



# 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?

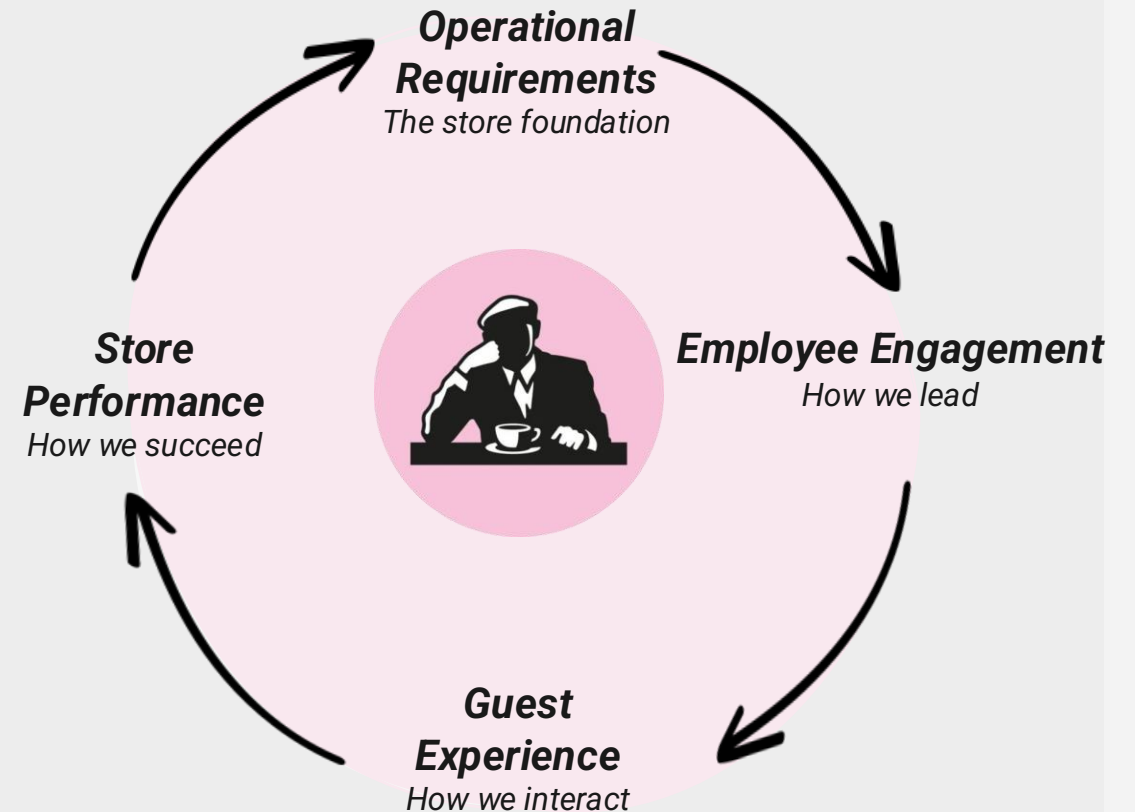
Learning goals for this manager session

## 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

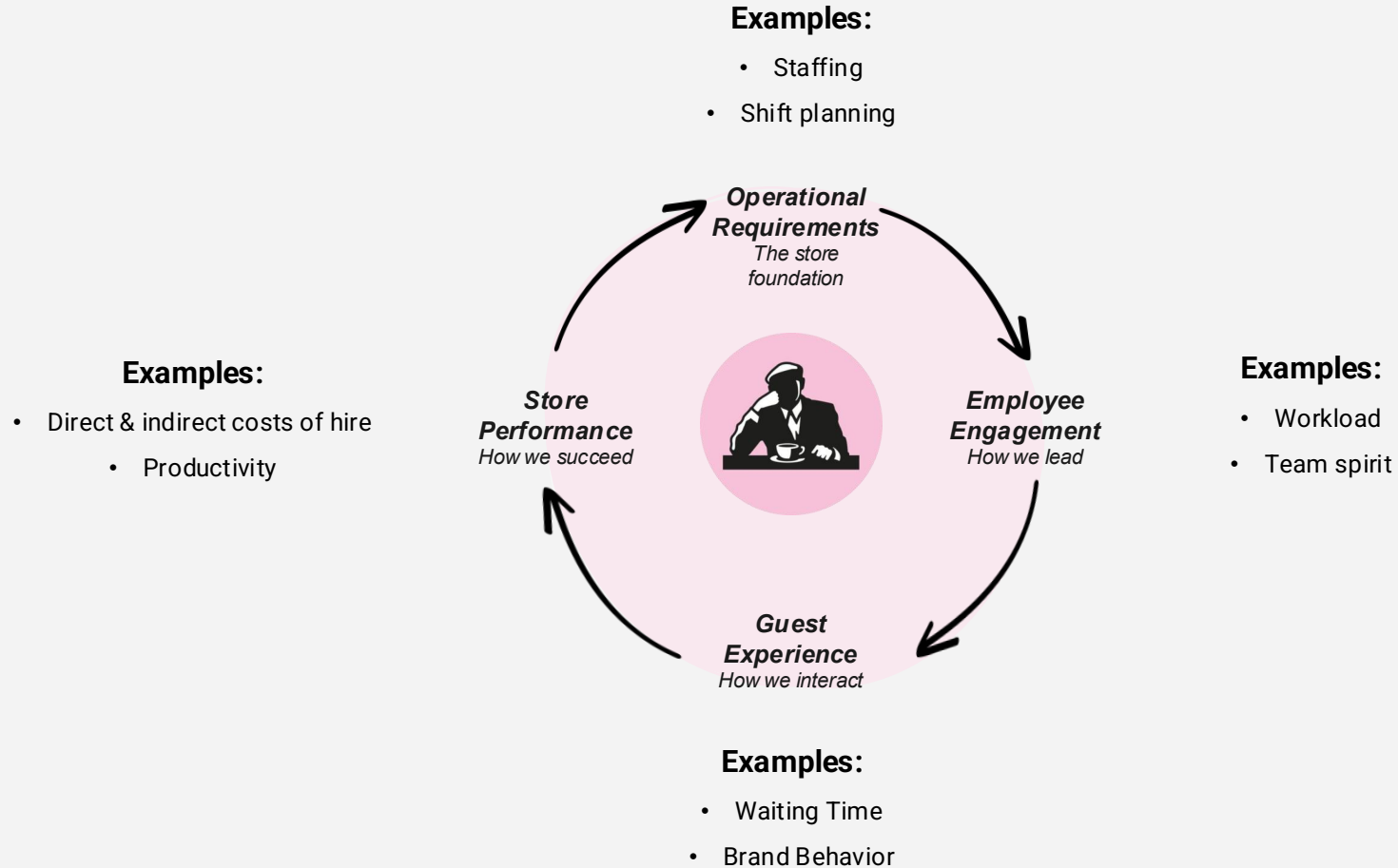


How does mastering these skills affect each area within the Circle of Operational Excellence in your store?



