AMERICAN UNIVERSITY OF BEIRUT

RECRUITMENT AND ASSESSMENT AT CAPPUCCINO CAFÉ –CONSULTANCY PROJECT

by
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AN ABSTRACT OF THE PROJECT OF

<u>Layan Sarkis El Hachach</u>   for   <u>Master of Human Resources Management</u>
<u>Major</u>: Human Resources Management

Title: <u>Recruitment and Assessment at Cappuccino Café –Consultancy Project</u>.

The project in hand is a consultancy one that focuses on cappuccino café's recruitment process in it waiter line. The project discusses the status of the Café without an HR department and the initiatives that management have pursued to develop this department. Being their consultant on this project, a research in the HR assessment and recruitment field was developed to depict the tools needed for this project. The project main human capital were the waiters in the café who helped in developing the findings for the job analysis. In addition, benchmarking with O*Net and Rotana Café job description's I was able to compare the three sources and develop a job description from which I developed the recruitment and assessment tool for the waiter line. I have also developed fillable applications for applying candidates and for the HR department's records, in addition to the managers' recruitment manual.

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To My Husband

Aziz Youssef El-Hachach

CHAPTER I

INTRODUCTION

Since 2011, Cappuccino Café has been operating in Lebanon without an HR Department, where the operation manager has been dealing with human capital needs of the company. The management has been struggling over the years with its employees in terms of proper organization of best fit to the country. All the Café's operations such as the salaries, and benefits, are being managed from the headquarters in Madrid, Spain. However, it has been difficult to integrate the HR processes of Madrid to the human capital operations in Lebanon and that is due to the cultural differences between Spain and Lebanon. For such reason, the management decided to consult a specialist, aided by the newly recruited CEO, for developing an HR department in Lebanon.

The management invited me to attend their meeting where they discussed the HR processes that they need to develop for the café. The consultancy project was focused on a certain area in HR; which was the development of the job description and the recruitment and selection process for the waiter position. In this process, the Café would hire competent waiters who fit within the operational requirements, image and culture of Cappuccino Café.

In tune with the mission and vision of the company and in light of the already existing simple recruitment tools, a competency model with the rubric and job descriptions was developed, while benchmarking with the best practices and other HR recruitment manuals for the same domain.

CHAPTER II

LITERATURE REVIEW

Job Analysis and Job Description

Established in 2011, Cappuccino Café started operating and recruiting employees using the employee manual created for the Spanish branches. The managers in Lebanon have amended the manual to conform the culture of the country, but it was missing the job description, which is important job performance components. Since the opening in 2011, the management has been recruiting according to a checklist that they have formed out of their own daily experiences in the business. The first step in this project was to develop a job description to structure the position of the waiters and guide them on their daily duties.

To develop the job description and later the recruitment and assessment tool, a research in the HR field was conducted to identify the importance of a job description and to find the best tools in developing it. According to researchers, the job description is very important to the company as it outlines its structure (Gan, 2005). In his research, Gan (200) frames the duties of the employees in terms of the tasks needed for the job in the job description. He also adds that the job description gives them the power to have an outstanding performance in those duties. Fine (2014) links the job description to the as being the first stage of any selection process. The concept Functional Job Analysis was developed in the 1950's and 1960's by the US employment services used as a guiding hypothesis for research for the Dictionary of occupational titles which is still effective today (Fine, 2014). The concept was then refined during the 1960's to become Job Analysis that is used to analyze jobs at all skill levels (Fine, 2014).

With its systematic procedures, through Job Analysis, one can obtain detailed and objective information about a job that needs to constructed or revamped. The procedures involve gathering information from the company that was needed to revamp its job description. These information are usually about the tasks being conducted for this job, duties and responsibilities the employee tends to carry and the conditions under which the employee is working (Fine, 2014).

Also Sanchez & Levine (2000) described the process of job analysis as gathering analyzing and structuring information about a job's component job requirements and its characteristics (Sanchez & Levin, 2000). According to their research, there are two integral components of job analysis, the job characteristics and the job specifications. The job characteristics are identified by the tasks, the duties, and the responsibilities (the TDR's) and the job specifications components are the knowledge, skills and abilities, (KSA's). The tasks, duties and responsibilities are essential behaviors performed by the employee (Embrey, 2000). Embrey also considered that the job requirements were behaviors that provide the structure of the job. KSA's are also considered the competencies that are a necessity to perform the TDR's of any job (DeSimone & Werner, 2012).

To differentiate between jobs, when creating a job description, TDR's play an important role (Arvery, Salas & Gialluca, 1992). TDR's are important in creating job descriptions managing performance appraisals, and distinguishing between various jobs in the market (Arvery, Salas & Gialluca, 1992). Also KSA's are considered as features that can define the best job-organizational fit (Arvery, Salas & Gialluca, 1992). These features are generally used as a selection tool in training programs to improve employee performance (Sanchez & Levin, 2000).

In other words, job analysis is a process that determines the needs of organizations and the best qualifications required from an employee to fill the position. Also the TDR's and KSA's combine together to form a job description. Having them in place helps fill the position with an employee who knows the organization's requirements and ensures the possession of the required skillset and experience for the job's success.

Job analysis should be the basic step for various decisions made in an organization. It is a considered also a basic step for recruitment and assessment modules. It also helps organizations make an accurate assessment in promotions, raises and benefit plans. It is also performed for training programs and policies and procedures that organizations develop upon need. To have an effective growth program, an organization must perform a job analysis (Clifford, 1994). Clifford (1994) considered that any organization needs this tool of conducting a job analysis in order to know how and how much to grow in compensating their employees and knowing their qualifications and what are their tasks in that organization.

According to Morgenson & Campion (2000) the first step to aid an organization in knowing the tasks, duties and responsibilities for any job position, is the job analysis. It is also considered a tool to determine the standards of the knowledge skills and abilities of the job position (Morgenson & Campion, 2000).

Job analysis has many traditional methods such as task inventories analysis, position analysis, critical incident, and competency analysis. An analysis that is specific to an organization where managers and employees are involved is known as the task inventory analysis (Bohlander & Shell, 2004). The position analysis is similar to task analysis inventory but the task is pre-identified and the SME's are involved to propose

the tasks are suitable to the position. As for the critical incident method, it involves an analyst who identifies the job tasks that are essential for performing the job. The method that will be discussed in the research in hand is the competency method where it is considered a continuous development and completion of employees' task duties and responsibilities that are important to develop a job description, and set the standards for the recruitment and administer the performance appraisal process (Bohlander & Shell, 2004).

Job Analysis is considered the basic instrument for the human resources, yet researchers have concerns regarding inaccurate job analysis due to the subjectivity of using SMEs while conducting the analysis (Signh, 2008). To reduce this concern, a combination of SME consultation with objective methods such as the critical incident method and some statistical analysis of the provided job analysis.

Benchmarking

O*Net is a typical example of a statistical method that is developed by the Department of Labor and is specific to the national benchmarking of tasks that are internally and externally accepted (Reiter-Palmon, 2006). O*Net is a system that has material that help organize organizational systems across the world (Harvey & Wilson, 2010). It was created to establish customary acceptable job descriptions and it is used in almost any area of the job market. Moreover, it has common terminologies that are being used across organizations (Harvey & Wilson, 2010). Researchers and who designed and developed O*NET published many journal articles describing the steps that were taken when developing O*NET, and the uses of its data. Many Arguments have been discussed among O*NET's developers which concluded to three major

O*NET flaws. The first was that O*Net must radically reduce the number of professions in the database from over 12,000 to the current approximately 800 titles. Second, O*Net rely on low-priced surveys of samples or inexperienced analysts officers who lack first-hand job experience in data collection. Third, the use of general single-item tests demonstration concept of discriminant validity, ratings of different traits should show low connections (Harvey & Wilson, 2010). This weakness in O*Net will not be an issue in the study ahead as it will be supplemented by additional job analysis methods (Harvey & Wilson, 2010) in addition to the benchmarking process with another Café.

