



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?

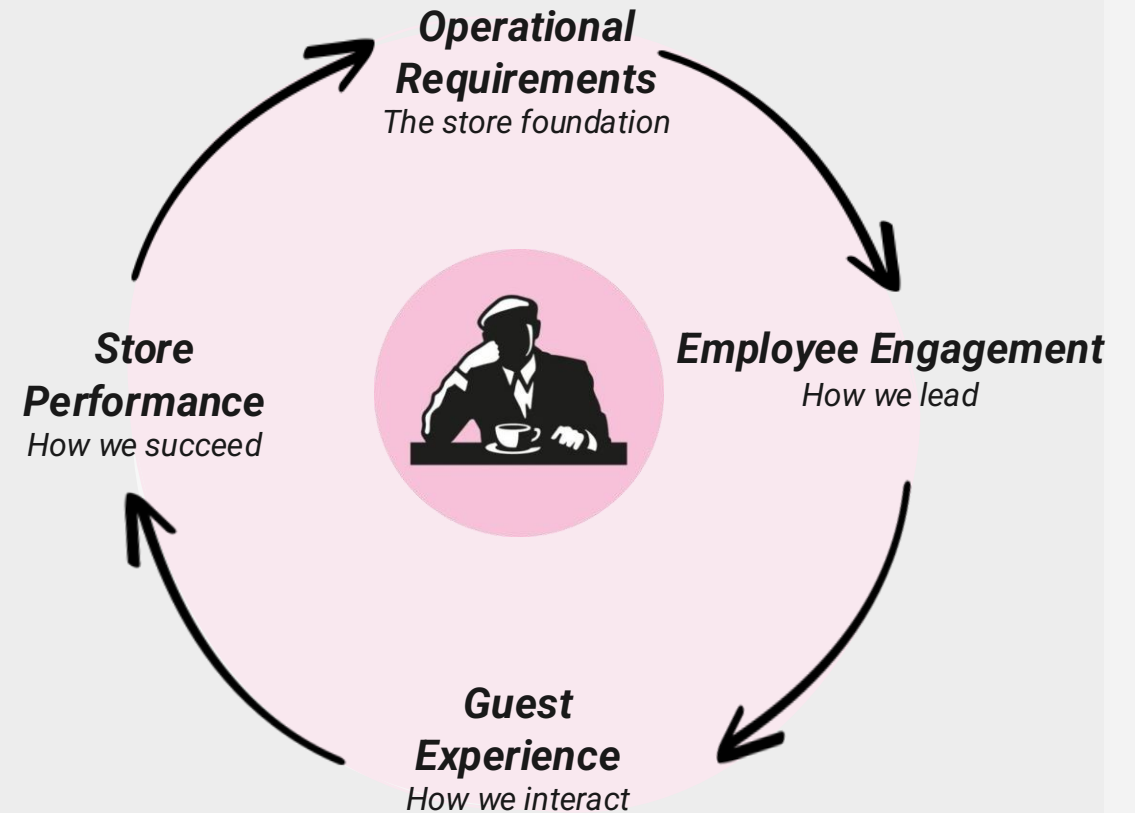
Learning goals for this manager session

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

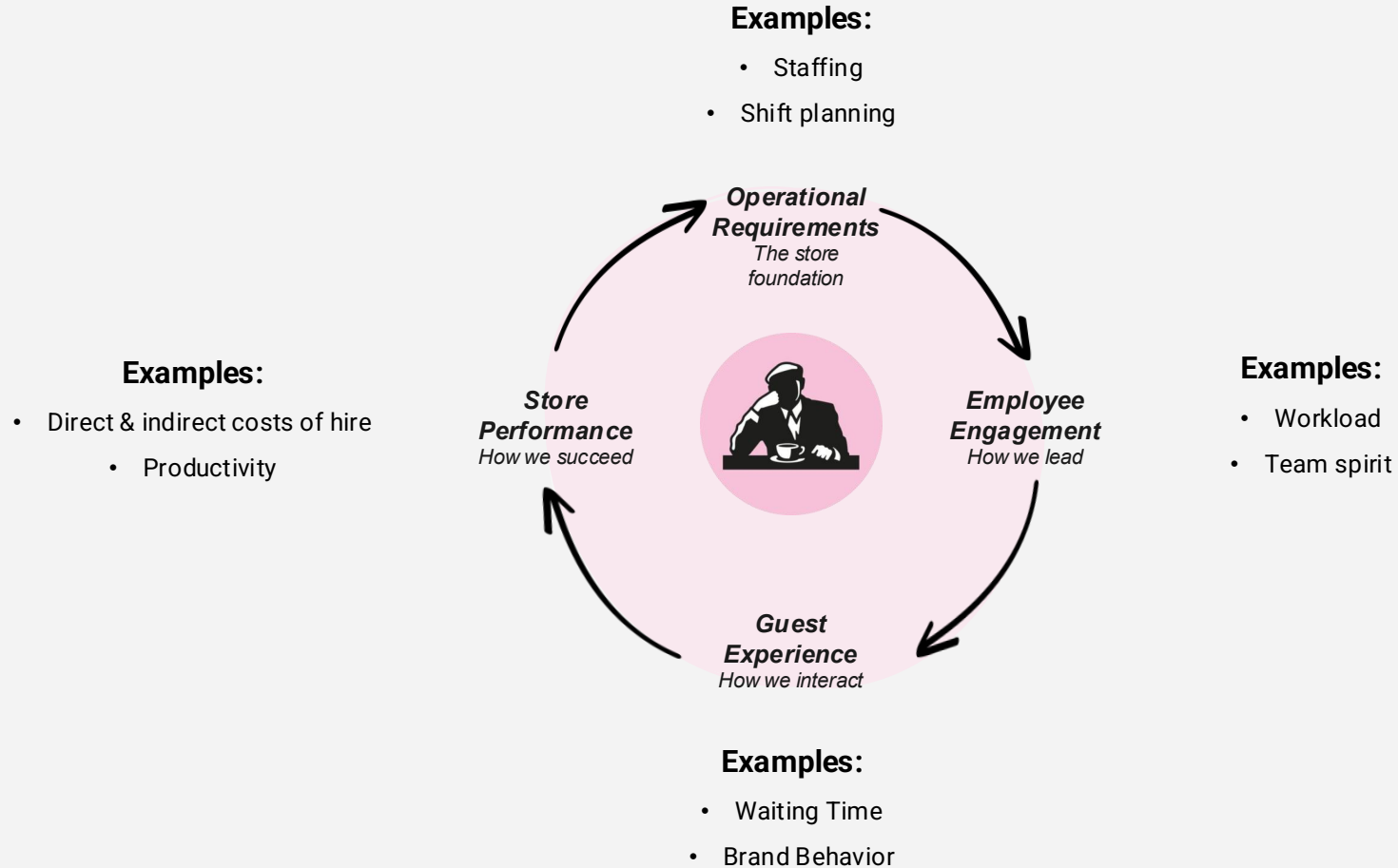


How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



