



Recruitment

Moneyball 2.0 Leadership training



Proudly made in JOE collaboration with

Sebastian Jeppesen

#663 - Head of Recruitment



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?

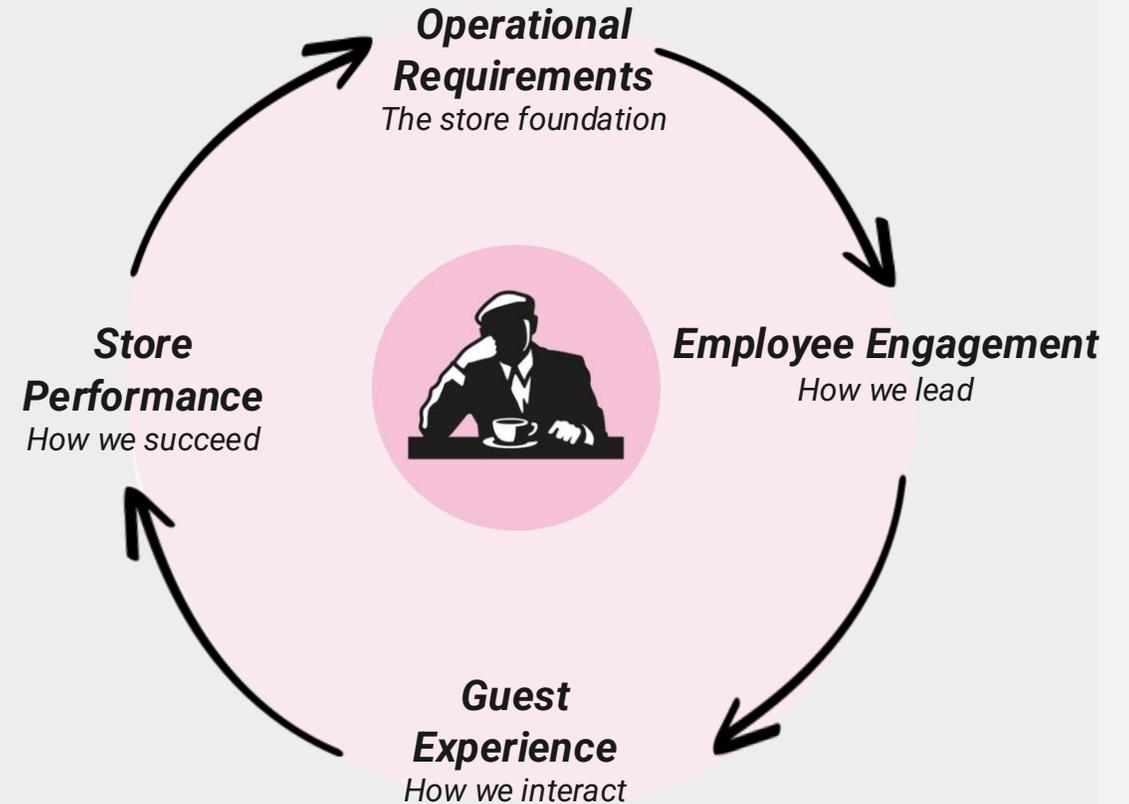
Learning goals for this manager session

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

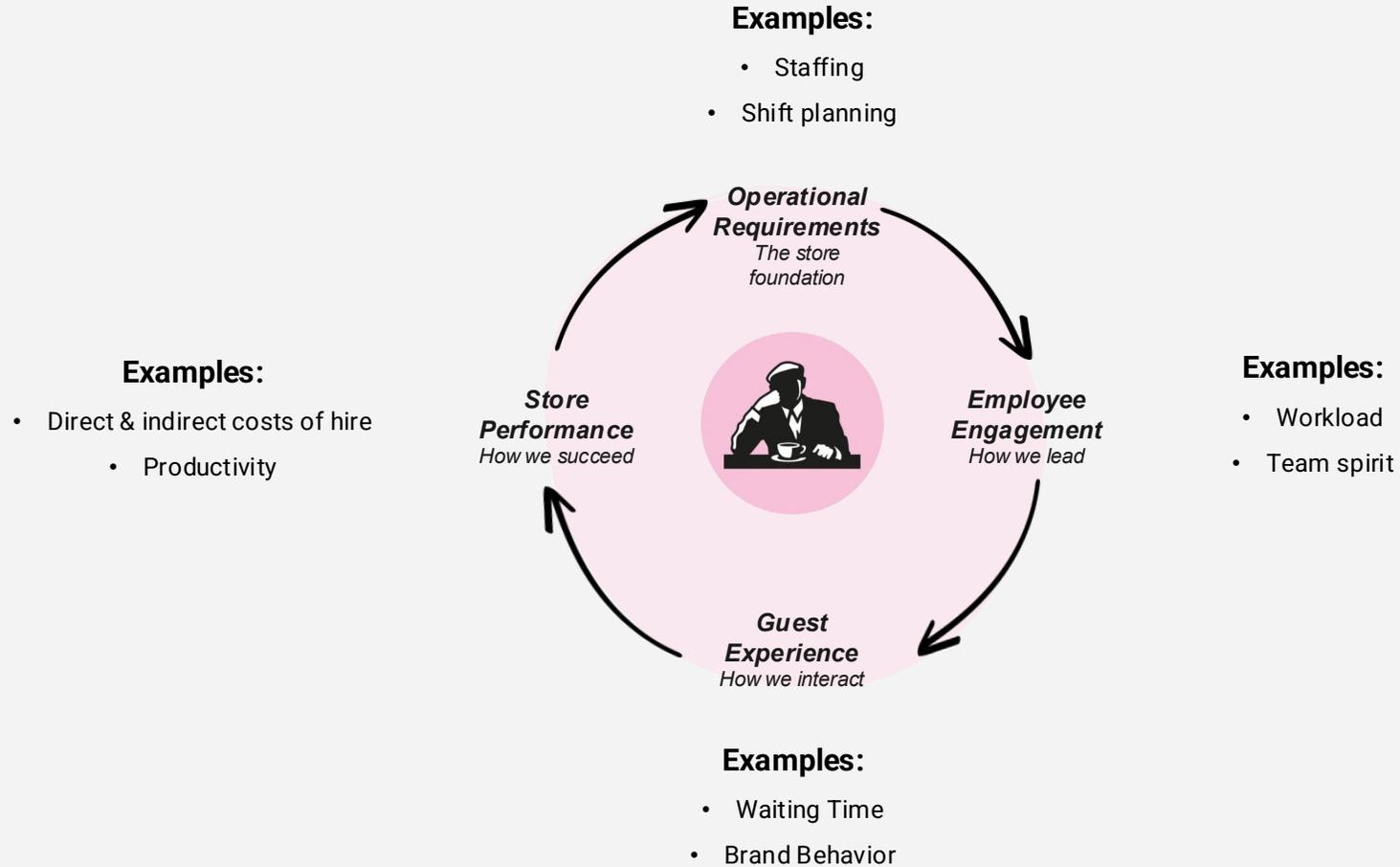


How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