A job description is a tool used to employ the right employees in the right position, these job description usually specify the post, the description of the task and the requirements of behaviors and skills that helps the recruitment managers detect the candidates that have the most agreements needed with the job (Rohr, 2016).

Moreover, a job description should clearly describe the primary duties of the advertised job. The job description should also include the list of duties and tasks expected to be performed, relationship and roles between management and employees, job standards and required skills and the expected salary (Maloney, 2011) .

Job descriptions can be competitive between organizations as each company can require different skills for the same job title, this would be up to the company's job requirements, for such a reason, job analysis has to be prepared ahead to identify the important role of this job (Rohr, 2016). The result of conducting a structured job description is having a tool to be used for developing employees during their career in the organization and also as discussed earlier to advertise for the position to attract good talent and those with matching qualifications are to be considered as the best fit for the

job and the organization itself (Rohr, 2016).

A job description role is very important, in additional to what we have stated before,   where the specific skills needed for the job can be used in job interviews as questions or other interview tools to have a better understanding of the candidates knowledge of the job applying too. In addition to that it can help also depict the skills and abilities a candidate might lack (Rohr, 2016).

Further to that, job descriptions can help organizations develop their performance appraisals where it provides the management with job requirements that has measuring tools each organization set according to priorities in skills needed. Also it helps the employee see where the weakness in his performance and develop them accordingly for better job performance (Rohr, 2016).

Job descriptions can aid companies in constructing training and development programs according to the needs of the employees. Companies would identify the missing skills or weak ones in their employees and accordingly develop their employees' skills as needed by the job description. Also it can specify if there is a need for training new hired employees in certain skills for a better job functioning and for further developing certain areas (Rohr, 2016). When HRs in organizations define the job descriptions they have acknowledged the important positions that are essential for the organization as well as the job and so the management can decide on the certain compensations and benefits as well as incriminates (Rohr, 2016).

Another job description benefit is its positive effect on the employees where it eliminates the confusion and imposes clarification on the job performed also it helps in developing the training for employees before hiring them where roles can be revised when they employees seem to be knowledgeable (Rohr, 2016).

Advertising the Job

There are different ways of advertising where a company can use to attract potential candidates. Companies can attract job seekers though recruitment ads, high and low -involvement strategy, and other methods. Methods such as word of mouth are known as low- involvement strategy and used to build awareness of the organizations where the employees deliver positive messages for the job seekers through logos, pictures, and visual images that require little processing effort (Martinez, 2000). Job posts may also be displayed in recruitment posters, and banner job posts on Websites to create initial awareness and attraction (Martinez, 2000).

Another method to attract potential candidates is to advertise inside university campuses for students' by placing recruitment posters in hospitality major departments' hallways and in technical hospitality management schools. These types of job posts may be particularly effective because they can positively affect job seekers awareness even when the job seekers are not searching for information about companies (Martinez, 2000).

Another method of advertising that is the high-involvement strategy was the use of employee endorsements that provide details about a company and its jobs (Collins & Stevens, 2002). Using detailed recruitment job posts with employee endorsements are likely to affect recruitment outcomes positively. Detailed job posts are very informative in terms of position, salary, and benefits and this type of information can reduce the number of unmatched candidates since people only interested in the terms and conditions mentioned would apply. Another method of advertising is air endorsements, which is having social events, such as job fairs and campus events for advertising the vacancies where a large number of potential candidates, students in this

case, attend. Such social events can be college related on campuses at which students and interns seeking part time jobs while finishing their degrees are encouraged to share their experiences with student job seekers (Poe, 2000).

In any company, employees usually convey what happens at work to their close social circle like friends and family in terms of treatment, work conditions, benefits and other factors (Maloney, 2011). Maloney based her outcomes on several researches in the field where research in this area supports the idea that the internal image or reputation of an organization impacts recruitment efforts in similar ways to the external image. He came out with a conclusion that the internal image of the company affects recruitment similarly to the external image (Alrichs, 2000). In other words, employees working for the restaurant will impact the recruitment process, for example, word of mouth between employees can be transformed and translated to the community according to the internal treatment. Had the treatment being translated to be a fair and transparent one, the outcome will be attracting more candidates applying to the job. According to Maloney (2011), the internal and external factors also help in preparing the recruitment process and helps adjusting the internal operations to figure out the best recruitment tools.

The management is planning to participate in job fair events that happen yearly in Beirut area such as Biel, also the universities job fairs in particularly the ones with hospitality major. The advertisement can be posted internet, small job posts on the restaurant window stating we are recruiting, or through the company's website if available. It all varies according to the audience addressed. In this consultancy project, we will explore the staff Cappuccino Café is planning to target and we will recommend recruitment tools accordingly.

Interviews

Researchers in the field of HR considered Interviews as usually face to face meetings where the candidates meet the interviewers and are asked job related questions (Bazerman & Moore, 2009). Interviews are assessment tool used to evaluate the competencies being tested (Doody, 2013). Also, interviews was designed to test the potentials of the candidates to perform the job they applied to and helps evaluating the cultural fit and the skills of the candidates that cannot be measured by any other assessment tools (Huffcut, 2011).

According to researchers in the HR field, interviews conducted after screening the candidate's applications and matching the first stage of the recruitment criteria. When screening the applications, the management conducting the screening takes into considerations the desired characteristics of the candidates chosen for interviews (Appendix VI). Each job requires certain essential skills that are considered critical and important for a successful job performance. In addition, there are desirable skills that candidates may or may not acquire which are considered as a plus to the job performance.

In our project, the structured interviews was used especially that they are consistent as we are conducting the same interview for the candidates applying to the waiter job. In this way, we will have a consistent assessment based on set of criteria in relation to the assessed qualifications. Structured interviews can be reliable enough and more effective than the unstructured ones for predicting job performances (Posthuma, Morgeson & Campion, 2002).

The first stage of assessment, the sifting criteria, should in clear and simple language to be understandable for whomever is sifting the applications. It should also be

specific and based on real requirements of the job. It should not have any discriminating lines that can directly or indirectly effect the applicants and try to be consistent with the process of the classifying the candidates with respect to the job standards. Interviews designed to test the potentials of the candidates to perform the job they applied to and helps evaluating the cultural fit and the skills of the candidates that cannot be measured by any other assessment tools (Huffcut, 2011).

Usually in interviews, verbal communication skills and other personal attributes such as physical appearance in reference to the personal hygiene of the candidates are required by the job at very high levels. In such interviews the employers also assess the candidates' physical appearances that are an essential job requirement. This criterion of cleanliness is very important as the candidates' job might require direct communication with costumers and also physical touching of enmities that people uses. Peterson, Mumford & Borman (1999) identified the job performance as the skills ability and knowledge of the person related to the job itself. In other words, performing a job or a task requires the right skills to perform it, the capacity to do the job and the know-how of it. It is not possible to perform a task if the person performing it lacks the three components of the job performance.

Campbell *.et al* (1993) states that the job performance as knowledge ability skill and motivation to expend time and power. Therefore he believes that performing a task with knowledge ability and the right skill is important however the time management of the task with the right motivation and power to perform are also important for a successful job.

In this project, structured interviews will be used to control the interview process, where subjectivity is reduce and it is easier for the interviewer to compare and

interpret the data (Doody, 2013). The better structured the interview, the easier and smoother it is directed.