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*
- **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?

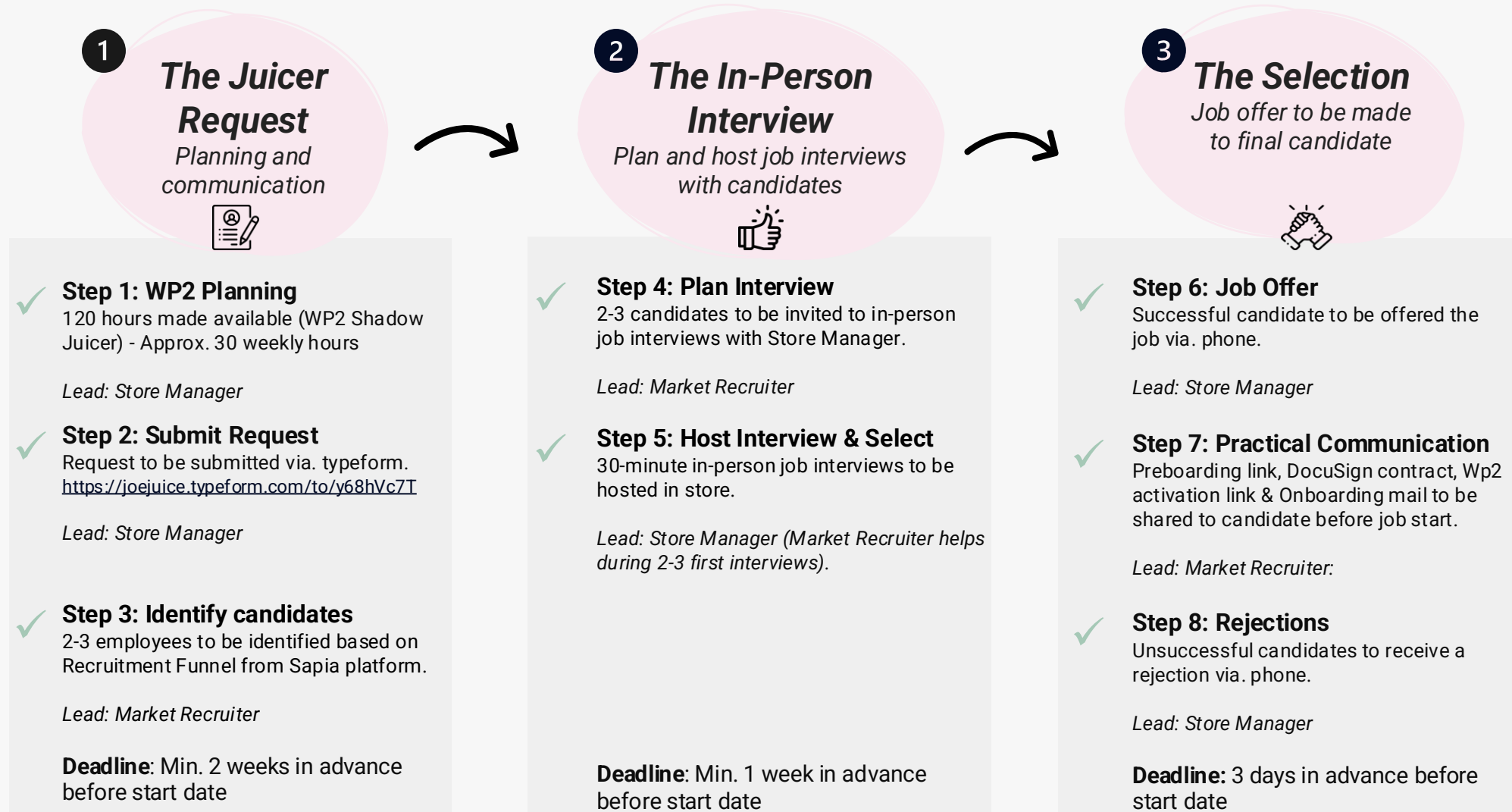
1. *WHAT WAS MEMORABLE? – ONE WORD*
2. *WHAT COULD HAVE BEEN BETTER? – ONE WORD*