# 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 process”*



# AGENDA

## 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*

## 2

## 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?

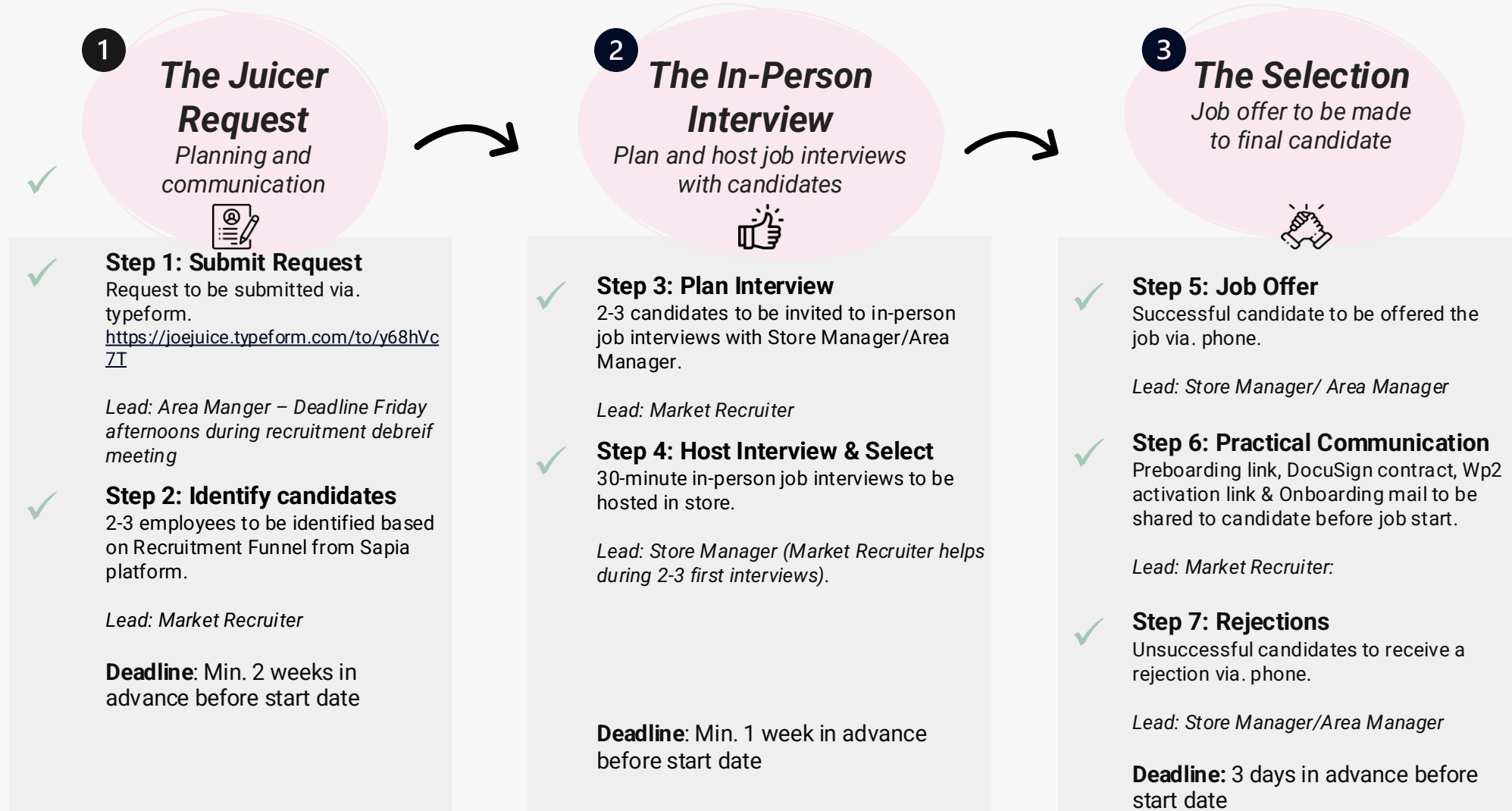
1. *WHAT WAS MEMORABLE? – ONE WORD*
2. *WHAT COULD HAVE BEEN BETTER? – ONE WORD*