Moreover studies of Bazerman & Moore (2009) have supported that "job interviews alone do not work well" (p. 184). Schmidt and Hunter supported this theory by their study that resulted to a conclusion that these types of interviews predict 14% of the employees' performance. To aid the interviews, a variety of testing techniques designed such as role playing to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job" (Coleman, 1987).

Interview Biases

While conducting the interviews, the HR managers must keep in mind the discrimination issues that might influence the structured interview such as age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities. The interviewers should know how we rephrase the questions (Maloney, 2011). For example: Instead of asking a candidate: do you have illness or disability, one can ask if the candidate has any problem with the job description as there will be several hours standing up as a waiter. By avoiding the discrimination questions, we give a clear image of the company being non-bias does not intend to discriminate between any candidate.

The questions used in interviews pertain to the job itself in terms of performance, qualifications and predictions of future job performances. They are also standard and fixed questions asked for all applicants for the same related job. The structured interviews bring consistency in approach to ensure that the applicants are treated equally. Moreover, it is focused on the behavior biases where the process

becomes more objective and errors in judgment are minimized.

Psychological biases play an important role in the selection process hiring and in employment interview process (Posthuma *et al.*, 2002). Personal influences, cognitive biases and other indirect social influences affect directly the interviews (Posthuma *et al*., 2002). So while conducting the interviews we need to pay attention to the biases such as preferring or rejecting a candidate according to his race and origins, gender or certain characteristics or weight. Discrimination can blind the interviewer while conducting the interviews and assessment where unfairness would play a big part. For the above reasons, HR managers use behaviorally anchored rating scales (BARS) to reduce such biases (Shwab, 1975). Structured interviews increase accuracy and reduce bias (Bauer, 2002), for this reason, we used structured evaluations during interviews and selection discussions.

Interviewing is considered a gateway to an organization; it is the most relied on tool to assess candidates although there is quite a lot of academic debate as to how effective interviews are at predicting the successive performance of candidates who are employed at the job. There are many types of interviewer bias (Posthuma *et al.*, 2002) that we considered pointing at while writing the interview questions, and will be stated in the interview manual. These biases that we considered are as follows:

- *Stereotyping*

This form of biases where the manager or the person who is conducting the interview presumes that the candidate would prefer something or rather is familiar with something due to his behavior, language, race, responses and gender.

- *Inconsistency in questioning*

This occurs when the interviewer changes the questions from one candidates to

another due to biases conceptions that also caused by gender or ethnic differences. Example of such biases is adding to an interview with a Lebanese the question of successfulness in his previous job while neglecting to ask a Syrian candidate the same question.

- *First-impression error*

This is where the interviewer makes a direct judgment from the first impression regardless if it was positive or negative, and this judgment controls the interviewer's mind all the through the interview

- *Negative emphasis*

It is when the candidate is rejected due to a small negative information found in the application or resume. This information though small, but seen so large that brings negativity to the whole interview, such information is usually the communication of the candidate or the physical appearance such as the dress or hair.

- *Halo/Horn effect*

This is when the interviewer allows a point that he or she over values during the interview it overcomes all the other information or responses of the candidates.

When this occurs and has a positive effect on the candidate as a favorable point, it's known as the Halo Effect. However, when the interviewer judges the whole interview on this point and the outcome is unfavorable, it's known as the Horn Effect.

- *Nonverbal Bias*

Sometimes the nonverbal actions of the candidates that might be distracting can play the role an important role and raise negative feedbacks from the interviewer's side. These actions might be habitual manners such as playing with the hair or the hair length itself being short or tall.

- *Contrast Effect*

It is when the interviewer judges a candidate as a high performer due to having a previous very low performing candidate and this is because of the contrast between them.

- *Similar-to-me error*

When the interviewer relates to the candidate's experience and thinks they share some characteristics that effects the interview that becomes related to the personal aspects rather than the job itself.

- *Cultural noise*

It is familiar among candidates where they answer the interview questions with diplomatic replies that the interviewer would want to hear even though it is not the truth about them.

- *Central tendency error*

This kind of biases involves the interviewers where some of them gives middle ranking to the candidates and not being able to give high or low scaling grade.

- *Leniency and Harshness Errors*

This is also a kind of biases that involves the interviewer where is so harsh or so lenient in scoring the grades of the candidates.

In our project, we conducted structured interviews for various reasons, and the most important is to reduce the above biases we have discussed that can be very influential on the manger conducting the interviews (Bauer, 2002).

Competencies and BARS

Performing structured interviews was used as a measuring tool of the

components of a successful recruitment process to identify the necessary traits and competencies. These competencies can be determined through a job analysis and developing a job description for each position, and is affected by the job environment, culture and values of the business (Vathanophas, 2006). To support the structured interviews in reducing the above mentioned biases, behaviorally anchored rating scales were used. BARS are scales used to rate performance and are normally presented vertically with scale points. It is used as a performance rating method for job interviews and as an appraisal method that aims to combine the benefits of narratives, critical incidents, and quantified ratings (Shwab, 1975).

To create the BARS, we used competencies to identify the job needed skills that we assess the candidates upon. Competencies are observable behaviors that contains the knowledge, skills, and personal characteristics that distinguish levels of performance in the work environment. Different methods are used to collect data to define the job and build the competencies around it. Having reliability and validity of the content is an important aspect while writing the competencies as it sets the application of the job in the organization (Marrelli, 2005).

Usually, time and money are spent to develop the competencies and it is worth it due to the potential benefits that are significant. The development and application of the competency models has proved that it is an investment in the human capital of the organization (Marrelli, 2005). For the project at Cappuccino Café only time was spent from the waiters' time to answer the job analysis questionnaire.

Using the Behaviorally Anchored Rating Scales such as the below scale, are needed for more accurate ratings and to reduce bias on each competencies that the candidate is assessed upon during the interview. Researchers have developed this rating

scale to assess and rate the competencies an employee should master which are

important to the company's development. These scales add the behavioral component to

the traditional scales used by which they target the behaviors of the employee or

performance. BARS method is highly recommended in job positions where they have

favorable implications and obtaining appropriate performance dimensions (Shwab,

1975).

The example of the BAR below presents the competencies on the left where

the candidates will be assessed accordingly, and the grade that the interviewer will be

scoring him according to his answer or performance to this skill.

Table 1

Behaviorally Anchored Rating Scales

Traits or Characteristics	Excellent	V. Good	Good	Fair	Poor
	1	2	3	4	5
Deals well with people					
Handles pressure well					

At the end you score the candidates according to their skills and performance

(Doody, 2013) to choose the best among them.

CHAPTER III

CURRENT STUDY

The main objective of the project was to develop a Job description that played a role as a tool in the recruitment and assessment for the occupation of waiter. The objective was achieved by performing a job analysis for the job opening in the company and by identifying the competencies. The job description was formed and the HR was able to develop an appropriate structured job interviews.

CHAPTER IV

COMPANY PROFILE

Established in 1993 by owner Juan Picornell, Cappuccino Café the luxurious Coffee shop and restaurant is situated in the touristic center of attraction Palma De Mallorca in Spain. This café has maintained its high standards in serving coffee, desserts and oriental meals to the Spanish residents and tourists. The business was successful that it branched all over Spain and has reached Lebanon in 2011 where now 3 branches have opened in Ashrafieh, Antelias, and Zetouna Bay. Maintaining the Spanish taste of food service and setting, Cappuccino Lebanon worked it differently in terms of Human Resource department.