THE RECRUITMENT MANAGER & MARKET RECRUITER FLOW

From Requesting to Juicer Hire





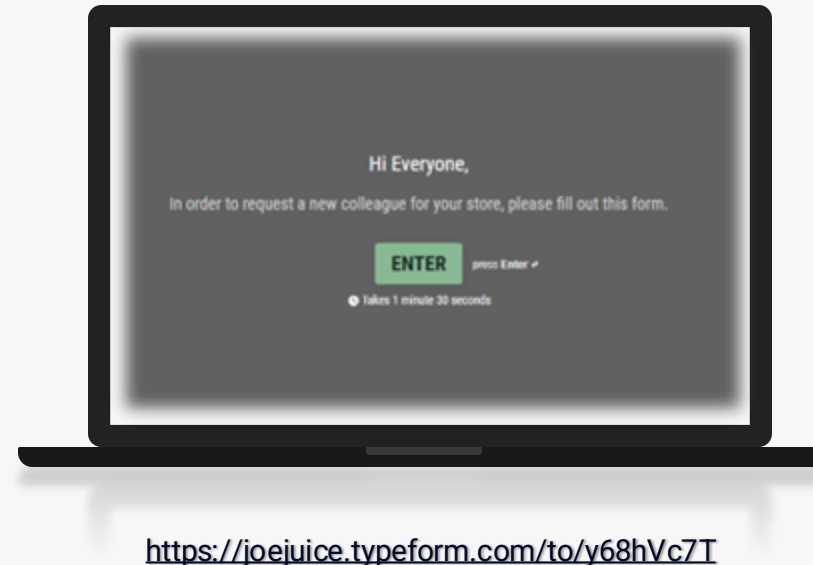
1: THE JUICER REQUEST

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 22nd 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



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

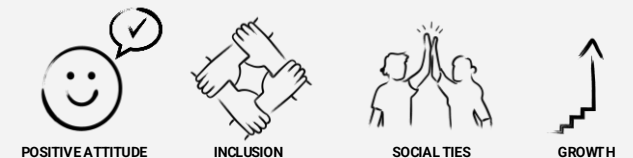
Employee Scheduling is the first layer in the funnel since we don't want to proceed with candidates who can't work the **required hours**.



VIRTUE PREFERENCE

2

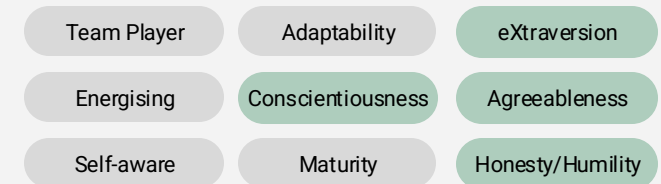
Virtue Preference helps us identify candidates who best fit our culture. Employees with close virtue preferences are more likely to stay and perform well, **improving retention**.



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



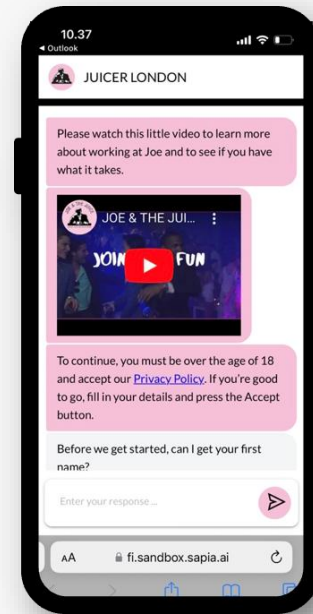
SAPIA.AI

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.

