:

	Week 13	Week 14	Week 15	Week 16
STORE 1				
STORE 2				
STORE 3				
STORE 4				
STORE 5				
STORE 6				

Communication Structure to streamline recruitment,  
training, and planning.  
- The **Next 4 Weeks** Juicer Request is essential to follow so we can plan  
interviews effectively.



# SAPIA

## How the platform works

*\*Only applies for San Francisco, Chicago, Washington DC, San Diego, Seattle*



## HOW WE RECRUIT IN JOE



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



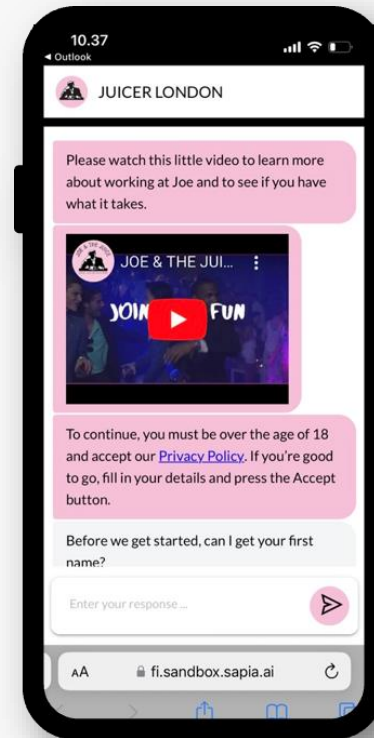
# SAPIA.AI

Why we are using the AI platform

The purpose of [Sapia.ai](https://sapia.ai) is to offer an identical recruitment process for all **+300.000 yearly candidates**, ensuring fair process and the best candidates based on Joe & the Juice 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.

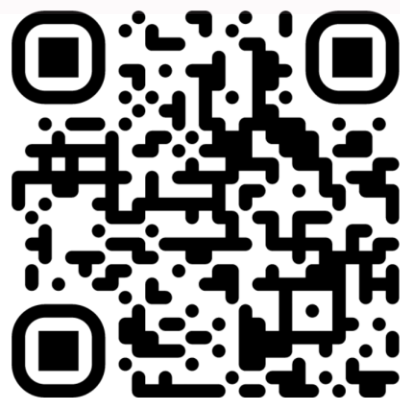


# EXERCISE: THE APPLICATION JOURNEY

Experiencing the candidate application process

## THE APPLICATION EXPERIENCE

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



Apply for:  
Juicer- New York, Downtown

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



## BECOME A JUICER

Our juicers are icons, and integral to the Joe culture! Are you ready to join one of our amazing juicer teams? We are hiring worldwide!