The department was newly established in 2016 where the strategic manager, who has been working for the company for almost 8 years now, has accepted this position as to develop this new department and start the recruitment process. Recruitment was a must for several positions especially when Zaytouna Bay branch opened, particularly waiters and waitresses especially at the beginning of the summer as the café has spacious outdoors areas and the rush hours that varies between branches according to the location. Rush hours at Zeytouna Bay branch are the mornings as people enjoy having breakfast by the sea and the afternoon when people enjoy different beverages and deserts watching the sunset. In Ashrafieh branch the rush hours are the mornings for breakfast and at night where people mingle for drinks. As for Antelias it is known for the highest night and after midnight rush hours as people have dinner before attending night life social events and come back for after party light snacks and coffee.

CHAPTER V

RESEARCH QUESTIONS

Being the Strategic Management consultant on this project, I have identified that the main problem the café has been facing for some time now is the lack of basic recruitment tools and strategies by which to attract candidates, and the absence of developed assessment tools to identify potential employees. The current process involves completing a fillable application that has only basic information about the candidate followed by the job interview. The challenge here was to create a new application, identify the main points needed to be stated in the job description, and come out with a measuring recruitment tool by which the company has interviewed the candidates and based their judgments upon.

CHAPTER VI

METHODS

To develop a job description and recruit as many employees as possible we developed a job analysis with current Cappuccino Café job description, which did not provide enough information to base our research on. To have a better insight on the tasks performed by the waiters in the Café, we developed a questionnaire of four items (Appendix I), targeting the main information needed about the employees' educational status, job duties, and difficult issues faced while performing their jobs.

In parallel, we searched for a similar rated café in terms of expenditure, service, and quality and we found out that Rotana Café has the same standard as Cappuccino Café in terms of the above-mentioned qualities. By contacting their HR department in Abu Dhabi, we were able to obtain the current job description of Rotana Café, and compare it with the analysis of the conducted questionnaire. Furthermore we used O*Net to have more insight on the different tasks a waiter position might acquire.

After analyzing the data in a table and comparing the three sources, the questionnaire answers, Rotana Café and O*Net Job descriptions, we identified the competencies need for such a job where a new job descriptions draft was developed. With the management agreement, the job description was developed and was ready to be advertised through the Café's social network. After which, interview questions (structured interview: Situational, Behavioral & Job Knowledge Questions) was developed for recruitment that helped in identifying the competencies and developing the BARS needed for later recruitments.

Starting with the interview questions, they are structured to meet each

competency that has been selected as an essential tool for the employee to acquire. In addition, the BARS will be used to rate these competencies according to the candidates response where at the end each candidate will have certain score according to his competencies. We also recommended a proper recruitment strategy that meets with the company needs.

Sample

Before advertising the job vacancies of the waitress and waiter line, revisiting the job description is vital for the managing department and the whole organization (Kahn, 2007). The vacancy's job description has not been updated since 2011; the date the restaurant opened in Lebanon and this is affecting the employees' morale in many aspects of the organization. The importance of a clear job description is evidenced by its impact on the employees where the job description creates a clear image and decreases misinterpretations regarding the responsibilities and tasks of the employee and all the tools and needed requirements for the job in addition to career development opportunities. In addition, the management will be using the job description as a base for the recruitment, training, development, promotion, and other employee related issues.

In this project, our main target was the waiter line so we contacted them directly, and took the needed information to proceed with the findings. In addition, to the employees, we approached the management and acquired any kind of documentation needed for this project. Starting with the main target, we interviewed the employees in this specific job to understand from them its nature and the multiple duties that comes with its title. Since it is about the waiter job description, we need to know

from the people occupying this job the needed requirements to fulfill it. To have a better

insight on the job duties, the questionnaire was circulated among the three branches to

be filled by all the employees occupying this position. The managers where approached

to facilitate the process of the current employees having a little break to fill the

questionnaire.

CHAPTER VII

MEASURES

Certain methods were followed to gather the information needed for to develop a proper job description to be used later for the recruitment process. Starting with the job analysis questionnaire where the employees where approached to answer four question items that will help to identify several aspects about their different tasks managed during their shifts. Also it will help us identify the nature of work in terms KSAs requirement for this job. The questionnaire consists (Appendix I) was to be answered by the 30 staff members only in the waiter/waitress line in order to have a consistent path to follow when conducting the job description.

To have more insight, benchmarking with other similar cafes was conducted. Similar cafes such as Rotana Café has been in the business for some time now and has a well-constructed job description (Appendix II), assisted us in identifying some of the tasks that might be required from this position but not be mentioned or listed by the employees of Cappuccino.

Furthermore, the competencies were developed from the questionnaire's answers of the waiters, where the different skills and behaviors that the three sources have in common was highly considered to be tested later on and develop the interview questions of recruitment.

After collecting the data from the job analysis, BARS were used to compare each candidate's performance against specific examples of behaviors that were translated into numerical ratings. These behaviors were the specific competencies needed to perform the job. Then we converted the data into performance measurements.

To convert these data into performance measurements we sorted same behaviors into homogeneous groups, where each group of behaviors was then written to define each grouping of behaviors as a performance measurement (Appendix VI).

CHAPTER VIII

PROCEDURES

As mentioned earlier, the management of cappuccino café needs consultancy regarding the recruitment process for their several positions starting with the job of the waiter/ waitress line. Starting the recruitment process, the first step was to communicate with the current manager to understand from him the methods in which the recruitment process was conducted. The current management has a very briefly written job description that was used to inform the hired personal of the common tasks done and train them along the way with the other tasks that are required in this particular job.

The next step was approaching the waiters and waitresses at Cappuccino Café to understand from them the nature of the job that is required from them on regular bases, also the various tasks that need time and effort. To gather this information, a four-item questionnaire was developed to be analyzed and obtain the tasks of the employees.

The first step toward job analysis was to visit the three Cappuccino Café branches and meet the waiters. After having the consent of the IRB at the American University of Beirut, A day was set to meet the employees in the line I am studying and explained to them the target behind this project and he duty required from them to help this project succeed. They read the consent form and was pleased to be informed of the steps and the clarity and personal protection behind this consultancy project (Appendix II). The participating employees then where informed of the duty required form them which were filling a questionnaire that was distributed for individual reply (Appendix I). The employees were also informed that this process is to develop their work in

further stages and to give them a clear vision of the tasks and duties that are required by them

To prepare for the benchmarking, Rotana Café management was contacted to assist in the project in terms of sending us a sample of the waiter/waitress line job description for benchmarking purpose. In addition to that, O*Net was a very useful source to have an over view on the different international tasks of this line of work to develop a proper clear job description.

The fillable application will be revamped to suit the management's needs in HR issues and to be in line with the job descriptions of Cappuccino Café.

After benchmarking, Participants will be recruited through job posts that will be advertised in accepting Universities and on social media such as Facebook and the Café's website that provides a printable application to be filled and handed in one of the branches. In addition to this, any interested person can pick up an application for employment from any branch. After collection of 30 applications.

After tabulating the information a focus group with the managers was assigned to get their consents on the final selected competencies.

CHAPTER IX

RESULTS

Since Cappuccino Café's HR department is still under development, the job description was created by the manager that has been promoted to the HR manager position, and thus it lacks many important components that make it informative enough about the job. And to start working on improving the description, a job analysis was being prepared too to find out the certain skills, abilities and knowledge a candidate must acquire in order for him to be employed in the company.

The employees at Cappuccino Café were asked to answer questions related to the personal education, skills performed during the work place, certain challenges they face and their years of experience in this job position (Appendix I). Out of 32 waiters, only 22 accepted to participate in the project. The 22 employees answered anonymously as the main target of the project is to develop the tools of the HR department and not the human subject themselves. The consistent questionnaire questions is very important to have equal ratings among the employees and also to have consistency on the findings. The employees at Cappuccino Café were at ease when answering the questionnaire and didn't find difficulty replying to the four questions.