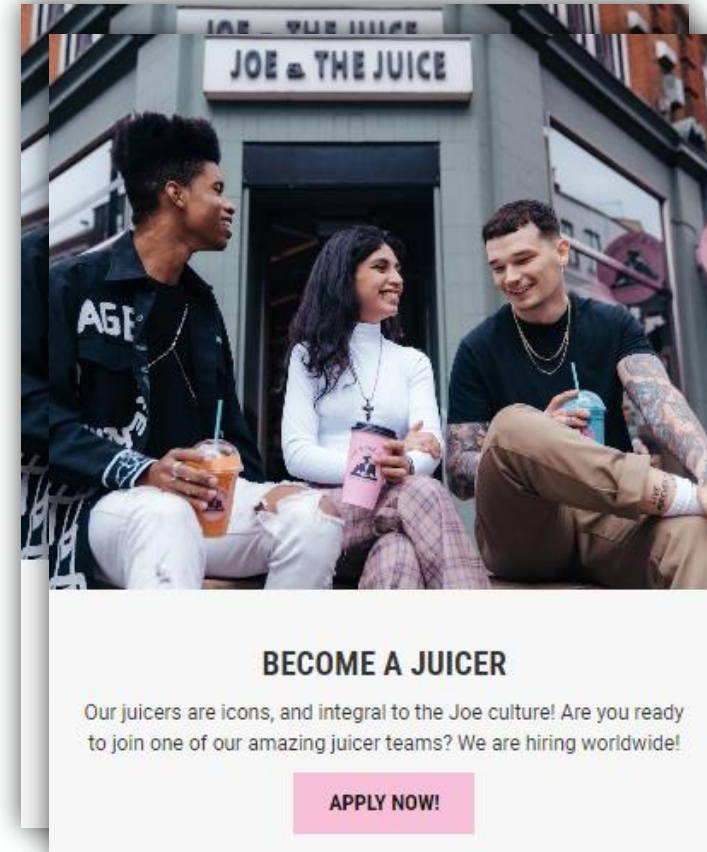
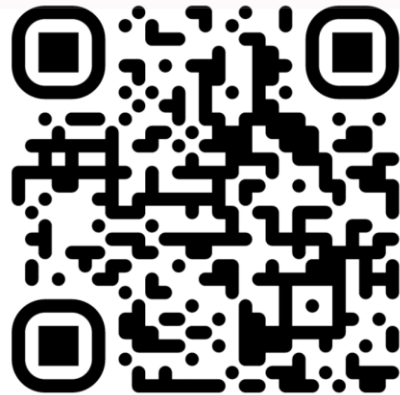


EXERCISE: THE APPLICATION JOURNEY

Experiencing the candidate application process

THE APPLICATION EXPERIENCE

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

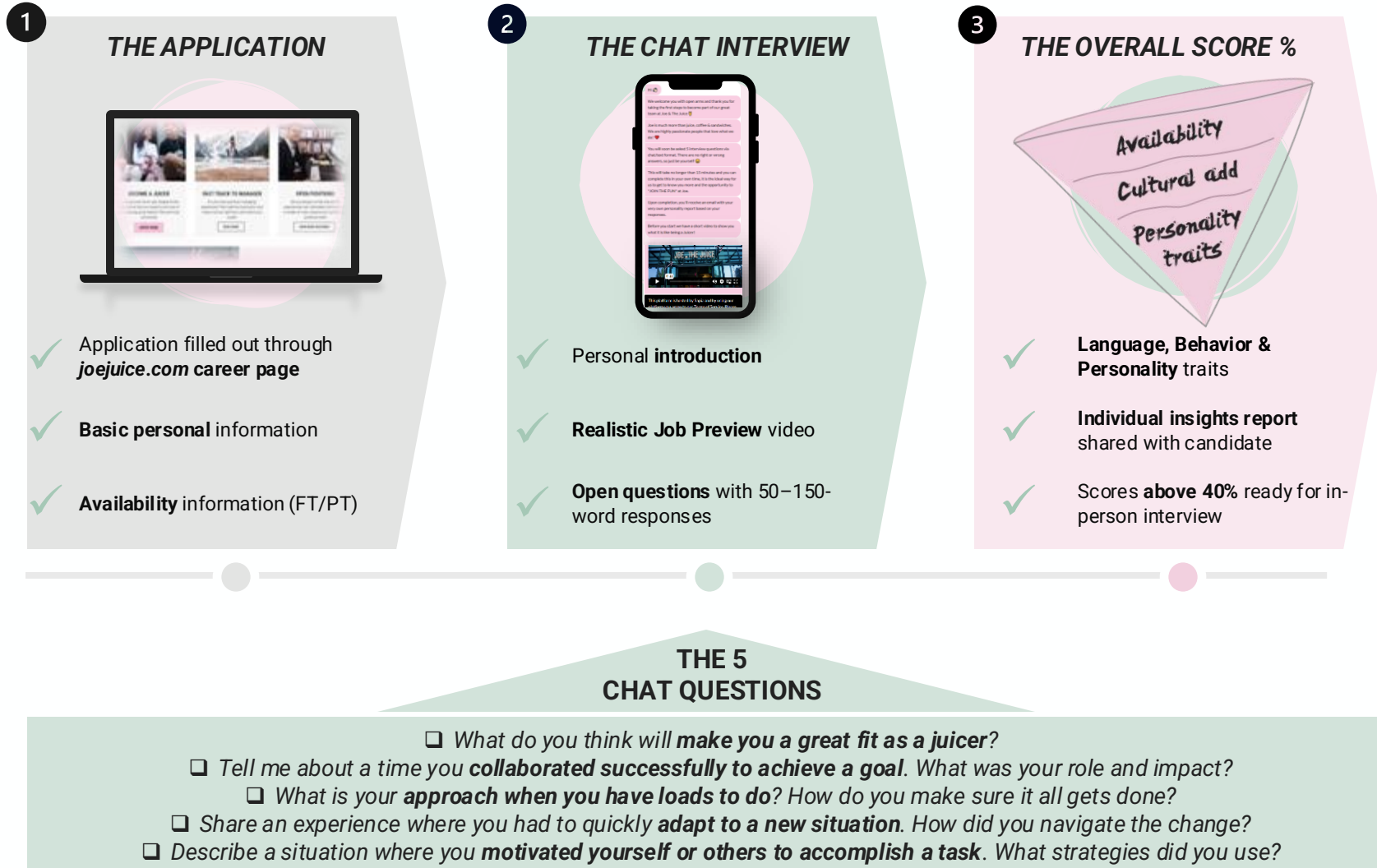


Your overall score and feedback will be available in 1 hour, allowing you to review your overall performance as a Juicer candidate.