**APPLY NOW!**

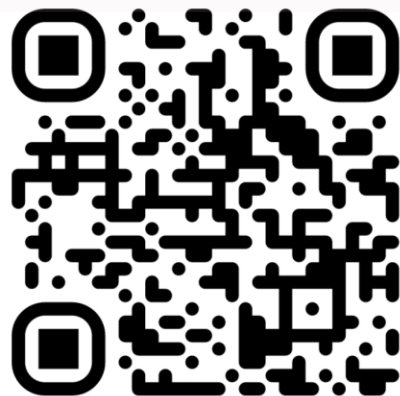


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- 1 Fill out information and complete *application*
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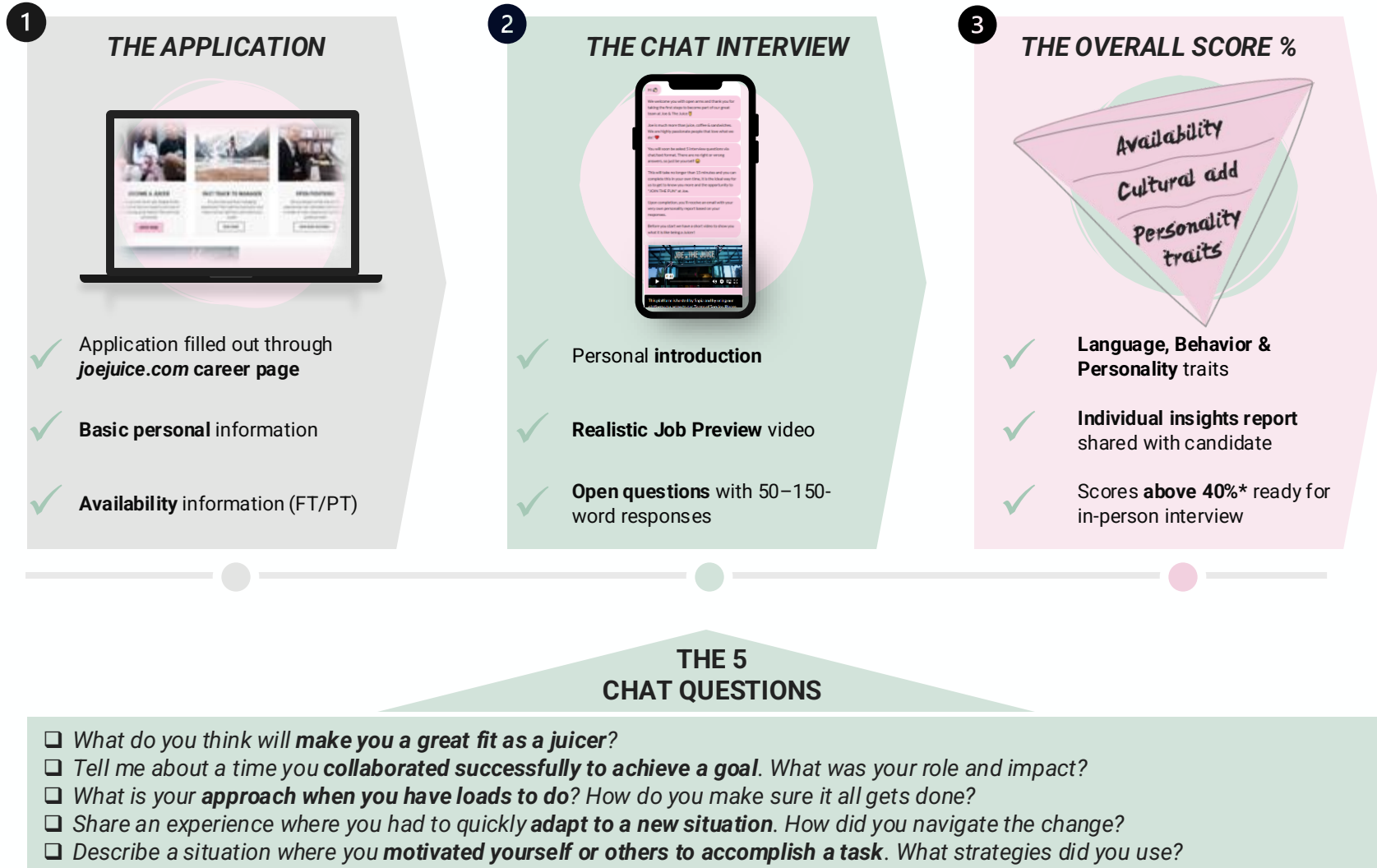
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**APPLY NOW!**