Asking the management about the employees' educational background, they provided me with the initial applications that the employees filled when they were recruited. I noticed that many has a technical degree of TS2, BT2 and BT3 which are the official governmental degrees of technical universities in Lebanon. Those employees are majoring in hospitality management and has been working at Cappuccino Café between 2 and 8 years. On the other hand 4 of the waiters and

waitresses have Brevet degree, which is an official governmental Lebanese degree and having experience in the restaurant business between 2 to 5 years.

Some of these employees have 2 to 3 years of experience while others are experiencing the field of waiters for the first time. All employees had a common answer when questioned about the hours of work. The employees at cappuccino café work 9 hours a day with half hour lunch or dinner break according to the shift if night or day.

The management informed me that some employees rotate but due to several reasons. Some rotate due to the shortage in another branch that leads to transferring an employee from any other branch to where the shortage is. It is usually occasional and not systematic and the reason of the shortage is employees are either on leave, sick or during high seasons especially in Zeytouna Bay and Antelias Branches that have terrace areas and always busy in summer time. Another reason for shortage that leads to rotation of employees is participation in conventions and competitions for best food & beverage. The rotations are not specific to any waiter; anyone can be chosen to rotate night or day shift depending on the timing of the shortage. This information was taken in to consideration for commuting purpose and was addressed indirectly during the interview process.

All waiters and waitresses across the 3 branches have the same tasks that are performed throughout their shift. These tasks are:

- Greeting and Seating customers
- Presenting menus, explaining menu items (if asked to) and taking order
- Servicing on tables
- Offering desserts
- Prepare or closing section of the Café (prepare the terrace or store its

furniture when it starts raining)

- Shinning cutleries

- Filling daily reports

- Passing trays from and to the kitchen

When questioned on the challenges faced in the line of duty, the employees seem to face some challenges that requires different efforts. Some challenges require physical efforts and promptness such as preparing the terrace. In summer time the terrace is always open so it is furnished from tables chairs and cushions are always prepared in the setting. In spring and fall, due to the weather changes between rainy and sunny, the waiters are always stand by to remove cushions and chairs in case it started raining.

Another challenge the employees face is trying to please hard customers who complain or are never satisfied. Such customers usually change several tables to find the most comfortable therefore the waiter has to move his order from one table to another. Such customers can be hard to handle sometimes and cause stressful time for the waiters and waitresses. Some employees are perfectionists while performing their services and consider it a major challenge to perform it well which also put them under stress.

Comparing the job description with the answers of the current employees, it's quite noticeable that some of the requirements are not applicable to the current work situation of the employees such requirement are mopping the floor, cleaning toilets, washing dishes collecting laundry, clean the store and trays. Those tasks are performed by janitors who are already employed at the Cafe. Adding to this the jobs they are carrying right now are not dictated in the job description. After all the HR department is

new and lacks the proper tools of analyzing the important competencies needed or depicting the right descriptions to develop a proper job description for their employees.

To secure having the best competencies to develop the job description and developing the interview questions, in our study we have benchmarked with 2 sources. Our first source was the O*Net and the second was Rotana Café, a chain of restaurants that are well known in the MENA Region and has almost the same concept and level of quality and service as of Cappuccino Café.

With the data in hand, that of the old job description and the employees questionnaire, and the benchmarking from another international Café's and O*Net aid, a proper job description has been developed to be used to share with the current employees and start a new recruitment process.

Starting with the benchmarking, Below is the table that presents the findings of benchmarking from the three sources, Cappuccino Café, Rotana Café and O*Net.

Table 2

Job description comparison between Cappuccino Café Job Analysis, O*Net and Rotana Café

	Cappuccino Café	Rotana Café	O*Net
Communication	greeting guests, seating guests, presenting menus, taking order and explaining the menu	explain the menu; announce the names of the drinks or dishes while presenting them to the guests, check if everything is satisfactory, be aware to your body language, thank the guest upon departure, present the bill to the guests,	Active listening in taking time to listen what people are saying and understanding the points being made, conveying orally effective information, present menus, answer questions about the menu, recommendations upon request,
Physical Skills	shining cutleries, cleaning tables, carrying trays, moving tables and chairs, clean and presentable appearance, join table to accommodate customers,	clear empty plates or drinks away from the table, keep an eye on the ashtrays, clean restaurant equipment, clean ashtrays, polish cutlery, and polish glassware. clean condiment and replenish them, clean waiters' stations, collect all dirty linens for the laundry, clean and store all trays, clear and reset the table for the next customer	Active on the floor looking for ways to help people, cleaning tables after customers leave, escorting customers to the table and to the door on their way out, fill salt and pepper condiment and napkins, roll silverware, set up food stations, set up dining tables,
Knowledge	know the ingredients of the menu items, insert the orders on the board scanner	be familiar with all food and beverage items, maintaining high personal hygiene	Write food orders, enter orders on the computer system, knowledge of principles and processes for providing customer and personal services, problem solving, critical thinking
Abilities	memorize the menu and the ingredients of the dishes and desserts, count the money, moving around the restaurant consistently	ensure food delivered hot and correct garnish, ensure that the food is not waiting on the pass, ensure correct food is delivered to the right table	Having stamina to stand up most of the time without breaking down,

CHAPTER X

DISCUSSION

After analyzing the questionnaires, it was impressive to mark on that the management has been employing university students with various majors working at the Café in different shifts as a temporary job to earn their education tuition and pocket money. These employees are majoring in Marketing, Architecture and other majors.

In light of the above-mentioned studies, Cappuccino Management has decided to adopt the low–involvement method of social media advertisement through their website and Facebook page. Targeted potential candidates through their current employees' endorsements and the various known social media, which they already have a social media company "Eye Digits" (Appendix VII) working on this part of advertisement. Job posts on social media is kind of recruitment strategy attracts the new generations since they take into account the feedback provided by of social media (Collins & Stevens, 2002).

As mentioned earlier, the current job description lacked many important competencies that should be mentioned in order for the candidates to have a clearer conception on what they are expecting from this kind of job. Such missing competencies were the fact that some of the tasks need strong physical efforts such as holding the food trays from tables to the kitchen counter, or vice versa.

Comparing between the three resources, the Cappuccino Café employees answers lack the depth in term of what exactly should be done on the job. They know their duties and seem to perform them well but they don't have the description of how to perform or develop this job their only reference is the manager who orients the new

employees after they are recruited. In this case proper job description is needed to identify the tasks and know-how of the job.

Comparing the job description of Rotana Café, the format display is friendly and easy for the candidates to read and understand. The job description starts by stating the position of the job opening, the place of work, the reporting to and responsible for employees. The reporting to person, is the manager and the responsible for is the Bus-Boys and runners. After that, the management has presented a general statement of the work expected from the waiter/waitress position, then it goes into details of responsibilities, job task, during service, and after service, where each title has several responsibilities under it.

Rotana Café's job description is very condensed in terms of the many tasks listed that informs the waiter of the step-by-step responsibilities needed within a task performed. This issue will be taken into consideration; however, it is more likely to be used in the employee manual after recruitment (Appendix II).

To start with, the job description now has a heading of the Cappuccino Café as approved on by the management. Since the three branches has terrace area, the same job description will be used for the 3 branches. To start with, we have placed the Name of the café on the top of the page with its logo, and then we identified the position and the locations of recruitment.

After that, we stated an introduction related to the official job description that will be used across the three branches, to identifying the nature of the job in the Café.

With above table of job analysis, the competencies extracted are recorded from the 3 sources to develop the job requirements in terms of communication skills, physical effort, knowledge and ability to perform coming up with the below job requirements

In terms of communication, the emphasis was on the customer service where the waiter expected to greet and seat the customer walk them back to the door after when leaving. The waiter should be an active listener in taking time to listen what people are saying and understanding the points being made, conveying orally effective information, present menus, answer questions about the menu, recommendations upon request, all in a respectful manner.

