



## INTERVIEW GUIDE

(Team Member)

**HOW TO USE THIS GUIDE:** This guide is designed to help restaurant managers conduct consistent, values-based interviews for the **Team Member** position. Please follow the guidelines below:

- **Consistency is Key:** It's best practice to ask the same core set of questions across all candidates being considered for a position to ensure a fair and equitable evaluation process. It's acceptable to ask clarifying or follow-up questions but avoid substituting or skipping the core/standard set of questions you ask across candidates.

**Please note:** You are not required to ask all questions within each category below. Ask at least one from each category. If you have your own preferred question that aligns with a particular category (e.g. Positive Energy, Accountability, etc.) feel free to substitute your own preferred question under any category. The objective is to ask quality questions and be consistent.)

- **Values-Focused Interviewing:** This guide includes questions tied to our core values of **Positive Energy, Accountability, Recognition, and Servant Leadership**. Listen for specific examples and behaviors that reflect these values.
- **Behavior-Based Approach:** This guide also includes questions aligned to the core competencies required of employees in this position. Encourage candidates to share real-life examples using prompts like "Tell me about a time..." or "Give me an example..."

**Please Note:** If a candidate doesn't have experience in a particular area (e.g. leadership, etc.), ask them how they would handle the situation instead.

- **Scoring:** Take notes to document key interview feedback and quotes. Use the Interview Scorecard (at the end of the guide) to assign a score from 1–5 for each competency area.
- **Decision-Making:** Use the guidance on the Interview Scorecard to determine whether a candidate is a strong fit, may have potential with development, or is not recommended to move forward.

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### KEY COMPETENCIES:

- **Positive Energy:** Brings enthusiasm and a can-do attitude to every shift.
- **Accountability:** Shows up on time, stays focused, and takes ownership of performance.
- **Recognition:** Celebrates team success and contributes to a fun, encouraging environment.
- **Servant Leadership:** Puts the needs of the team and guests first in every action.
- **Adaptability:** Stays cool under pressure and adjusts quickly to changing priorities.
- **Attention to Detail:** Delivers quality work, even when multitasking.

### **OPENING THE INTERVIEW (EXAMPLE ONLY):**

*Thank you for taking the time to meet with me today. We're excited to learn more about you and share what it's like to be part of the (BRAND) team! The Team Member role is critical to delivering great guest experiences. We're looking for someone who represents our values of Positive Energy, Accountability, Recognition, and Servant Leadership.*

### **EXPERIENCE & JOB FIT:**

1. Tell me about any past experience you've had in restaurants, retail, or customer service. What did you enjoy most?
2. This job involves a lot of teamwork and multitasking. How do you stay organized and focused in fast-paced environments?
3. Describe a time when you had to follow instructions precisely. How did it go?
4. Are you comfortable working on your feet, doing physical tasks, and handling cleaning responsibilities throughout a shift?

### **COMPANY VALUES ALIGNMENT:**

**POSITIVE ENERGY: Brings enthusiasm and a can-do attitude to every shift.**

5. Can you tell me about a time when you helped cheer someone up or make their day better at work or school?
6. How do you keep yourself motivated during a busy shift or long day?

**ACCOUNTABILITY: Shows up on time, stays focused, and takes ownership of performance.**

7. Describe a time you made a mistake on the job or in school. What did you do about it?
8. Have you ever worked on a team where someone wasn't pulling their weight? How did you handle the situation?

**RECOGNITION: Celebrates team success and contributes to a fun, encouraging environment.**

9. Have you ever helped a teammate get better at something? How did you do it, and how did they respond?
10. When someone recognizes your hard work, how does that affect you?

**SERVANT LEADERSHIP: Puts the needs of the team and guests first in every action.**

- 11. What does it mean to you to serve others—whether customers, coworkers, or your community?
- 12. Describe a time you went out of your way to help someone. Why did you do it?

**GUEST EXPERIENCE & COMMUNICATION:**

- 13. How would you handle a guest who is upset or has a complaint?
- 14. Give me an example of a time you helped someone who didn't ask for help.

**CULTURAL ALIGNMENT & TEAMWORK:**

- 15. What attracted you to apply for this role with us?
- 16. What are you looking for in a job—now and in the future?
- 17. What does being part of a team mean to you?

**CLOSING THE INTERVIEW:**

- 18. Do you have any questions for me about this position or the company?
- 19. Is there anything else you'd like to share that we haven't covered?

## INTERVIEW SCORECARD

(Team Member)

**HOW TO USE THE INTERVIEW SCORECARD:** This Interview Scorecard is designed to help managers evaluate and rate the responses provided during a candidate's interview. Referencing your interview notes, use the scale below to score the candidate's responses under each category/competency area:

| <b>5 – EXCELLENT:</b>             | Strong, clear examples that align with job expectations and company values. |
|-----------------------------------|-----------------------------------------------------------------------------|
| <b>4 – GOOD:</b>                  | Meets expectations with a few positive examples.                            |
| <b>3 – ACCEPTABLE:</b>            | Shows basic understanding but lacks strong examples, even after prompting.  |
| <b>2 – BELOW TARGET:</b>          | Limited experience or misaligned with company values.                       |
| <b>1 – POOR:</b>                  | Does not meet expectations or raises legitimate concerns.                   |
| COMPETENCY AREA: RATING (1-5):    |                                                                             |
| Experience & Job Fit:             |                                                                             |
| Positive Energy:                  |                                                                             |
| Accountability:                   |                                                                             |
| Recognition:                      |                                                                             |
| Servant Leadership:               |                                                                             |
| Guest Experience & Communication: |                                                                             |
| Cultural Alignment & Teamwork:    |                                                                             |
| <b>OVERALL RATING:</b>            |                                                                             |

### GUIDANCE FOR RATING-BASED HIRING DECISIONS

| HIRING DECISION:                      | OVERALL RATING GUIDANCE:                                                              |
|---------------------------------------|---------------------------------------------------------------------------------------|
| Recommended to Hire:                  | Overall score of <b>28+</b> and no competency areas rated below 3.                    |
| Potential Hire but Needs Development: | Overall score of <b>22–27</b> with no more than two competency areas rated below a 3. |
| Do Not Move Forward:                  | Overall score below 22 or more than one area rated a 1 or 2.                          |