# A CANDIDATE'S APPLICATION JOURNEY

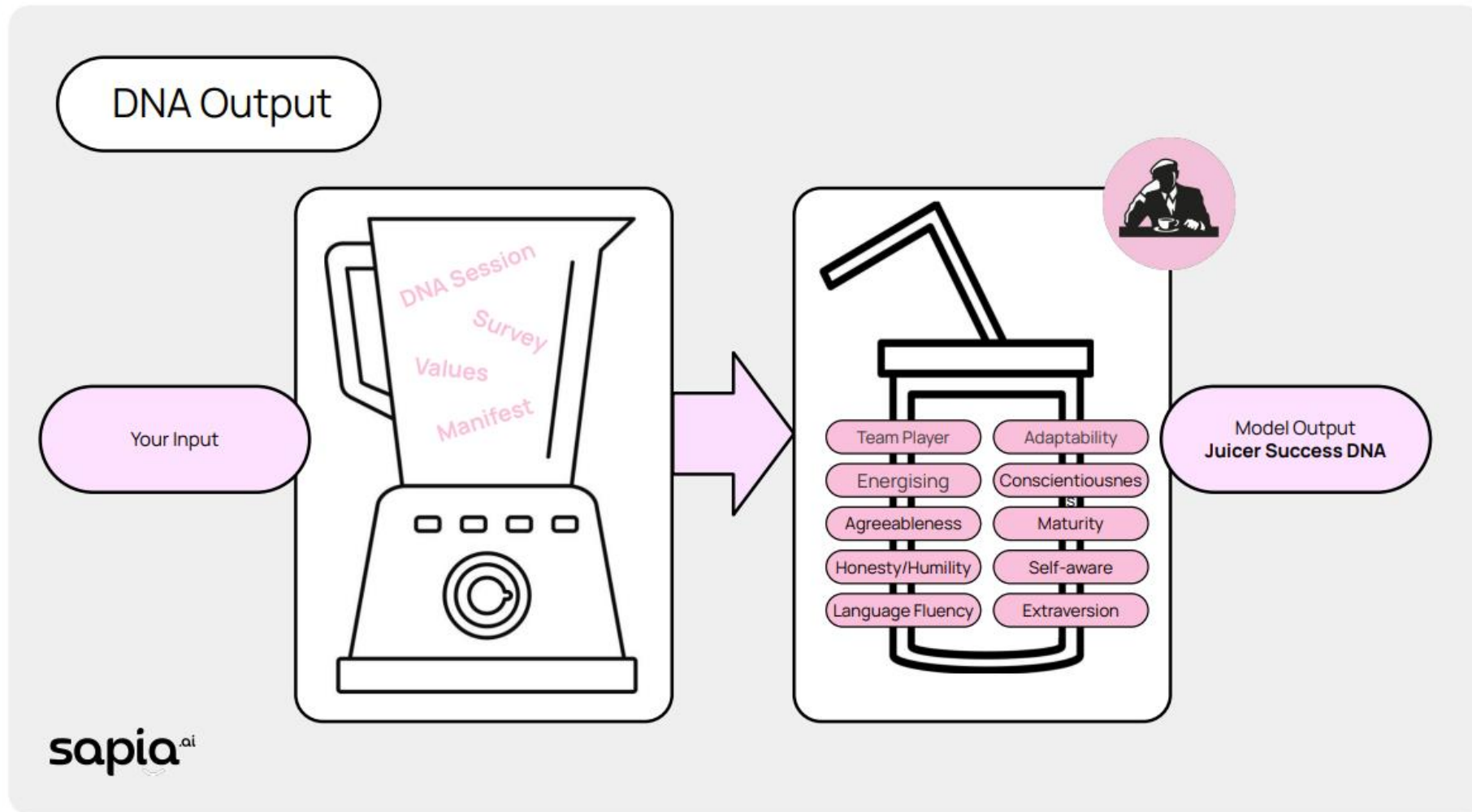
What they experience from sending application to attending the in-person interview