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 proces”



AGENDA

1 Why is this skill important?

How to master the skill

- **The Recruitment Funnel & Flow** – *Framework*
- **The Juicer Request** - *When & How*

2

- **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?

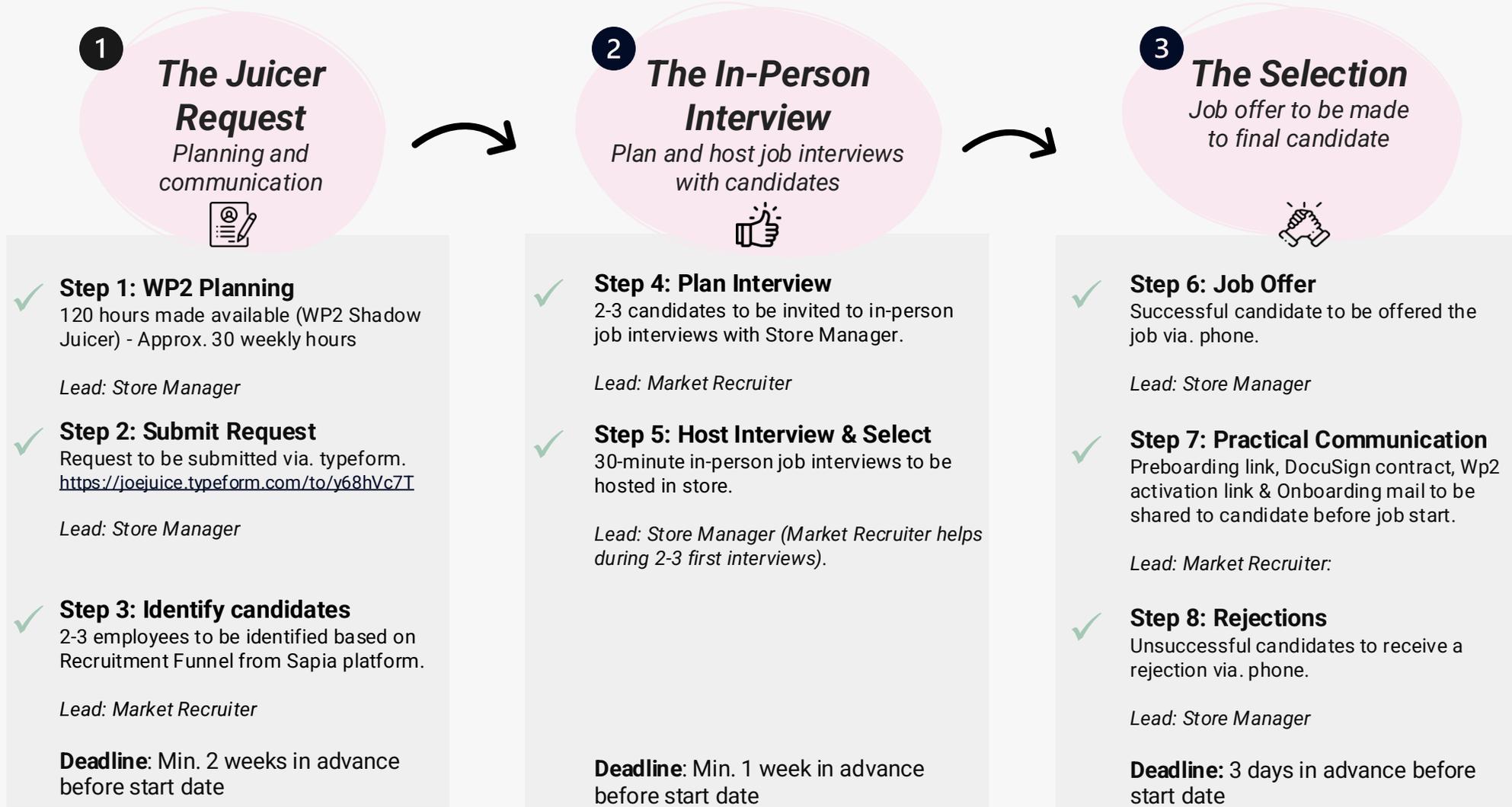
1. *WHAT WAS MEMORABLE? – ONE WORD*
2. *WHAT COULD HAVE BEEN BETTER? – ONE WORD*