# THE RECRUITMENT MANAGER & MARKET RECRUITER FLOW

From Requesting to Juicer Hire





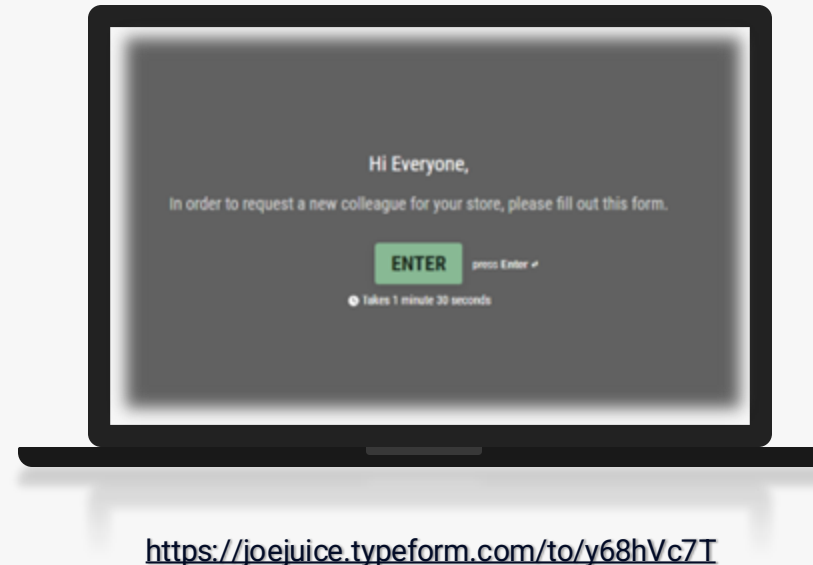
# 1: THE JUICER REQUEST

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 22<sup>nd</sup> and identify future unassigned shifts
- ✓ Other cases (seasonality, annual leaves, long-term illness)



## 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 & The Juice*

IF COFFEE  
HAD STUDIED  
ABROAD IN  
COLLEGE

## 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

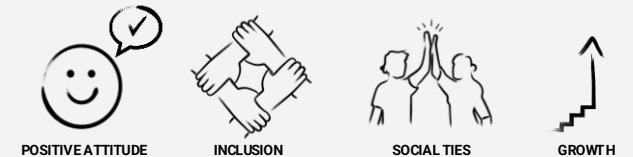
**Employee Scheduling** is the first layer in the funnel since we don't want to proceed with candidates who can't work the **required hours**.



### VIRTUE PREFERENCE

2

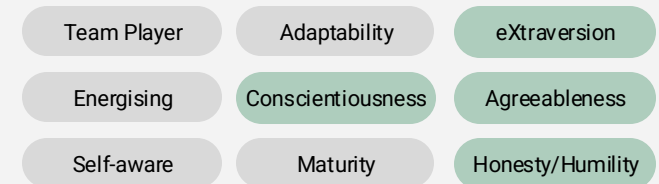
**Virtue Preference** helps us identify candidates who best fit our culture. Employees with close virtue preferences are more likely to stay and perform well, **improving retention**.