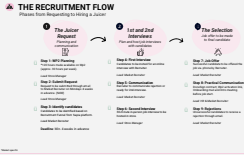


# THE IDEAL JUICER PROFILE

How we identified the ideal Juicer candidate



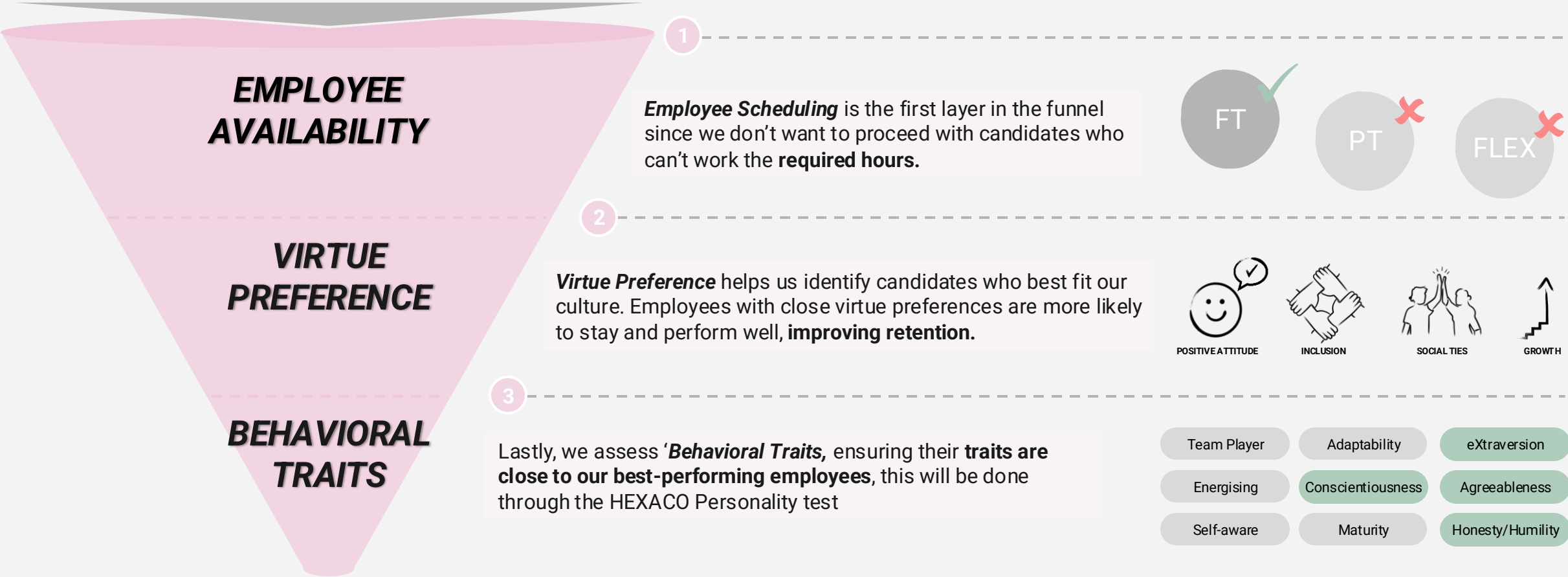
*First, we surveyed JOE's top leaders to define a great juicer. Then, we worked with Sapia, incorporating our Company Manifest and Virtues. Combining this with key personality traits, we created the Juicer Success DNA we hire for today.*



# STEP 3 & 4: THE RECRUITMENT FUNNEL

How we filter and identify our candidates through Recruitio and 1<sup>st</sup> Interview with market recruiter

## “THE RECRUITMENT FUNNEL”



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



# OPEN QUESTION

A good in-person job interview

## WHAT IS A GOOD IN-PERSON JOB INTERVIEW?

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





# MEET JOE – INTERVIEWS

Interviews focus on the brand's first impression, provide accurate information, and prepare the new hires for upcoming onboarding process.

## INTRODUCTION

### **Creating Comfort**

Focusing on making candidates comfortable to encourage them to open up and be honest.

### **Small Talk**

Engaging with candidates in light conversations to create a friendly connection.

### **Interview Agenda**

Explaining the interview structure and prepare candidates for what to expect.

## COMPANY & CANDIDATE INTRO

### **Company Introduction**

Sandwiches, juice, and coffee. Fast-paced, health-oriented, with plenty of opportunities.

### **Hiring managers Introduction**

Sharing journey and experience with JOE, travels, and growth through our Moneyball.

### **Candidate Introduction**

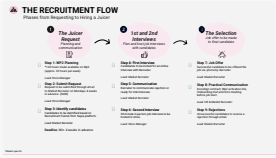
Share your hobbies, interests, and goals in an open discussion.

## INTERVIEW

- Motivation & Background
- Guest Experience Focus
- Skills & Contributions
- Personal Development
- Work Ethic & Conflict Resolution
- Fit & Availability
- Candidate Questions

## CONCLUSION

- Joe & The Juice mission and role expectations.
- Pay & Benefits
- Information on next steps in the recruitment process, including follow-up contact, DocuSign, and an introductory session if hired.



# STEP 6: THE INTERVIEW USING THE GUIDELINE

Gaining in-depth information about the candidate

## Step 1:

### Intro - Creating Comfort

Aim to create a welcoming environment. Use body language and tone to convey warmth and openness. Encourage candidates to be honest and relaxed throughout the interview.

### Small Talk

Begin with light conversations to break the ice:

- "How was your day so far?"
- "Have you tried any of our products?"
- "What do you enjoy doing in your free time?"