THE RECRUITMENT MANAGER & MARKET RECRUITER FLOW

From Requesting to Juicer Hire





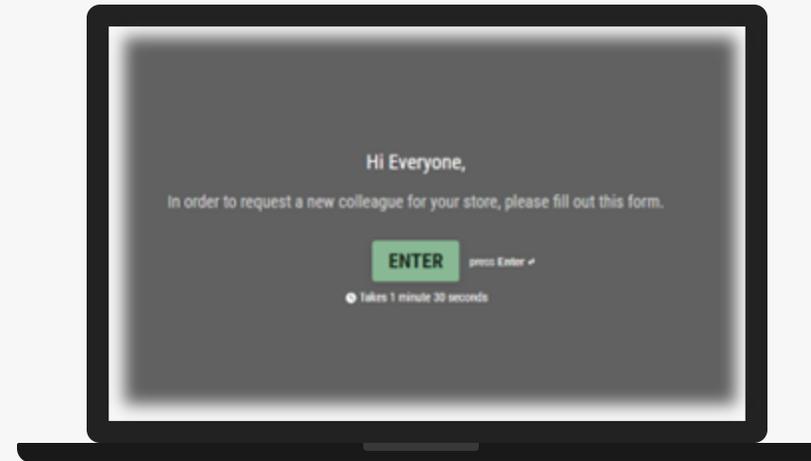
1: THE JUICER REQUEST

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://joejuice.typeform.com/to/y68hVc7T>

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



SERVING OUR COMMUNITY
WITH HEALTHY AND
NUTRITIOUS PRODUCTS

Love Joe & Juice

HOW WE RECRUIT IN JOE



“
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**

1

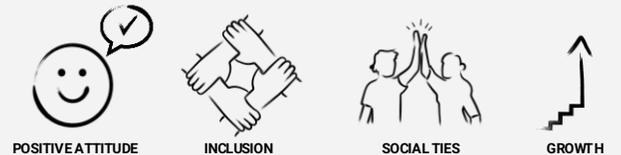
Employee Scheduling is the first layer in the funnel since we don't want to proceed with candidates who can't work the **required hours**.