A CANDIDATE'S APPLICATION JOURNEY

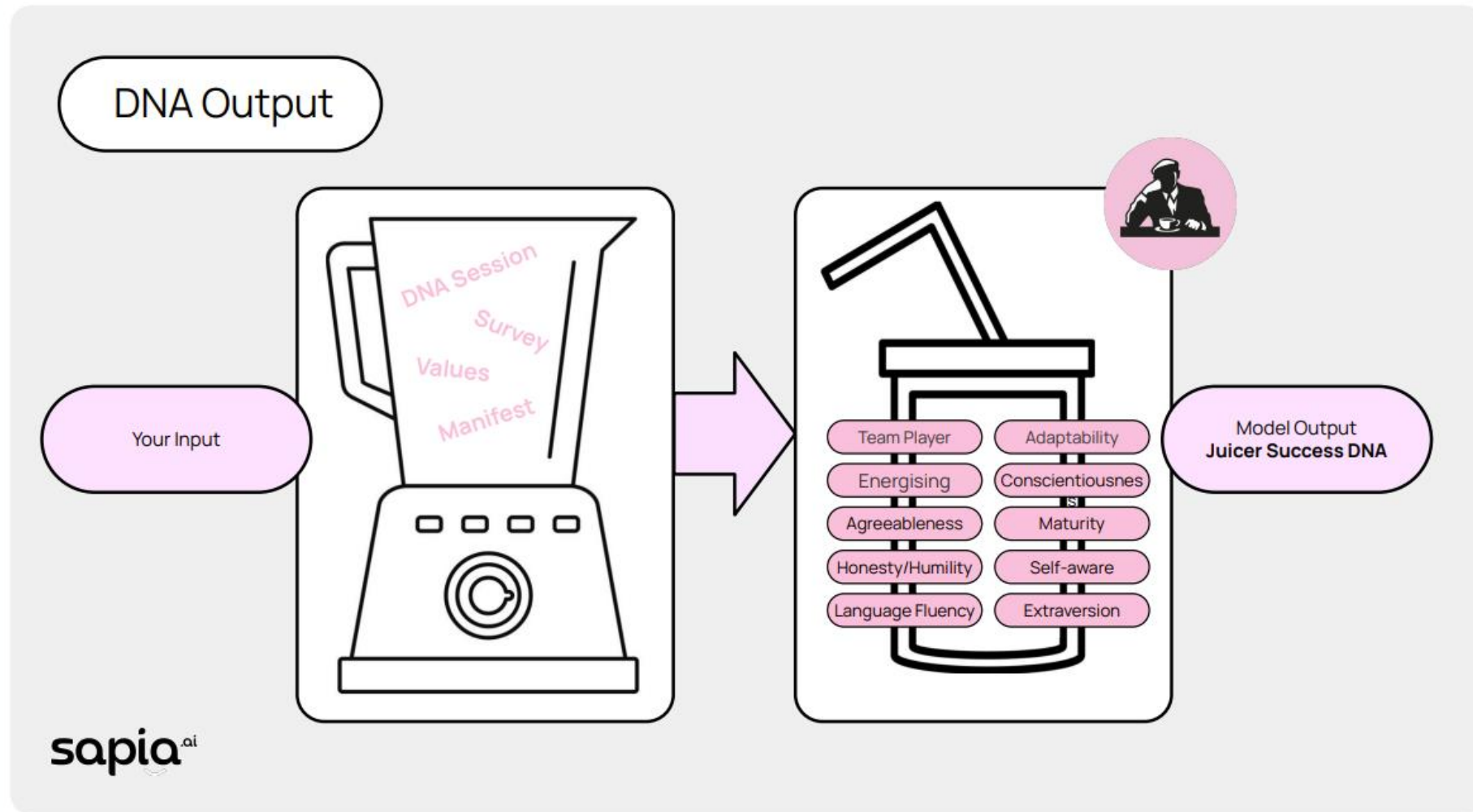
What they experience from sending application to attending the in-person interview