### Explain the Interview Agenda

Outline the interview topics to be covered and mention the estimated duration of the interview (30 minutes).

## Step 2:

### Company and Candidate Intro

**Company Introduction:** Briefly describe Joe and The Juice as a fast-paced, health-oriented company with opportunities for growth. Mention the menu: sandwiches, juice, and coffee.

**Hiring manager Introduction:** Share your journey and experiences at Joe and The Juice. Highlight your travels and internal growth within the company.

**Candidate Introduction:** Invite candidates to share their hobbies, interests, and career goals.



# STEP 6: THE INTERVIEW USING THE GUIDELINE

Gaining in-depth information about the candidate

## Step 3:

### Interview Questions

#### Motivation & Background

- What made you apply for Joe and The Juice? Why do you want to work here?
- Can you introduce yourself and summarize your previous work experience?
- What do you know about Joe and The Juice so far?

#### Guest Experience Focus

- What attracts you the most when you walk into one of our stores, especially in terms of customer experience?
- How would you make a customer feel special during their visit?
- Can you share an example of a time you went above and beyond to ensure a customer had a positive experience?
- How do you handle difficult customers or challenging situations to maintain a high level of service?

#### Skills & Contributions

- What unique skills can you bring to enhance the guest experience at Joe and The Juice?
- In a team setting, how do you support your colleagues to ensure excellent service for our guests?
- How do you maintain calm and provide excellent service under pressure?

#### Personal Development

- What are your short-term and long-term goals?
- What is your greatest strength in relation to guest interaction, and what is a weakness you'd like to work on?
- How do you prefer to receive feedback?

#### Work Ethic & Conflict Resolution

- How would a previous coworker describe your approach to guest service and teamwork?
- Tell me about a conflict you faced at work related to customer service and how you resolved it.
- Can you give an example of what you would do if you were on shift with a coworker who isn't prioritizing customer satisfaction?

#### Fit & Availability

- In your opinion, what qualities make an ideal candidate for delivering outstanding service at Joe and The Juice?
- If offered the job, how soon can you start?
- Why should we hire you?
- What is your availability and planned vacation for the next 3 months?

#### Candidate Questions

- Do you have any questions for me? (Encourage candidates to ask about company culture, team dynamics, and customer service expectations.)



# STEP 6: THE INTERVIEW USING THE GUIDELINE

Gaining in-depth information about the candidate

## Step 4:

### Conclusion/Outro

At Joe & The Juice, our mission is to become the leading global people-focused Food & Beverage brand, with a strong focus on employee engagement and creating memorable guest experiences. Since our first store in Denmark in 2002, we've grown significantly and are aiming to reach 230 stores in the U.S. by 2028. As a Juicer, you'll be vital in ensuring our guests receive outstanding service, upholding the quality of our products, and keeping a clean and inviting environment. We take pride in creating a friendly workplace that encourages social connections and personal development. Our environment includes plenty of social events, leadership development programs, making it an exciting place for engaged and open-minded personalities who share our positive mentality.

#### Pay & Benefits:

- \$ per hour + tips
- Employee discount
- Health insurance for Full Time employees
- Paid sick leave

#### Next Steps

We will reach out to you in the coming days to inform you whether you've been selected for the position. If you are offered the role, you will receive a DocuSign to formally accept the offer. Once you accept, you'll be invited to an introductory meeting with the recruiter, where we will cover everything you need to know before your first day. If you are not selected, you will still be contacted, so you can expect an email from us regardless of the outcome.

Thank you for your time and interest in Joe and The Juice. It was great meeting you, and please feel free to reach out with any additional questions!



## NOTE POLICY: WHAT TO NOTE DOWN

Having notes on some areas ensures a well-informed hiring decision and a smooth onboarding process.

### 1. Candidate Attendance

- ☐ Name & Contact

### 2. First Impression

- ☐ Energy & enthusiasm
- ☐ Communication & body language
- ☐ Fit with Joe & The Juice culture

### 3. Experience & Fit

- ☐ Work history (hospitality, retail, customer service)
- ☐ Fast-paced, team-oriented skills
- ☐ Guest service & handling pressure
- ☐ Interest in Joe & The Juice & career goals

### 4. Scheduling

- ☐ Availability (Start date, Full-Time/Part-Time, Time Off)

### 5. Final Thoughts

- ☐ Hire, Maybe, or No?