**VIRTUE
PREFERENCE**

2

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**

3

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



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



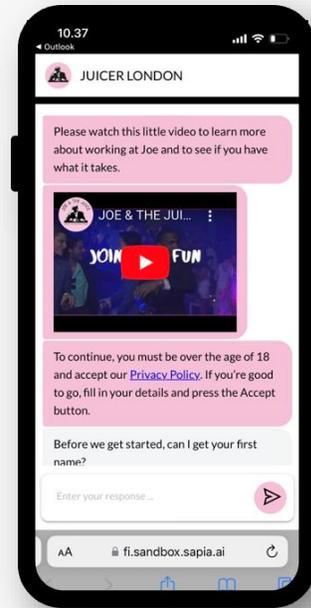
SAPIA.AI

Why we are using the AI 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**

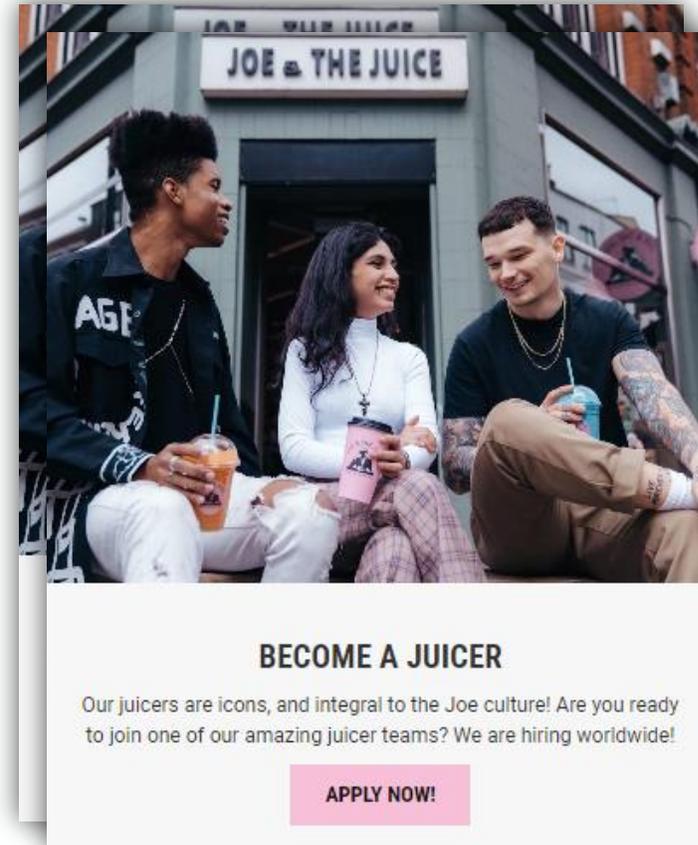
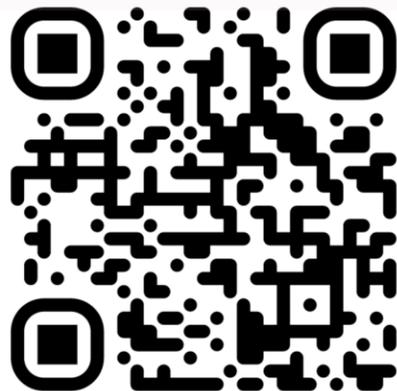
The system is not tool to replace the human interaction, but rather a helping tool to support the Store Manager be efficient and take better decisions.