THE IDEAL JUICER PROFILE

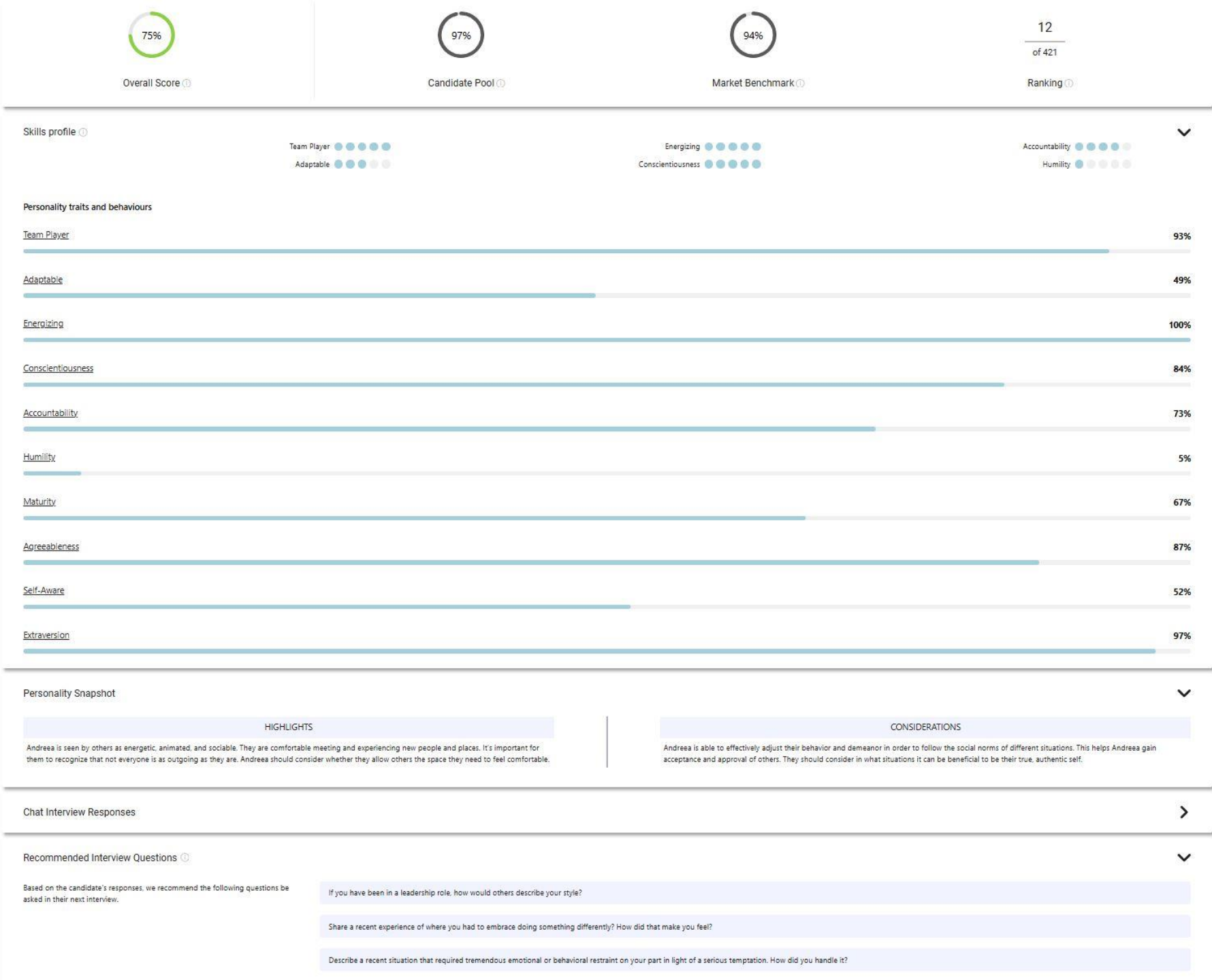
How we identified the ideal Juicer candidate



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



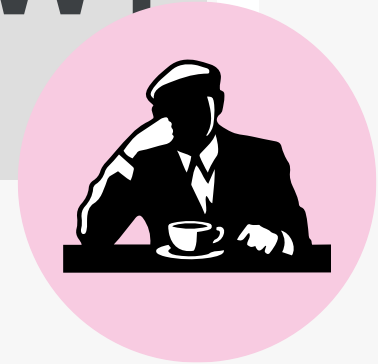


OPEN QUESTION

A good in-person job interview

WHAT IS A GOOD IN-PERSON JOB INTERVIEW?