### 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**



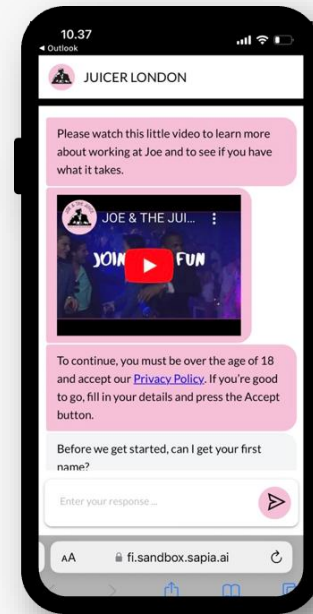
# SAPIA.AI

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.***



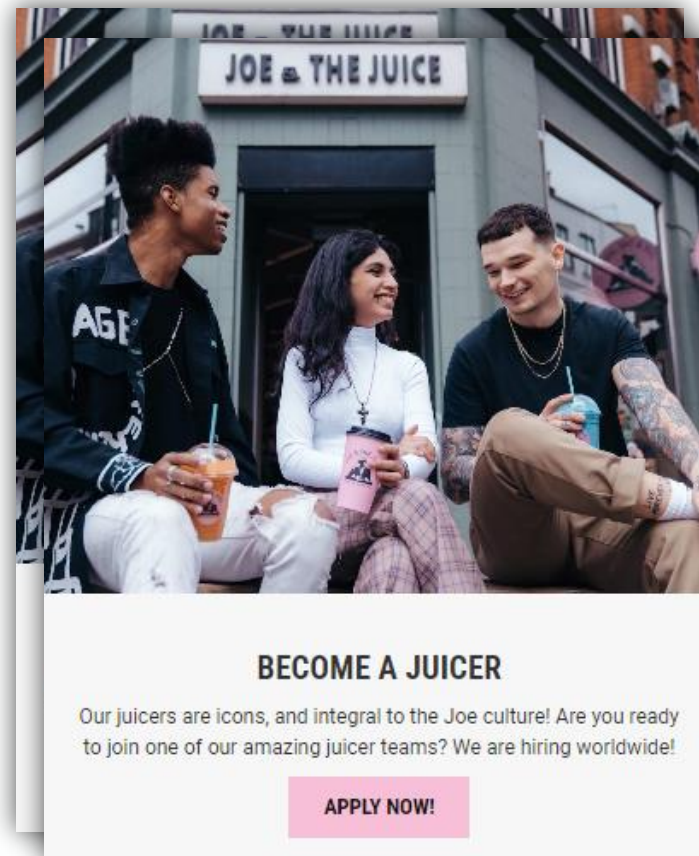
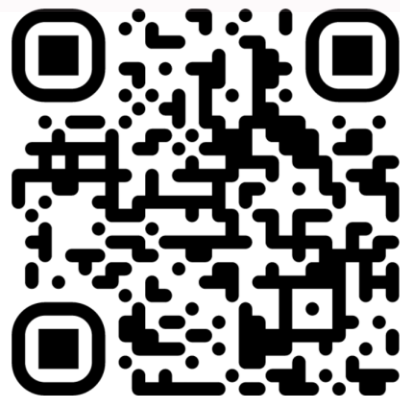
# EXERCISE: THE APPLICATION JOURNEY