EXERCISE: THE APPLICATION JOURNEY

Experiencing the candidate application process

THE APPLICATION EXPERIENCE

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

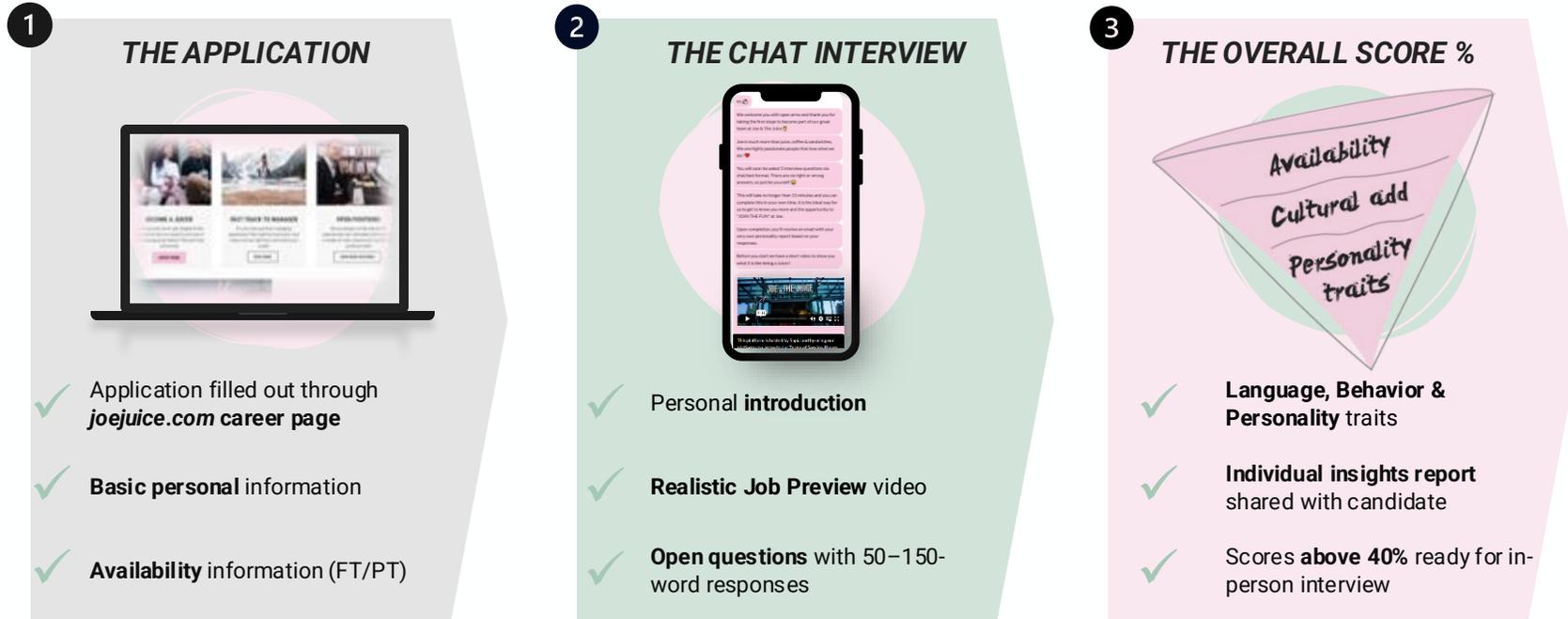


Your overall score and feedback will be available in 1 hour, allowing you to review your overall performance as a Juicer candidate.



A CANDIDATE'S APPLICATION JOURNEY

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



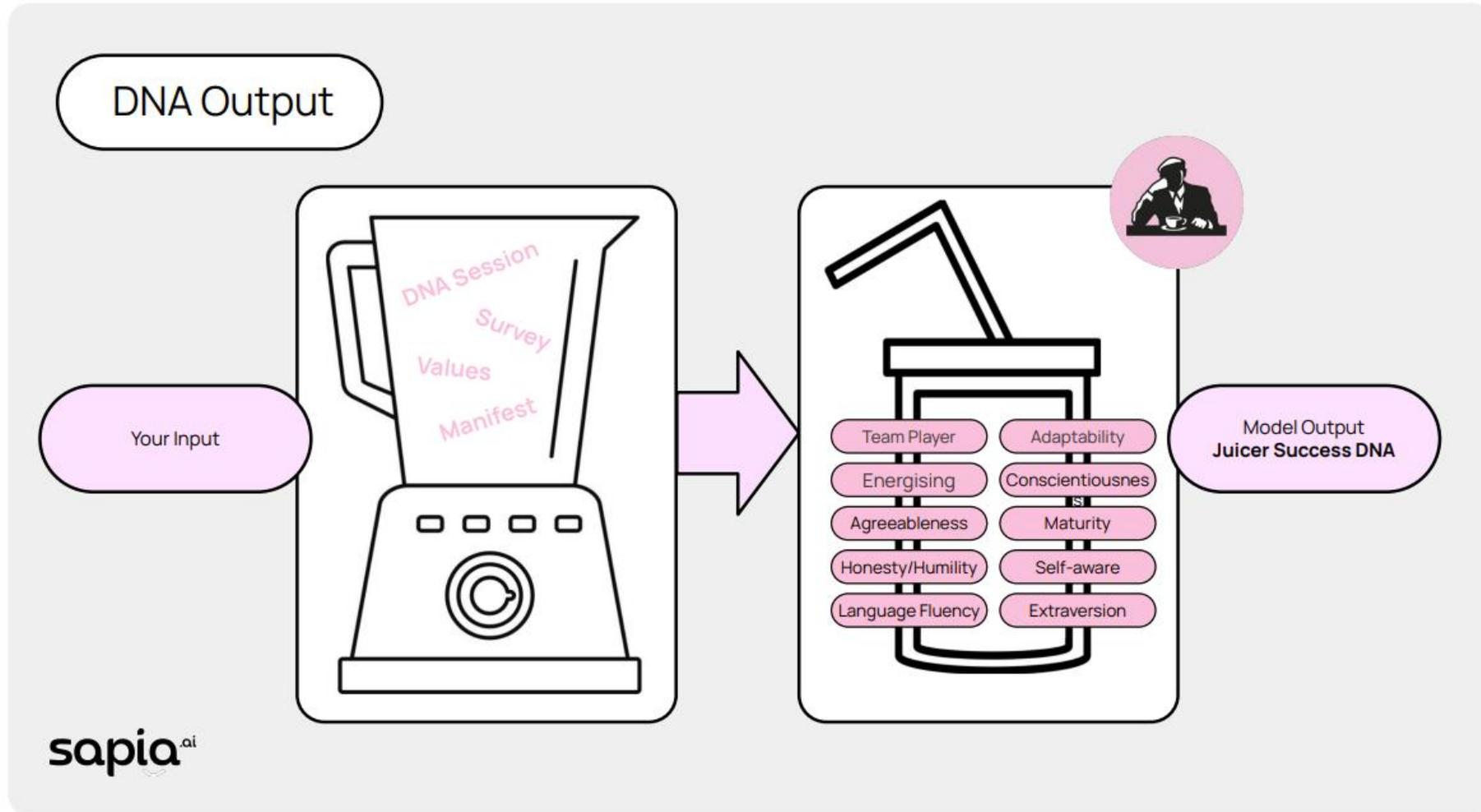
THE 5 CHAT QUESTIONS

- ❑ 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.



