

Bartender Job Analysis for the Pub*

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Note: This was an excellent paper at its time, but many of the requirements have since changed a bit. So look at it for general ideas, but not for details.

Management 4020
Professor Rossé
December 7, 1999

* Not really the name of the establishment

xxxxxx
Pub
xxxxxxxx
Boulder, CO 80302

Dear Mr. xxxxxx,

Thank you for allowing us to complete a job analysis on the bartender position at the Pub. We have all learned some very valuable information about the hiring process this semester in our hiring class at CU, and your allowing us to evaluate the bartender position has greatly aided in that learning process.

The bartending position at the Pub restaurant and bar requires a number of critical attributes and skills in to properly fulfill the restaurant's desire to serve its guests. Because of the relatively small size of the restaurant and high demand on restaurant's services, the bartending position requires a fully competent and capable person to fill the position.

With a wide array of potential responsibilities, and because of the Pub's desire to serve their patrons in the best manner possible, we have developed a system to better identify bartending candidates for this establishment. Rather than basing the application review process solely upon interviews (which is a common hiring method), this system incorporates a number of components in order to obtain a complete and accurate assessment of potential bartending employees.

This system utilizes the best elements of an application, interviews, work samples, and other review elements to select the best applicants for the job. It's highlighted by a uniform matrix decision scale, which allows the potential employer to hone in on critical job related attributes and characteristics. While this employment process requires more time and dedication in the hiring process, the combination of hiring tools will allow a better assessment of applicants, allowing Pub to thrive in the competitive Boulder environment and reducing the need, in the long run, for continuous employee selection.

In the following paper, you will find our evaluation of the bartender position and our recommendations for the Pub's hiring and selection system. If you have any questions or concerns, please feel free to contact us through Sean Enright. Further, Professor Rossé has kept a copy of this report, and he will be happy to answer any questions you may have as well.

Sincerely,

Michelle Allen,
Sean Enright,
Nathan Jansch,
Daniel Lehmann,
and Greg Schaefer

Job Analysis Summary

[This section really should summarize the job analysis procedure, with emphasis on what was done and why their approach made sense. The latter part evolves into an executive summary of the overall selection system. That is OK, but probably better as an (optional) additional Executive Summary. The evaluation form has been revised to emphasize that this section should explain and document the job analysis procedure per se.]

The Pub is a customer service based business. It's mission is to serve alcoholic and non-alcoholic drinks to a specific clientele. A secondary mission is to provide food items from a menu. The organization is very focused on what the customer wants and may modify the appearance or ambiance to increase customer satisfaction. In order to remain successful, the organization must sell products for a profit, generate customer loyalty and prevent any unlawful or negligent practices from destroying it's image or profit margin. How the public perceives this organization can be the difference between profit or failure.

We analyzed future needs and determined they were the same, as current needs. The organization does not expect to grow at the present location. Currently, the manager is in charge of approximately 7 employees. We chose xxxxx (bar manager/head bartender) and xxxxx (Bartender) at the Pub in Boulder as our subject matter experts.

We determined that the bartender's contribution to the organization was twofold. First, the bartender provided alcoholic and non-alcoholic drinks to customers in the bar and in the restaurant. Second, the bartender provided a friendly atmosphere in which the clients could enjoy their drinks. This would involve friendly conversation, remembering regular customers, and treating each person in a courteous way. The bar is a very profitable portion of the overall business. People tend to choose one type of bar over another because of atmosphere or the social interaction that occurs. An example exists in the Cheers sitcom, "where everybody knows your name."

The position of bartender in this organization is considered to be certainty based. That is, we did not expect the duties involved with being a bartender to change in the next 5 years. Therefore, we limited our job analysis interviews to two people **[Note: this is not a very persuasive argument—in most cases I would suggest 3 incumbents, as well as a manager]**. One is a current bartender at the firm. The other is the restaurant and bar manager.

We sent one member of our group to the bar to conduct the job analysis interviews and to determine the necessary skills, qualifications and critical tasks. We used task-based job analysis. Since the bartender greets the customer, takes his order, assembles his order, and delivers and accepts payment, we felt a task-based analysis would be a better way of analyzing the job rather than dealing with the outcomes. The overall outcomes (uncertainty based) of the firm are not easily linked to this position. Filling the order (getting the correct drink) is the only part that changes. Because each drink and customer is different, trying to measure outcomes would be

next to impossible. Evaluating the outcomes of the firm would not really tell us about the specifics that go into the job of bartender. A bartender may turn a profit initially (outcome), but if customers don't return (task-customer service), then the business would eventually fail. Tasked-based seemed to be the most logical solution.