# EXERCISE: THE IN-PERSON JOB INTERVIEW

Hosting a job interview based on the Interview Guidelines and taking notes

## IN GROUPS OF TWO

2

### TOGETHER:

- Choose who is Store Manager and Juicer Candidate respectively
- Host a *30-minute* interview

3

### TRAINER FEEDBACK:

- Share your learning from the exercise

## NOTE POLICY: WHAT TO NOTE DOWN

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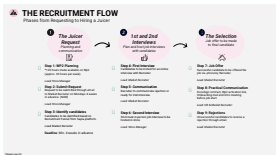
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### 4. Scheduling

- ☐ Availability (Start date, Full-Time/Part-Time, Time Off)

### 5. Final Thoughts

- ☐ Hire, Maybe, or No?



# STEP 6: THE SELECTION

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



## CRITERIA

### 1. VIRTUES/PASSIONS

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

### 2. CULTURE/HISTORY

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

### 3. EXPECTATIONS

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

### 4. WORK ETHIC

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

### 5. FUTURE PLANS & OTHER COMMITMENTS

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

### 6. AVAILABILITY

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



## GREEN FLAGS

### 1. VIRTUES/PASSIONS

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

### 2. CULTURE/HISTORY

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

### 3. EXPECTATIONS

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

### 4. WORK ETHIC

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

### 5. FUTURE PLANS & OTHER COMMITMENTS

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

### 6. AVAILABILITY

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



## RED FLAGS

### 1. VIRTUES/PASSIONS

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

### 2. CULTURE/HISTORY

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

### 3. EXPECTATIONS

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

### 4. WORK ETHIC

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

### 5. FUTURE PLANS & OTHER COMMITMENTS

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

### 6. AVAILABILITY

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

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



# EXERCISE: SELECTION TIME

## IN GROUPS OF TWO

# 2

### TOGETHER:

- Review the notes from before and have a talk about how they assist you in the selection discussion

# 3




### TRAINER FEEDBACK:

- Share your learning from the exercise



## STEP 6: THE SELECTION

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

 CRITERIA	 GREEN FLAGS	 RED FLAGS
<b>1. VIRTUES/PASSIONS</b> <input type="checkbox"/> What are their hobbies and interests? Do they align with JOE's virtues, such as health, growth & social ties?	<b>1. VIRTUES/PASSIONS</b> ✓ Enjoys group activities, sports, or hobbies that show dedication. Passionate about health, nutrition, and social ties.	<b>1. VIRTUES/PASSIONS</b> ✗ No clear interests, lack of enthusiasm, or no alignment with JOE's virtues.
<b>2. CULTURE/HISTORY</b> <input type="checkbox"/> Are they familiar with JOE's history, culture, and virtues? Have they been a guest before?	<b>2. CULTURE/HISTORY</b> ✓ Researched the company, understands the culture, values, and history, has been a guest.	<b>2. CULTURE/HISTORY</b> ✗ No knowledge of JOE, didn't research, just applying randomly for any job.
<b>3. EXPECTATIONS</b> <input type="checkbox"/> What do they expect from the role? What tasks do they anticipate doing daily? What do they hope to gain?	<b>3. EXPECTATIONS</b> ✓ Understands the job—making products, customer experience, cleaning, and working in a fast-paced environment.	<b>3. EXPECTATIONS</b> ✗ Unclear or unrealistic expectations, not prepared for physical work, or doesn't grasp key responsibilities.
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<b>5. FUTURE PLANS &amp; OTHER COMMITMENTS</b> <input type="checkbox"/> Do they have any career goals, courses, or other commitments that may affect their availability at JOE?	<b>5. FUTURE PLANS &amp; OTHER COMMITMENTS</b> ✓ Wants to grow within the company, prioritizes hospitality as a career.	<b>5. FUTURE PLANS &amp; OTHER COMMITMENTS</b> ✗ Seeking a temporary role, has conflicting commitments, or plans to switch industries soon.
<b>6. AVAILABILITY</b> <input type="checkbox"/> Are they looking for full or part-time work? Any upcoming changes, holidays, or limitations? When is start date?	<b>6. AVAILABILITY</b> ✓ Available at least 4 days per week, committed long-term, flexible with shifts, minimal extended holidays.	<b>6. AVAILABILITY</b> ✗ Limited availability, short-term commitment, frequent long holidays, or unwilling to adjust schedules.