SAPIA TALENT INSIGHT PROFILE



Overall Score ⓘ



Candidate Pool ⓘ



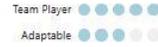
Market Benchmark ⓘ

12

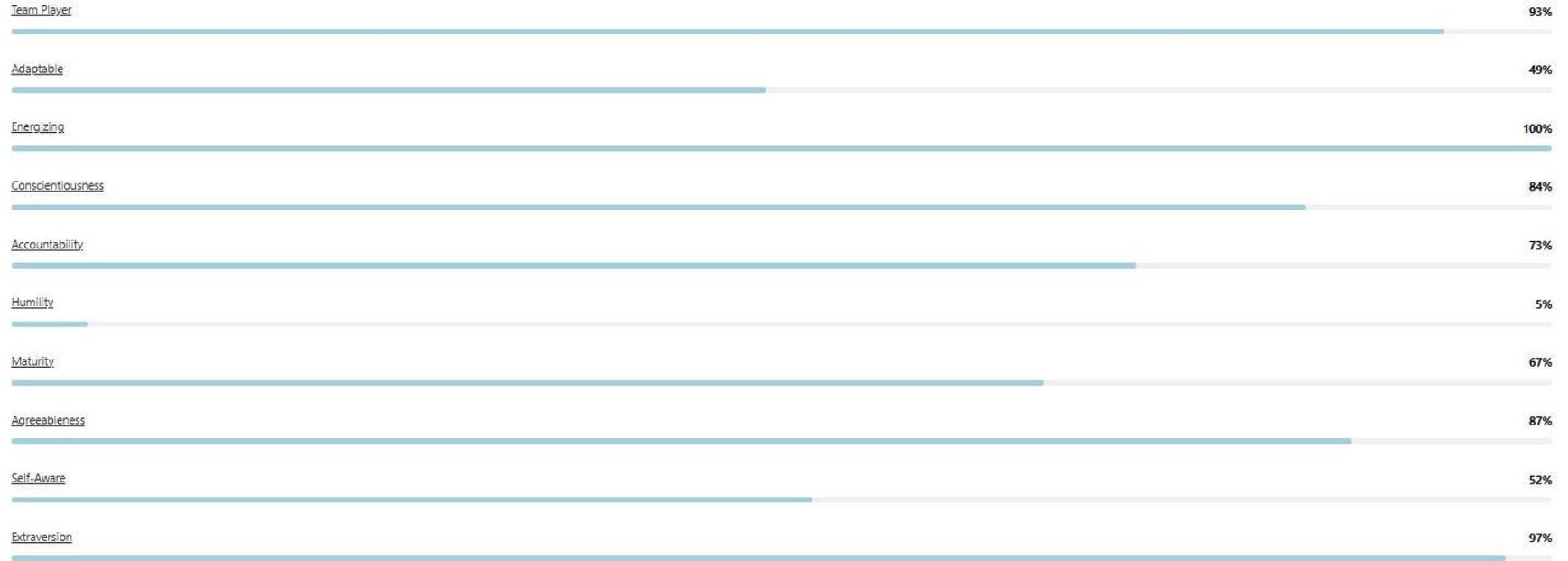
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Ranking ⓘ

Skills profile ⓘ



Personality traits and behaviours



Personality Snapshot

HIGHLIGHTS

Andrea 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. Andrea should consider whether they allow others the space they need to feel comfortable.

CONSIDERATIONS

Andrea is able to effectively adjust their behavior and demeanor in order to follow the social norms of different situations. This helps Andrea gain acceptance and approval of others. They should consider in what situations it can be beneficial to be their true, authentic self.

Chat Interview Responses

Recommended Interview Questions ⓘ

Based on the candidate's responses, we recommend the following questions be asked in their next interview.

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?



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?*



2: THE IN-PERSON INTERVIEW

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

The In-Person Interview Guideline

30 minutes  Step 1: Preparation	30 minutes  Step 2: The interview
<p>Read Candidate Talent Insight Profile</p> <ul style="list-style-type: none"> ✓ Score %, personality traits and behavioral skills ✓ Chat interview responses <p>Prepare Questions</p> <ul style="list-style-type: none"> ✓ Use 3 x 'recommended questions' from Sapia ✓ Add 1-2 follow up questions from recruitment manual question framework 	<p>Introduction (5 min)</p> <ul style="list-style-type: none"> ✓ Explain about yourself: Own story & job role ✓ Speak about JOE: Strategy House & Moneyball Career path <p>Dialogue: Get To Know Them (20 min)</p> <ul style="list-style-type: none"> ✓ Ask the 3 x 'recommended questions' from Sapia <p>Outro: Expectations (5 min)</p> <ul style="list-style-type: none"> ✓ Inform about practical essential information ✓ Next steps
<p style="text-align: center;">Remember to:</p> <ul style="list-style-type: none"> ✓ Preparation is everything 	<p style="text-align: center;">Remember to:</p> <ul style="list-style-type: none"> ✓ Be curious & care about the person

2 days prior

Always interview by representing our Virtues!