Experiencing the candidate application process

## THE APPLICATION EXPERIENCE

**1** Fill out information and complete *chat interview*

**2** Reflect and discuss how the experience was

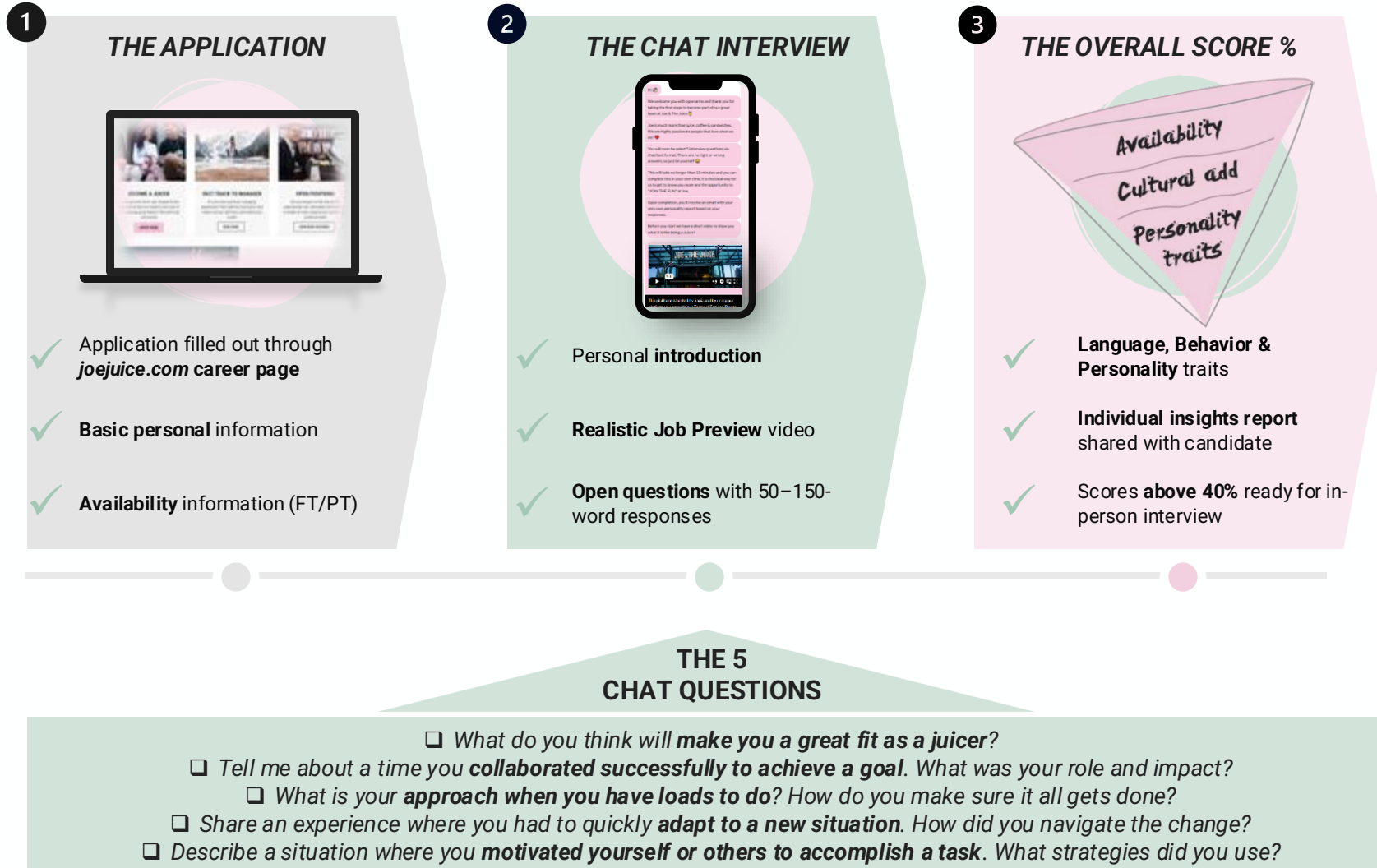


Your overall score and feedback will be available in 1 hour, allowing you to review your overall performance as a Juicer candidate.



# A CANDIDATE'S APPLICATION JOURNEY

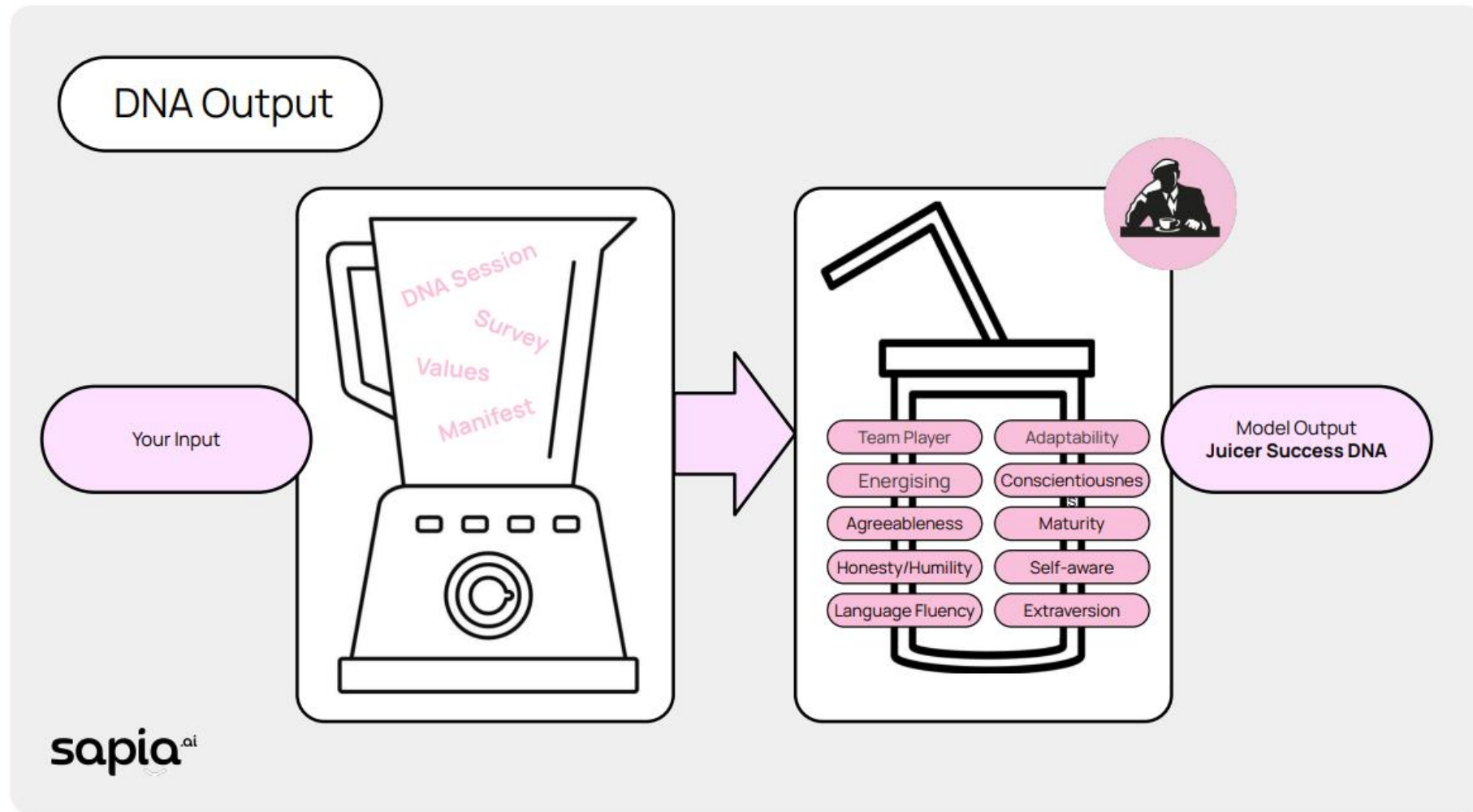
What they experience from sending application to attending the in-person interview