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# GENERAL POLICIES

## Equal Employment Opportunity (EEO)

- Ensure compliance with EEO laws.
- Treat all candidates equally, regardless of race, color, religion, sex, national origin, age, disability, or genetic information.

## Confidentiality

- Maintain confidentiality of all candidate information.
- Do not share personal information outside of the hiring team.

## Professionalism

- Conduct interviews in a professional manner.
- Be respectful and polite to all candidates.





# QUESTIONS TO AVOID

## Personal Information

- Do not ask about age, date of birth, or any questions that may imply age discrimination.
- Avoid questions about relationship status, children, or family planning.

## Nationality and Citizenship

- Do not ask about where candidates are from or their citizenship status.

## Criminal Record

- Do not ask questions regarding criminal history.

## Gender and Sexual Orientation

- Do not ask questions related to gender identity, sexual orientation, or any assumptions based on gender.

## Disability

- Avoid questions about any disabilities unless it's to discuss necessary accommodations for the role.





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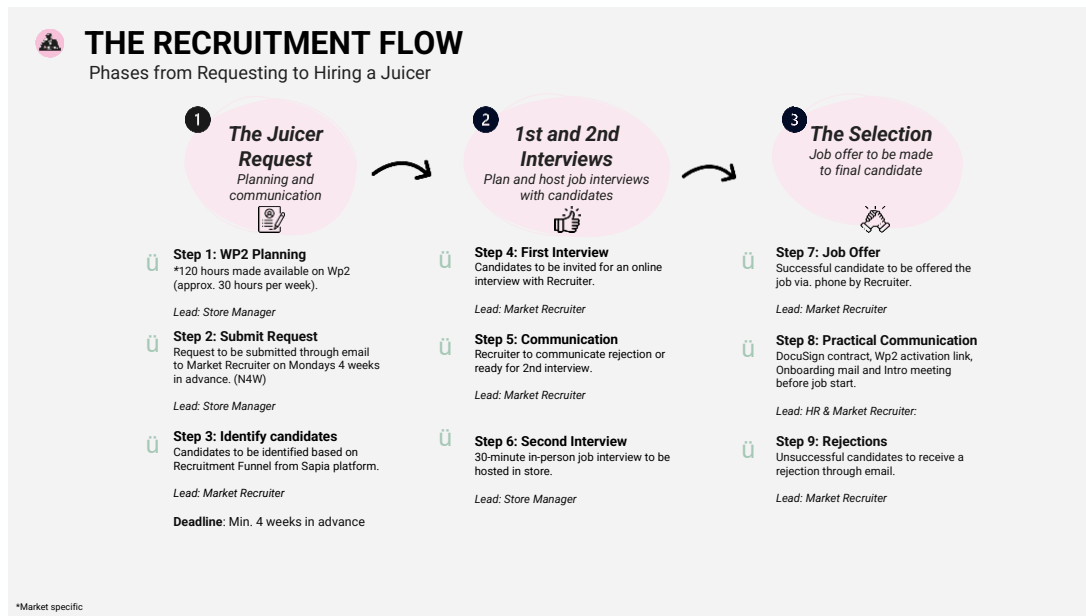