POSITIVE ATTITUDE



INCLUSION



SOCIAL TIES



GROWTH

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 fast-paced 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

1

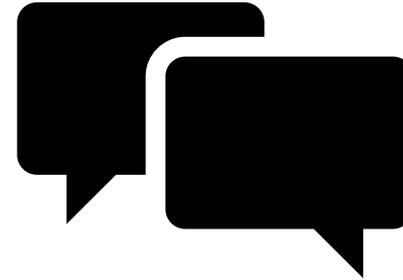
INDIVIDUAL:

- Read your colleagues Talent Insight Sapia Profile
- Prepare interview based on info & *recommended questions*

2

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?



GREEN FLAGS

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.



RED FLAGS

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

1

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



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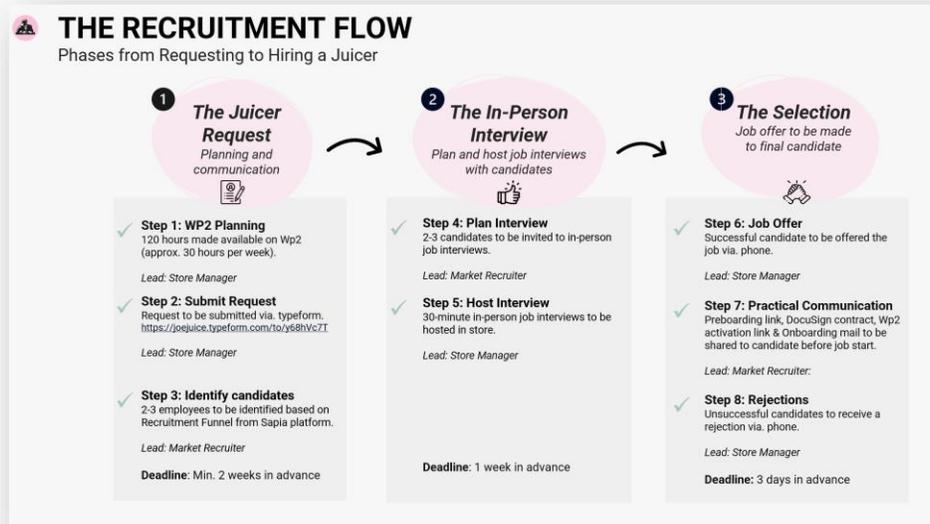