On the physical effort side, clear empty plates or drinks away from the table, keep an eye on the ashtrays, clean restaurant equipment. Clean ashtrays, polish cutlery, and polish glassware, clean condiment and replenish them, clean waiters' stations, collect all dirty linens for the laundry, clean and store all trays, clear and reset the table for the next customer and join table to accommodate customers.

On the Knowledge side, write food orders, know menu content and dish ingredients, memorize orders or enter orders on the computer system, knowledge of principles and processes for providing customer and personal services, problem solving, critical thinking. In addition to this, maintaining a high personal hygiene is a very important description that each employee in this position must have. As for the ability skill, the waiter expected to have a stamina as he will be standing up most of the time and the ability to memorize the menu and the ingredients of the dishes and desserts, count the money, moving around the restaurant consistently

In conclusion, the competencies we are assessing in the recruitment process and that are required for the job description of the waiter and waitress line are the Communication Skill, Physical Skill, Knowledge and Ability. Based on this a proper job description has been formed to identify the various needs of the job (Appendix III).

CHAPTER XI

RECOMMENDATIONS

After the job description has been developed, the manager will start the advertisement for the job. Some methods such as word of mouth or high- involvement strategy are used to build awareness of the organizations where the employers deliver positive messages for the job seekers through logos, pictures, and visual images that require little processing effort; this method is known as the low-involvement strategy (Martinez, 2000). Job posts may also be displayed in recruitment posters, and banner job posts on Websites to create initial awareness and attraction (Martinez, 2000).

An application was developed requiring basic information to be provided from applicant upon applying through the social media, that company "Eye Digits" (Appendix VII) has been working to be a fillable one as part of the Café's advertisement and application. Job posts on social media is kind of recruitment strategy that attracts the new generation since they take into account the feedback provided by of social media (Collins & Stevens, 2002).

After a month from advertisement, the applications are collected to start the recruitment process. The following procedures will be followed where a a manual was developed to aid the recruiting manager in the process of recruitment and assessment of the candidates (Appendix VII)

- *Sifting Applications*:

Sifting the applications is highly recommended to remove the candidates that do not meet the basic requirements of the job. The managers will perform this before contacting the candidates. In order to have a proper sifting of applications; certain

criteria, such as standard interview questions, behavioral tests and physical assessments will be formed on which the management will base the recruitment. Candidates who make it through the sifting process will be thoroughly pre assessed based on information presented in their applications and invited to take part of the interview and their applications are forwarded for the interview. Applicants are sifted to the second phase using the sifting assessment criteria that has been agreed on to line up with the job requirements.

- *Contact Applicants for Interviews:*

The management contacts the applicants to specify a date and time also a place for the recruitment preferably in the management office to conduct the interview. During the interview, the management will score the candidates answers according to the responses given for proper answering (Appendix 6).

- *Employment procedures:*

In case of employment, the management of the Café contact the candidates who have been selected for hiring to congratulate them and invites them to settle the contract bases. The management also informs the candidate to provide other legal documents and fill another form fort the HR employee related matters (Appendix V).

Conclusion

Concluding with the recommendations prepared for the managers. Lebanon is a diverse country with different religions, sects and nationalities living all together in this small piece of land. People in this land are always seeking the best job opportunities in its different areas for a better life. It is very important to eliminate these differences during recruitment, as they are biases and discrimination against humans.

APPENDIX I

WAITER/WAITRESS JOB RELATED QUESTIONNAIRE (ENGLISH VERSION)

1. What are your daily tasks? Please list them.

2. Describe the tasks that are most physically demanding? How many times per day you do each?

3. Please list down the major challenges you face in your job?

4. How many years of experience did you had before working in this company?

نسخة اللغة العربية:

١. ما هي هي المهام التي تقوم/مي بها يوماً؟ الجراء تعدادها؟

٢. أوصف/في المهام التي تتطلب مجهود عملي؟ كم مرة تقوم/مين به خلال النهار؟

٣. عدد/ي التحديات اللتي تواجهك/كي خلال العمل؟

٤. كم سنة خبرة لديك/كي في هذا المجال قبل توظيفك في هذه الشركة؟

APPENDIX II

ROTANA CAFÉ JOB DESCRIPTION

Job Title: Waiter

Place of work: Rotana Café

Responsible To: Floor Supervisor, Restaurant Manager

Responsible For: Bus – Boys, Runner

Scope and General Purpose:

To prepare dining room, including all necessary mise-en place for service; serve customers in a professional, efficient manner.

Responsibilities:

- To set tables ensuring that all items are clean, undamaged.
- To provide a prompt and efficient service and a high degree of guest satisfaction and correct handling of restaurant equipment.
- To be totally familiar with all food and beverage items.
- To serve food and beverage according to our standards.
- To clean tables and ensure they are cleaned as soon as it is apparent that customers have finished their food or drinks with an acceptable balance between speed, yet allowing customers to finish their meal without feeling rushed.
- To ensure that guests are correctly charged, present the bill and take payment from the customer, in accordance with our procedures.
- At all times to be aware of and practice good customer relations, assisting the guest in any way.
- To attend to customer complaints satisfactorily.
- To be continually aware of, and maintain the highest standards of personal hygiene and dress.
- To attend meetings and training courses as required.

- To take part in fire drills and evacuation drills at required intervals.
- Maintain supplies of china, cutlery and condiments for side stations, keep side station clean and orderly.
- Collect food and beverage orders from the kitchen and bar.
- Sorts and count used linens and exchange them.
- Performs related duties and special projects as assigned: Ex Split Shift

Job Tasks

Before Service

- Signs in with the manager and check that the uniform is ironed clean, with the nametag placed correctly.
- Receives and stock restaurant table cloths and napkins (fold them).
- Pick up requisition items and store them accordingly followings the first in first out system.
- Prepare the service station with:
  1. Table cloth and service napkins
  2. All needed chinaware
  3. All needed cutlery
  4. Trays and ashtrays
  5. Condiment (salt & pepper dusters, etc…)
  6. Mise-en place for each meal (breakfast, lunch and dinner)

During Service

- Approach the guest table and greet them properly with menus.
- Suggests light drinks to start with to give them time to look at their menus.
- Serve drinks and start explaining the menu, special of the day.
  1. Always carry drinks on a tray with coasters.
  2. Pick up drinks from the service side of the bar.
  3. Serve drinks to ladies first on right side with a coaster.
- Ensure communication with the kitchen.
  1. Ensure correct food is delivered to the right table.
  2. Ensure that the food is not waiting on the pass.
  3. Ensure food delivered hot and correct garnish.
- Always announce the names of the drinks or dishes while presenting them to the guests.
- Answer any questions on food or drinks presentation and content.
- Take food orders starting with appetizers and then the main course.
  1. Always serve ladies first.
  2. Serve all dishes at the same time with the bus – boy.
  3. Clears empty plates or drinks away from the table and suggest new items.
  4. Check if everything is satisfactory.
  5. Always keep an eye on the ashtrays.
- Present the bill to the guest.

- Thank the guest upon departure, clear the table, and set a new mise-en place for the next party.
- Repeat the order.
- Ask for re-fill (up selling)
- To ensure eye contact while talking to guests.
- To be aware to your body language.

After Service

- Clean restaurant equipment.
- Clean ashtrays.
- Polish cutlery.
- Polish glassware.
- Clean condiment and replenish them.
- Clean waiters' stations.
- Collect all dirty linens to be taken to laundry.
- Clean and store all trays

APPENDIX III

CAPPUCCINO CAFÉ JOB DESCRIPTION

CAPPUCCINO
Grand Café

WAITER/ WAITRESS JOB DESCRIPTION

Salary   **Grade/Level/Family/Range**

[To be inserted upon agreement with General Manager.]