# THE IDEAL JUICER PROFILE

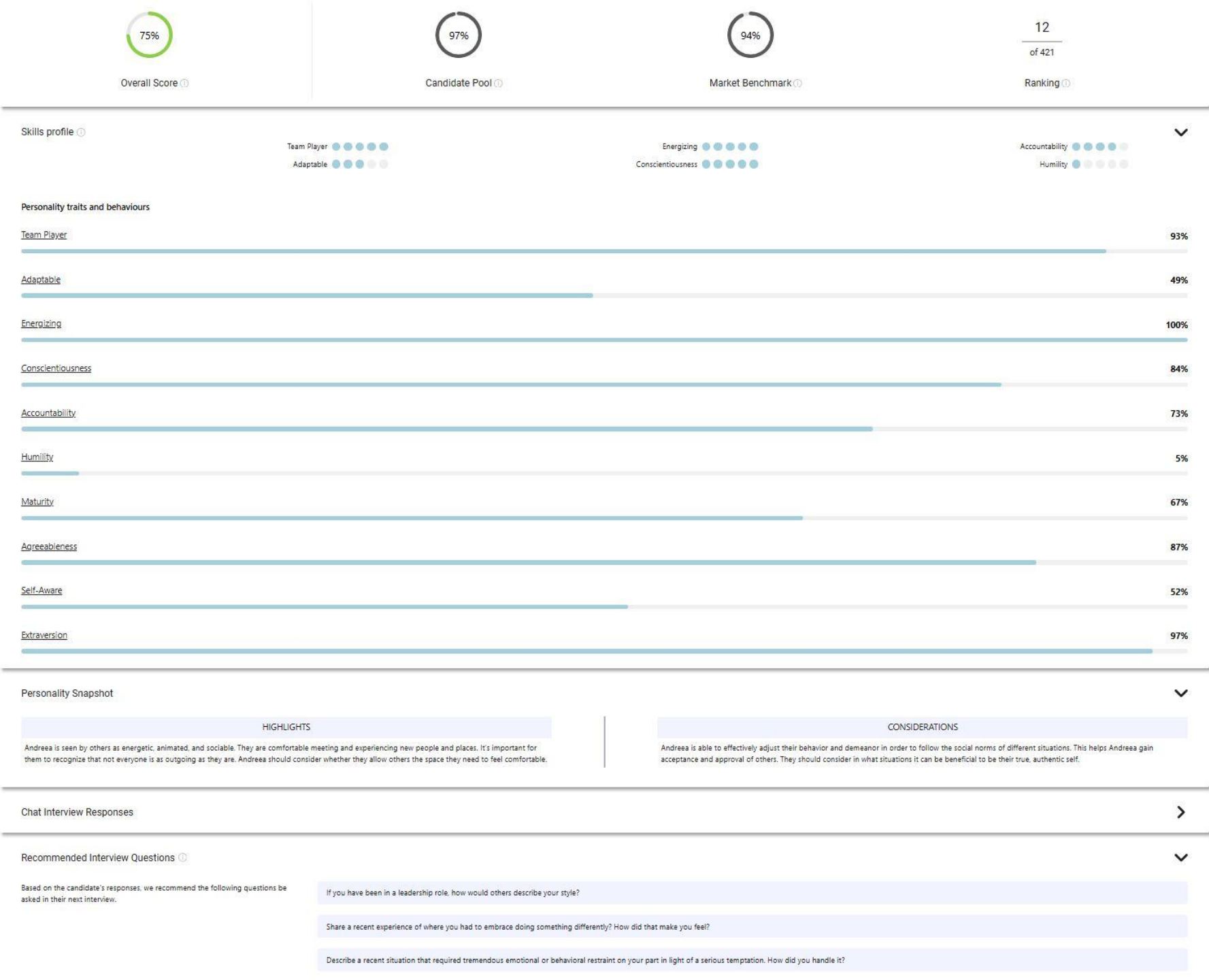
How we identified the ideal Juicer candidate