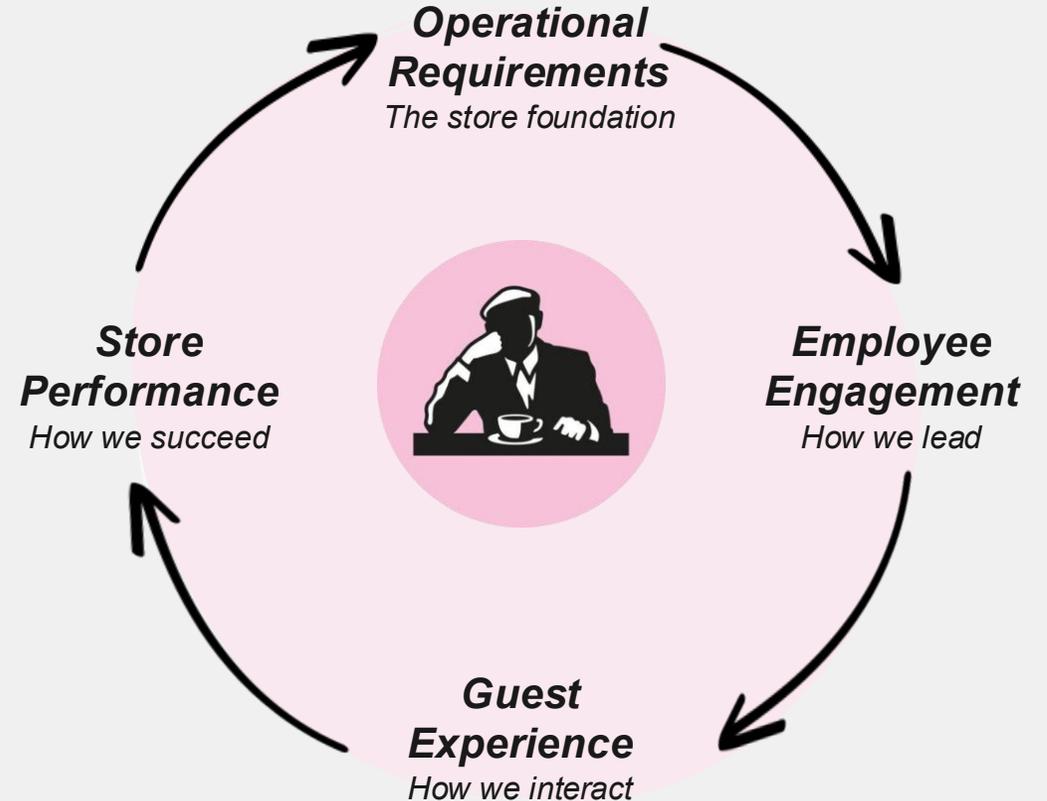
SUM-UP AND IMPACT

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 MANUAL

JOE & THE JUICE RECRUITMENT MANUAL

1. INTRODUCTION

Company Mission
Our mission is to become the first truly global people-focused Food & Beverage brand. To achieve this, we strive to create a culture based around our virtues and operational excellence within our three company focus areas: A high degree of Employee Engagement, delivering great Guest Experiences, and securing a strong Financial Performance.

Our unique company culture is the backbone of our company's success, which relies on our employees to adhere to and promote through our company virtues: Positive Attitude, Inclusion, Social Ties, and Growth.

Purpose
In JOE & THE JUICE, the Recruitment department is responsible for recruitment in each market. The intent of recruitment is to keep the workforce stable and enable smooth operations while finding the right candidates and retaining talents long-term.

In the recruitment process, the recruitment team is the applicants' first point of contact with the Company. This is our opportunity to show professionalism, structure, and make the whole recruitment process a pleasant experience for both parties.

Our Purpose
By fostering positive interactions, the goal is to create a positive candidate experience that strives to ensure that a candidate becomes or remains a promoter of Joe & The Juice.

The recruitment team will play a vital role in ensuring that candidates have a clear understanding of the job expectations, creating a realistic job preview that aligns their expectations with our company culture and work environment.

The following sections outline general structures and guidelines for recruitment and describe how applications and applicants are handled in JOE & THE JUICE.

2. COMMUNICATION

Communication is an essential tool we use to make the recruitment process professional, pleasant, and consistent within the recruitment team.

Only approved email templates can be used, which can be found as an appendix to this manual.

All email communication can be automated through our ATS (Currently Reoratio).

Every application, both solicited and unsolicited, should be treated the same, where every applicant should get:

- A response acknowledging receipt of their application

- A response regarding the outcome of the recruitment process, informing whether the candidate has been rejected based on the initial screening as performed by the recruiter, or if the candidate has been put forward to an interview.
- Feedback on the job interview irrespective of whether the candidate received a job offer or did not receive a job offer. Job offers should be made over the telephone. If a candidate is not offered a job, then you may send an email to the candidate.

By continuously providing feedback to candidates, we show respect to our applicants, who have spent time on their application, and invested an effort to participate in JOE & THE JUICE recruitment process.

3. RECRUITMENT EXPLANATION

To streamline our recruitment process, we utilize Reoratio, our Applicant Tracking System. This platform facilitates bulk communication with candidates, ensuring efficient and personalized interactions. With Reoratio, we prioritize GDPR compliance, safeguarding candidate data and maintaining confidentiality. Additionally, the system simplifies meeting scheduling, allowing seamless coordination between recruiters and candidates. By harnessing Reoratio's capabilities, we enhance our ability to identify the most motivated candidates while optimizing our recruitment workflow.

4. SAPIA.AI EXPLANATION

To profile all candidates on the three layers of Employee Scheduling, Virtue Preference and Behavioral traits we will be using an artificial intelligence system called Sapia, as that effectively will profile and segment the 1000,000 applications we are receiving each year on a group level. All applications will be profiled equally, fairly and without bias based on the candidate's ability to fulfill the hours as set out in our respective job descriptions and or job posts, our virtues and the four key behavioral traits of a juicer.

All candidates will be profiled and given a score of 1-100 where 100 is a perfect profile for Joe & The Juice. We are then able to decide on a market, region or even store level how big of a part of the total candidates we would like to review. Hereafter the screening by the recruiter starts. This will ultimately save our recruiter teams several hundreds of hours a year of administrative tasks. We can use this time to give back to the recruiters to use for creating actual human relations with our thousands of candidates.

5. HEXACO EVALUATION

Sapia assists with our assessment of all our candidates, using

Our Global Standards and Recruitment Manual is to be followed at all times

[Click here to access](#)



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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.



MANAGER SPECIALIST SESSIONS

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