Reports to Floor Manager

Date Created: April 2, 2017

Summary

Ensure that all guests are served to Cappuccino Café standard in the Restaurant/Bar/ Terrace areas. Display highest standards of hospitality and Service are demonstrated during service.

Essential Functions

- Greets guests and accompany them on their way in and out of the Café
- Presents them with the menu and informs guests about the special items for the day and menu changes if any.
- Suggests food and beverages to the guest and try to upsell.
- Takes food and beverage orders from the guest then inserts them on the system.
- Obtain revenues, issuing receipts, accepting payments, returning the change.
- Performs basic cleaning tasks as needed or directed by supervisor.
- Fills in for absent staff as needed.
- Communicates to the guest and provide assistance with their queries.
- Coordinates with the bus person, kitchen staff, bar staff to ensure smooth operation and guest satisfaction.
- Shines Cutlery.

- Observes guests and ensure their satisfaction with the food and service.

- Cleans tables between customer and pick up dirty ashtrays regularly.

- Responds promptly to guest with any additional request.

- Maintains proper dining experience, delivering items, fulfilling customer needs.

- Offers desserts and drinks, removing courses, replenishing utensils, refilling glasses.

- Prepares the terrace for winter or summer seasons which demands physical effort in moving chairs and tables.

Work Environment

- Indoors and outdoors (terrace area)

- Pleasant with background soft music

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to stand up. This position is very active and requires standing, walking, bending, kneeling and moving items all day. The employee must frequently lift and/or move items.

Working Hours

According to the application, the shifts will be coordinated with the manager

- Day Shift: 9am – 6 pm

- Night Shift: 9pm – 2pm

Required Education and Experience

- Minimum of Brevet Diploma, Hospitality Major (technical or University) is a plus.

- Oral and written fluency in Arabic, English language and French are highly favored.

Signatures

This job description has been approved by all levels of management:

Manager_____

HR_____

Employee signature below indicates that the employee understands the requirements, essential functions and duties of the position.

Employee_____ Date_____

APPENDIX IV

EMPLOYMENT APPLICATION (FORM 1)

PLEASE READ CAREFULLY THE FOLLOWING

The acceptance of this application affords no assurance of employment but it will receive a careful consideration. If suitable openings exists and this application is approved.

Position Applying for

Circle position

☐	Kitchen	☐	Bar	☐	Floor
	Chief		Head Barista		Manager
	Team Leader		Barista		Assistant Manager
	Member				Head Waiter
					Waiter/ Waitress
					Runner

Photo

Type of Job   ☐ Summer Job   ☐ Full Time Job   ☐ Part Time Job

Applicant Information

Full Name: _____   *Date*: _____

          Last   **First**   **M.I.**

Address: _____

_____

_____

Phone # _____ *Email* _____

Mobile # _____

Date of Birth _____ Place of Birth_____

Education

Educational Institution _____   Major _____

Degree _____   Graduation year _____

Languages ☐Arabic   ☐English   ☐French

Circle your level

Spoken   *Excellent Good Poor*   *Excellent Good Poor*   *Excellent   Good*
Poor

Written   *Excellent Good Poor*   *Excellent Good Poor*   *Excellent   Good*
Poor

☐*Other Languages*   _____

Training Record

Did you have any kind of training pertaining to the food and beverage industry?

☐Yes   ☐No

If yes kindly, fill the following

Training Institution	Training Subject	Diploma Obtained	Date of Training
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Employment History

Company Name
_____

Company/Address
_____

Name of Supervisor _____   Phone/Mobile # _____

Job Title _____   from _____   to _____

Starting Salary _____ *Ending Salary* _____

Responsibilities:
_____

Leaving Reasons:

May we contact your previous supervisor for a reference?   YES ☐ NO ☐

Company Name

_____

Company/Address

_____

Name of Supervisor _____ Phone/Mobile # _____

Job Title _____ from _____ to _____

Starting Salary _____ *Ending Salary* _____

Responsibilities:

_____

Leaving Reasons:

_____

May we contact your previous supervisor for a reference? YES ☐ NO ☐

Company Name

_____

Company/Address

_____

Name of Supervisor _____ Phone/Mobile # _____

Job Title _____ from _____ to _____

Starting Salary _____ *Ending Salary* _____

Responsibilities:

_____

Leaving Reasons:

_____

May we contact your previous supervisor for a reference? YES ☐ NO ☐

References

Please list three professional references.

Full Name:
_____ *Relationship*: _____

Company:
_____ *Phone*: _____

Address:
_____

Full Name: _____   *Relationship*: _____

Company: _____   *Phone*: _____

Address: _____

Full Name: _____   *Relationship*: _____

Company: _____   *Phone*: _____

Address: _____

Work Availability

If recruited when can you start working for Cappuccino Café: _____

Specify which the shift according to you availability upon recruitment

☐   Day Shift   9:00 am – 6:00 pm

☐   Night Shift   6:00 pm – 2:00 am

APPENDIX V

HR APPLICATION (FORM 2)

PLEASE READ CAREFULLY THE FOLLOWING

Kindly fill the needed information in the below form to secure your profile in the HR department.

Personal Information

Social Security Nbr _____*Nationality* _____

Passport Nbr *(if any)* _____

Marital Status ☐Single ☐Married ☐Separated ☐Divorced ☐Widowed

Dependents	Name	Date of Birth	Occupation
Spouse _____		_____	_____
Children _____		_____	_____
_____		_____	_____
_____		_____	_____

Kindly state if you have any *Health* or *Physical* related problems and/or under taking medication for a *chronic disease*:

_____

_____

Emergency Contact

In case of Emergency we can Contact

Contact #1:   Name_____ Relation_____ Phone/Mobile# _____

Contact #2:   Name_____ Relation_____ Phone/Mobile# _____

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: *Date:*

APPENDIX VI

PROCEDURES MANUAL FOR HIRING WAITER POSITION

Staff Recruitment and Selection

Created April 20/2017

Cappuccino Café HR Management

Stage 1 - Screening Candidates

After advertising the position, a number of applications will be compiled on the website and in the branches, this is when you need to screen them to select the most suitable candidates for interview. Using the job description requirements, you compare against the application. The purpose of the screening process is to narrow down the field so that you can spend more time with each candidate for formal interview.
(At this stage, you cannot contact a candidate's previous employer for references without their explicit permission.)

The screening criteria according to the job description is as follows:

1. A school degree brevet or higher college or university enrollment

in hospitality management are more favored.

2. Experience or knowledge in the field is a plus

Stage 2 - Interviewing Candidates

To recruit the most suitable candidate, both you and the candidate must be adequately prepared for the interview.

Preparing the Candidate
To help the candidate be fully prepared for the interview you should ensure that:

- Adequate notice is given of the date and time for the interview.

- The candidate is aware how to get to your premises.

- They are clear where to go and who to contact upon arrival.

- They are aware of any information, documents etc., you would

like them to bring with them to the interview.

Preparation by the Interviewer

To ensure that you are fully prepared you must:

- Review all the relevant information beforehand - job descriptions, employee profiles, application forms etc. You should examine each application form to identify areas to question during the interview.
- Ask the candidates the same questions listed in the manual which is based on the job description, employee profile, so that you can compare between same questions and score.
- Prepare a suitable venue for the interviews. The choice of location and the layout of the room will have an impact on the outcome.
- Make sure you are free from disruptions when you are interviewing and do not schedule too many interviews on the same day.
- Allow adequate intervals between each interview, giving yourself sometime after each one to finalize your notes.
- Provide a list of candidates and their interview times to your assistant to welcome the applicants and seat them while they wait for their turn.
- It is better to have two or more conducting the interview not to have a only one person opinion when finalizing the scores.