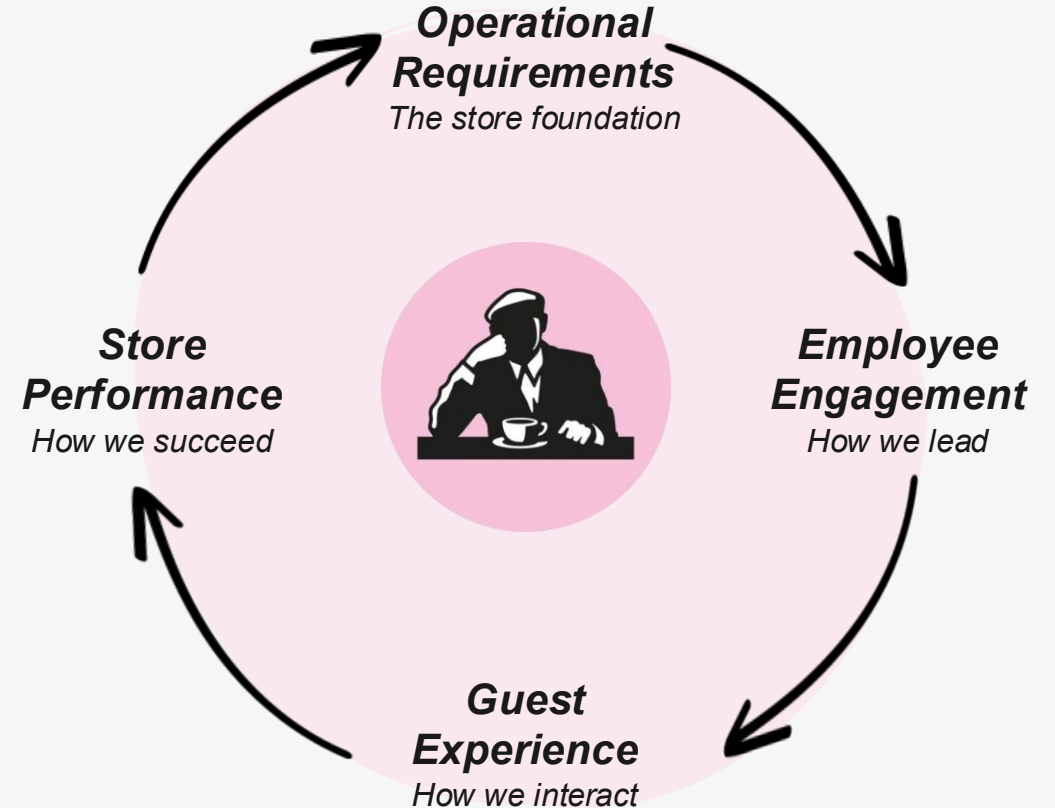
# SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are your **key learnings**?



## CIRCLE OF OPERATIONAL EXCELLENCE



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



# YOUR RECRUITMENT RESOURCE



Interview Guideline – 2<sup>nd</sup> screening JQ

## Step 1: Intro - Creating Comfort

---

Aim to create a welcoming environment. Use body language and tone to convey warmth and openness. Encourage candidates to be honest and relaxed throughout the interview.

### Small Talk

Begin with light conversations to break the ice:

- "How was your day so far?"
- "Have you tried any of our products?"
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### Explain the Interview Agenda

Outline the interview topics to be covered and mention the estimated duration of the interview (30 minutes).

## Step 2: Company and Candidate Intro

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**Company Introduction:** Briefly describe Joe and The Juice as a fast-paced, health-oriented company with opportunities for growth. Mention the menu: sandwiches, juice, and coffee.

**Hiring manager Introduction:** Share your journey and experiences at Joe and The Juice.

Highlight your travels and internal growth within the company.

**Candidate Introduction:** Invite candidates to share their hobbies, interests, and career goals.

## Step 3: Interview Questions

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### Motivation & Background

- What made you apply for Joe and The Juice? Why do you want to work here?
- Can you introduce yourself and summarize your previous work experience?
- What do you know about Joe and The Juice so far?

### Guest Experience Focus

- What attracts you the most when you walk into one of our stores, especially in terms of customer experience?

*[Interview Guide](#)*



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# HOW TO APPLY INTO PRACTICE

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

<b>Assistant Store Manager</b>	This training will be completed upon promotion to Store Manager. This responsibility is not part of the current role.
<b>Store Manager</b>	Responsible for planning and communicating new juicer requests, hosting in-person job interviews, and ultimately selecting own <b>Juicers</b> .
<b>District Manager</b>	Mentors and supports Store Manager in achieving recruitment targets and oversees the overall recruitment flow by providing constructive feedback and sparring.



## **MANAGER SPECIALIST SESSIONS**

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