*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



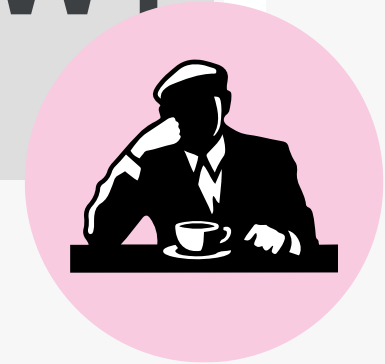


# OPEN QUESTION

A good in-person job interview

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

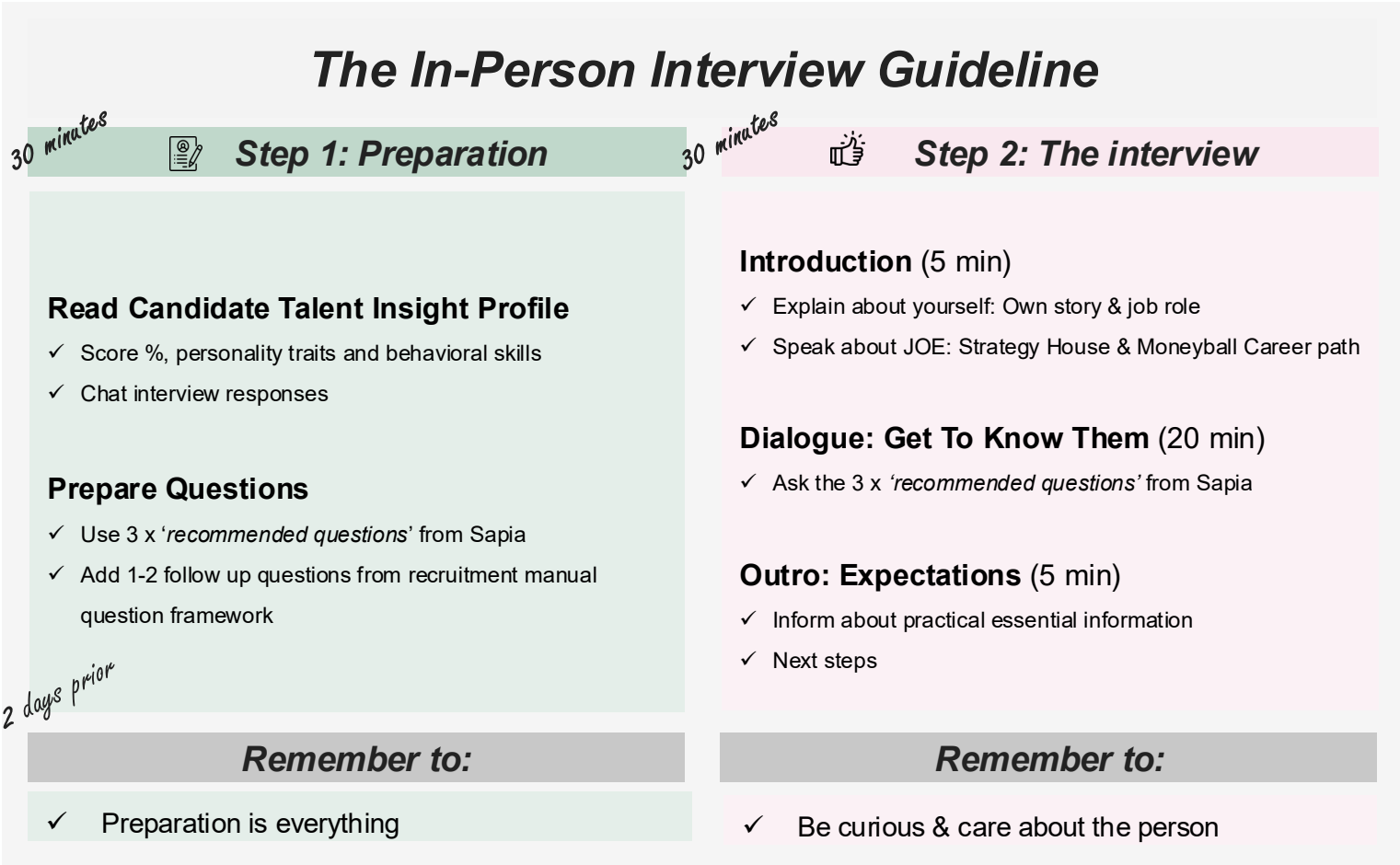
1. *WHICH QUESTIONS ARE IMPORTANT TO ASK?*
2. *HOW DOES THE INTERVIEW FEEL FOR THE CANDIDATE?*





# 2: THE IN-PERSON INTERVIEW

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



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

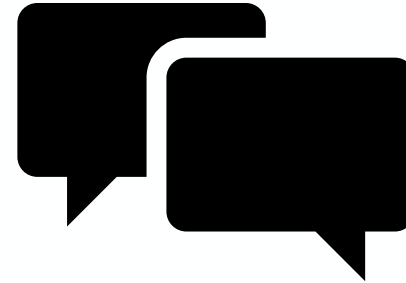
### INDIVIDUAL:

- 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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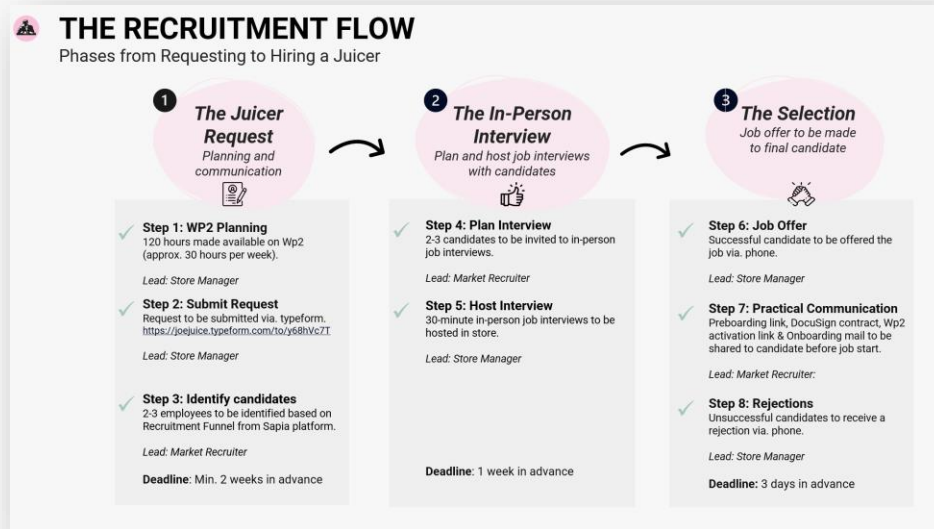