Starting the Interview

The first step of the interview is to welcome the candidate. You should do the following:

- Break the ice; the candidate will relax and perform better.
- Explain the purpose of the interview.
- Outline the format for the interview with approximate timings.
- Inform the candidate that you will be taking notes.

Interview and Scoring

The second step of the interview you are seeking to gather as much relevant details from the candidate as possible so that you can make an informed decision about their suitability.

- Begin with general questions before moving to the more specific.

- Use the question guide in the manual and follow the questions order to explore background, attitudes, suitability etc., relevant to the employee profile and job description.

- Probe to explore any 'gaps'- but do not interrogate them.

- Let the candidate speak, use your listening skills!!! They should speak for 80% of the time.

Interview Questions:

1. Tell us more about your background experience:
Probe: - Did you work before as a waiter?
   - What were your duties?

2. In your previous work, how did you handle customer complaint?
Probe: - What was the complaint?
              - Did you involve the manager?

3. Pretend now you are a waiter and we are customers who has just arrived to the restaurant, please stand up and take your role as a waiter (Guideline: the candidate must: greet, seat and offer menus to the customers).

4. If an order was late to be delivered to customers which made them upset, what would you do?

5. Tell us about a time you had a high upselling rates? What are the techniques you used?

6. What past experience or learnt knowledge will help you add to this profession in case you were offered the position?

7. Are you a multi-tasking person? Can you give us an example of a time when you multi-tasked?

8. Why did you leave or why are you leaving your current job?

- Assess Communications skills throughout the interview and score it.

Stage 3 - Recruiting Candidates

Supply Information

Once you have obtained all the relevant information you need, then you should allow the candidate to ask you questions about the position.

You should ensure that you:

• Outline the job description in detail giving an overview of their potential role in the company.

• Provide the candidate with details on the salary and conditions associated with the position.

• Answer any remaining interviewee questions.

• Thank them

In the final stage of the recruitment process, after selecting the candidates who scored the higher and you decided to recruit, you have to ensure that:

• Ask to check references – you do need permission to do so.

• Discuss salary if not mentioned already

• Fill Form 2

• Send regret notes for the candidates that will not be recruited

Stage 4 – Recommendations for Managers

Recommendations for Managers

The managers should always keep in mind the following:

a) Our employees are our most valuable asset. At Cappuccino Café,

we want each manager to take ownership of the operation.

b) Our goal is to hire individuals whose qualities meet or exceed the high standards of the Cappuccino Café.

c) What are we looking for?

→ Integrity; someone who is honest and that you would trust.

→ Image; not someone with just a happy personality. We want someone who is intelligent, fun and exciting.

→ Drive; both in business and personal life. This individual will be the one who take initiative and contributes to the team.

→ Communications skills; can the individual get his or her message across during the interview. Do they smile when they talk?

Candidate Name		Poor	Fair	Good	Very Good	Excellent
	Appearance/Grooming	1	2	3	4	5
	Over all Communication	1	2	3	4	5
	1. Background and work experience	1	2	3	4	5
	2. Handling Customer Complaint	1	2	3	4	5
	3. Food service Role play	1	2	3	4	5
	4. Late order reaction	1	2	3	4	5
	5. Upselling techniques	1	2	3	4	5
	6 Skills gained from past position	1	2	3	4	5
	7. Multi-tasking example	1	2	3	4	5
	8. Reason to leave current job	1	2	3	4	5
Total Score/ 40						

This document was created for Cappuccino Café to assist the managers in the recruitment process of the waiter position.
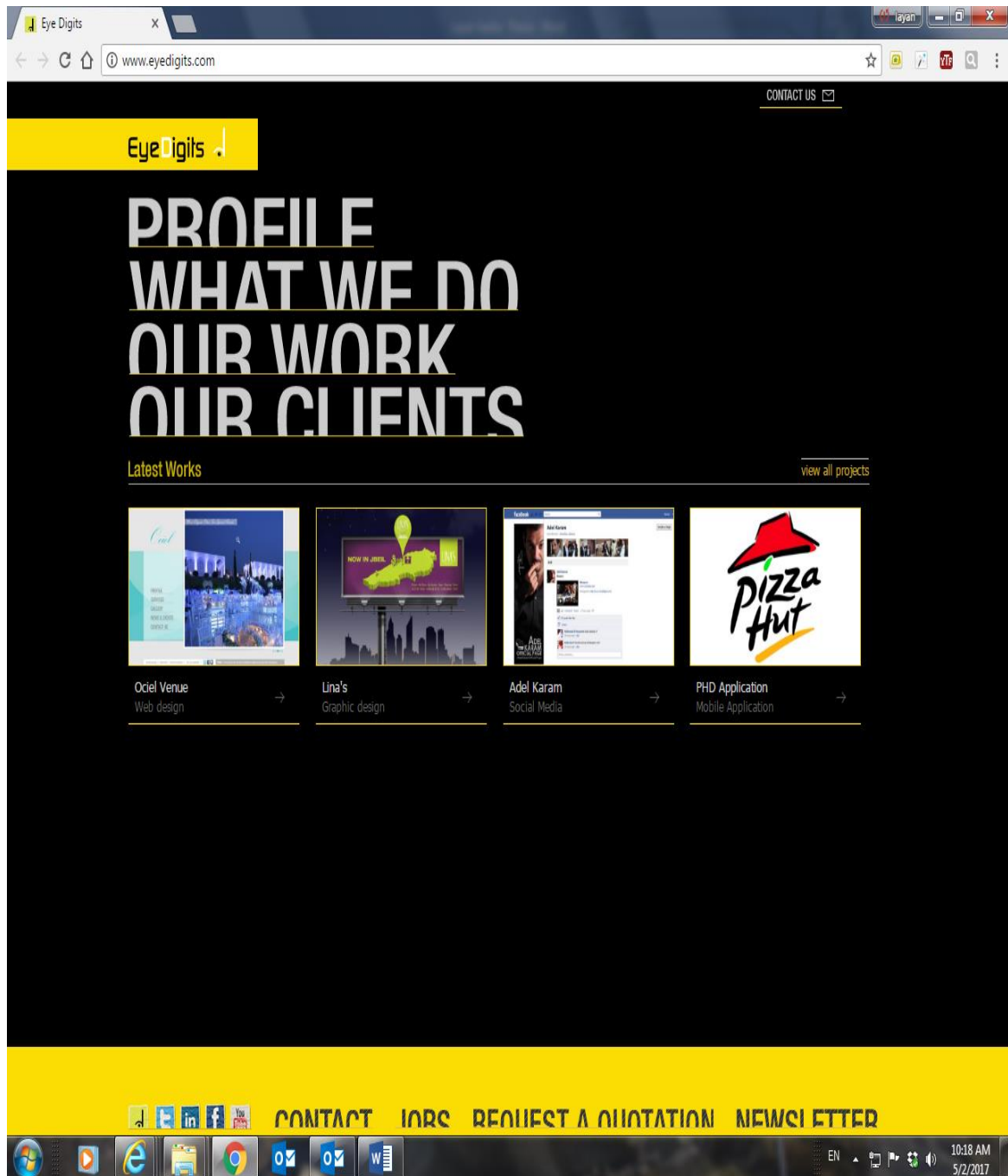
Thank you

Created by: Mrs. Layan Sarkis

April 20, 2017

APPENDIX VII

A SOCIAL MEDIA COMPANY "EYE DIGITS"

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