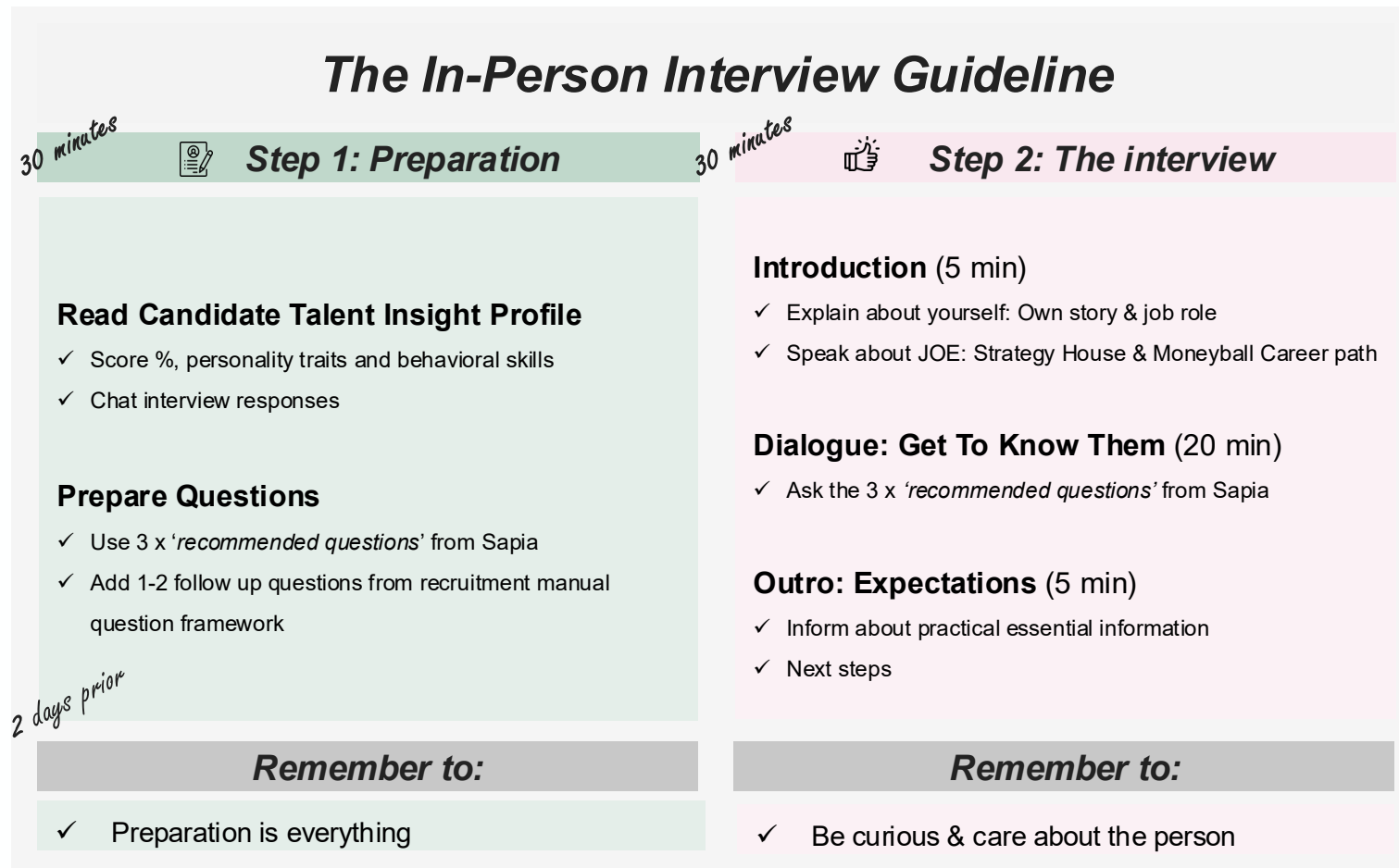
1. *WHICH QUESTIONS ARE IMPORTANT TO ASK?*
2. *HOW DOES THE INTERVIEW FEEL FOR THE CANDIDATE?*





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

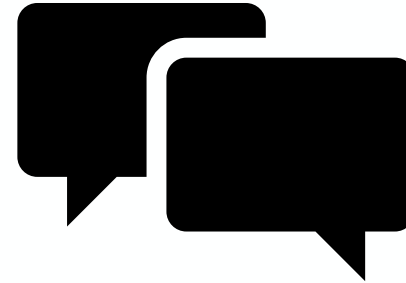
INDIVIDUAL:

- 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



AGENDA

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

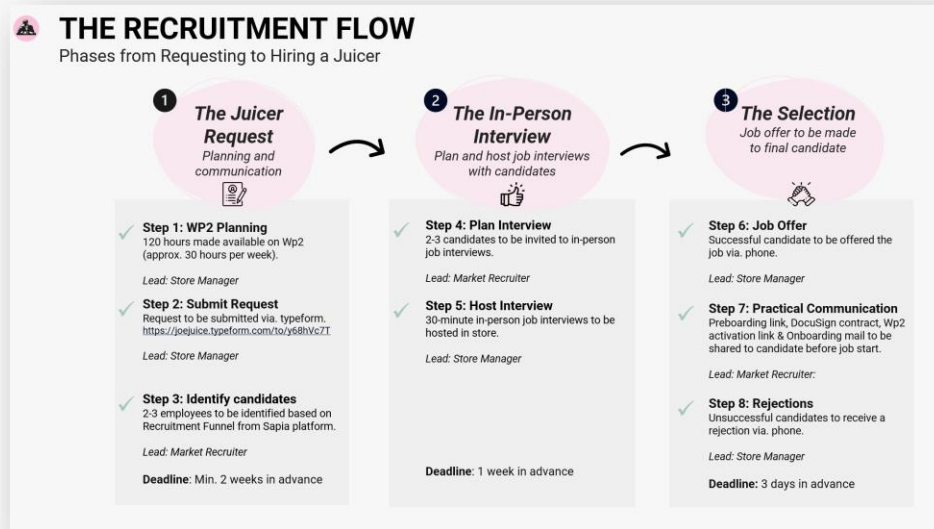




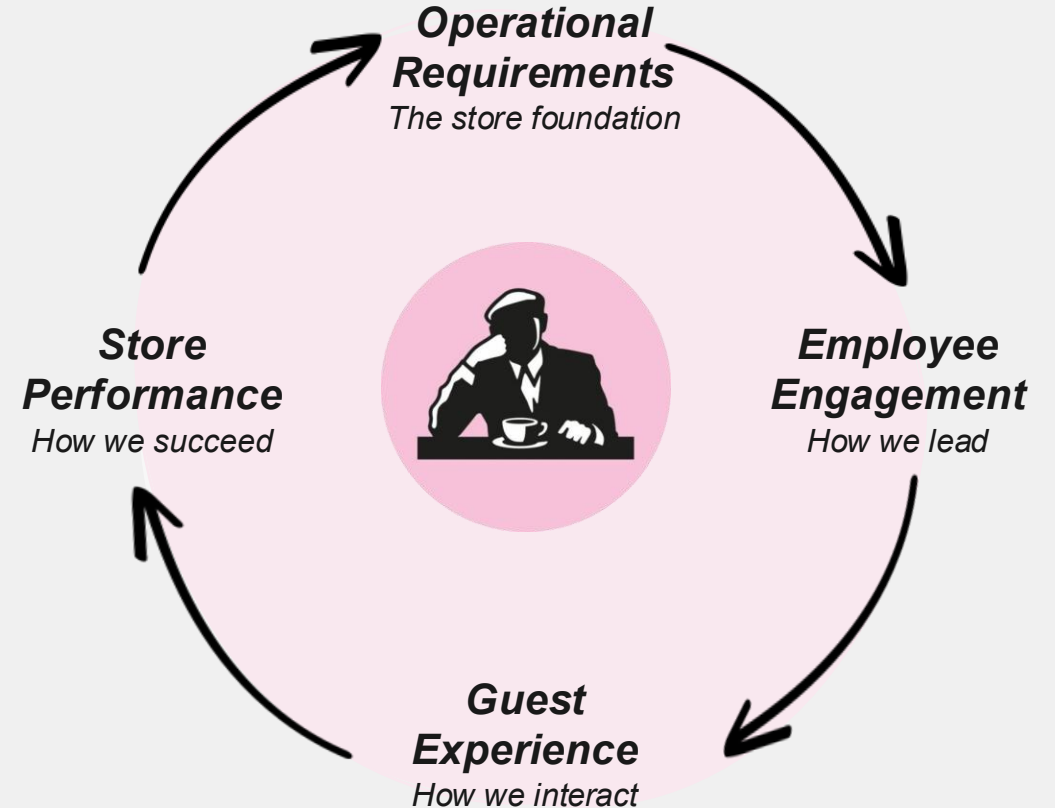
SUM-UP AND IMPACT

From class-room theory to practical in-store skills

What are your **key learnings?**



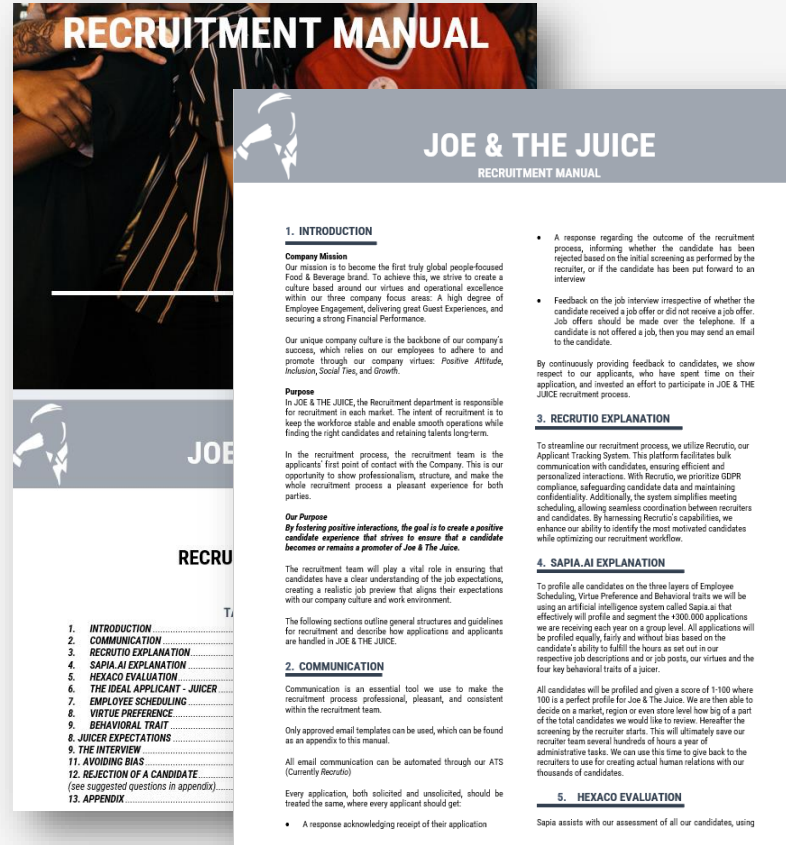
CIRCLE OF OPERATIONAL EXCELLENCE



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

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

© 2024 JOE & THE JUICE – ALL RIGHTS RESERVED