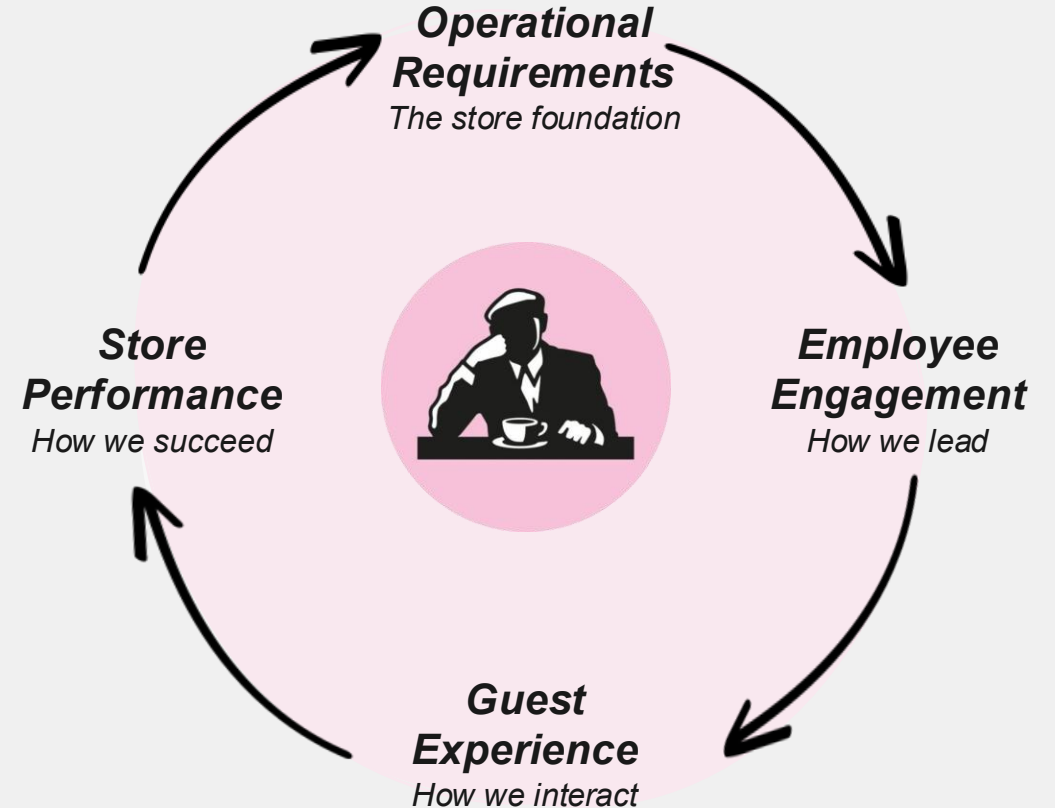
# SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are your **key learnings**?



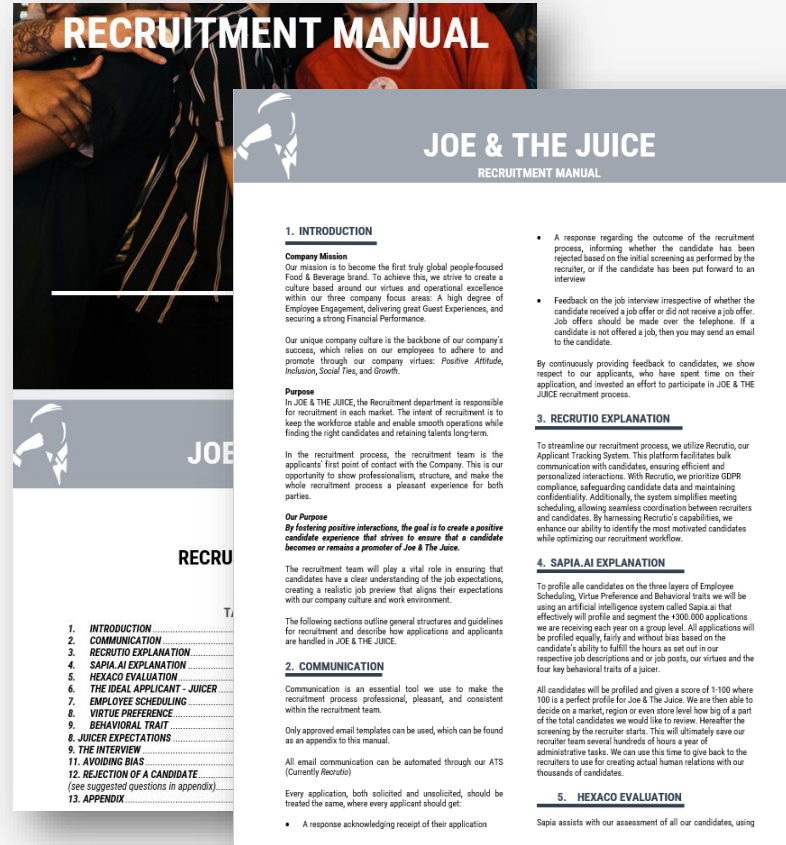
## CIRCLE OF OPERATIONAL EXCELLENCE



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



# YOUR RECRUITMENT MANUAL



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

[Click here to access](#)



# AGENDA

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





# HOW TO APPLY INTO PRACTICE

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

|                                |                                                                                                                                                                                                                       |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Assistant Store Manager</b> | 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 |
| <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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