We used the job analysis interviews to give us the important tasks that a bartender must do. We then related them to the Summary of Human Abilities and designated our KSAOs (Knowledge, Skills, Abilities and other requirements) for this job. Next we rank ordered the KSAOs by referencing the job analysis interview sheets and what we knew about human behavior (Refer to the Structured Interview tool on page 15 for the rankings). When giving the KSAOs a value, we compared how often the task was done, how critical the task was to the success of the job, and how difficult the task was to complete. While no task alone was especially difficult, when trying to make drinks, evaluating customers (for drunkenness), keeping the bar stocked and clean, and being polite to customers and wait staff all at the same time is a difficult task. We defined this as Customer Service /Friendliness. This we felt was the most important KSAO.

We determined that a person who was friendly, outgoing, and had good learning ability would do well in this position. A successful bartender enjoys interaction with other people and enjoys meeting new people. He must be able to work with some pressure, as during peak times. He must be able to stand for long periods of time and be willing to work most holidays and weekends. He must be able to learn new drink recipes and people's names. Some leadership ability would be an added benefit, but customer service skills were deemed more important.

A test would benefit the hiring process for the position of bartender in a few ways (Refer to page 12 for a detailed description of this selection tool). First, tests can increase the probability of hiring someone who is likely to be successful at the position. A reliable and valid test for the critical attributes to performing the job well can help predict applicants' abilities. Over time, a well-designed test can verify a legal hiring practice, if a lawsuit for an issue evolving around a hire or decline were to occur.

In the specific case of the bartender position, a personality and/or behavior test would benefit the overall process. These tests can determine if an applicant has personality traits such as being out-going, team-oriented, friendly, or honest—all attributes that are important to a bartender position. Possible tests include Sigma Assessments Systems' Personality and Behavior Test and Psychological Services Inc. Work Attitudes Assessment, and the G Neil Company's Applicant Risk Detector Test.

Almost all aspects of the job can be evaluated during the Work Sample Test (Refer to page 13 for a detailed description of this selection tool). The work sample would also give the prospective employee a realistic job preview. A good work sample would help identify the risky employees and help eliminate the unqualified. It would also allow the prospective employee to preview exactly what the job entailed, which would help reduce turnover. We assess the Work Sample as very appropriate for use in evaluating candidates for this position. Many of the tasks and KSAOs are not tangible. Observing and evaluating prospective employees and comparing their performance to current successful employees would help ensure that only the qualified applicants are offered a position.

We also concluded, based upon discussion with the bar manager, that the most important risk factors were honesty and ability to deal calmly with others (customer service). Stealing could be manifested in directly taking cash or giving away free drinks. The job can become stressful at times, those individuals that demonstrated excessive frustration or anger would not be suited for this job. We thought of using a written test to examine these however use of a written test is too expensive and time consuming. We decided that using a work sample and structured interview questions would determine if a prospective employee were a risky hire. We only wanted to eliminate the “employee from hell.” Experience shows most people are able to perform this job with a minimum of training.

A sight or hearing disability may prevent someone from successfully accomplishing all tasks. Noise could interfere with the processing of drinks since the orders are most often done from customer to bartender verbally. A hearing impaired person may be able to perform satisfactorily, if he/she possess skills to compensate for his/her hearing loss. It is our recommendation that this be evaluated during the work sample.

A sight-impaired person would have great difficulty at this job. The handling of money, quick and accurate mixing of drinks and visually identifying customer’s IDs requires good vision. Because of the nature of this job, we would consider it a BFOQ that the prospective employees not be sight-impaired.

The only physical ability necessary for this position is walking, standing, making drinks and some lifting. The bus staff does most of the carrying of ice and liquor. Strong physical abilities were not a consideration for this position. Specific skills were defined as using a bottle opener, corkscrew, register, and a juice and soda dispenser. These were not considered critical tasks because most employees could learn these skills in one day or less of training. The ability to count money and make change was seen as necessary, but not critical. The cash register keeps a running balance and is very user friendly, reducing the need for the bartender to add and subtract.

The following pages reveal information that we used to complete our job analysis and explain the selection tools we used in our proposed selection system.

Job Analysis Documentation: Interview Summary

We conducted two interviews with the Pub. The first was with the head bartender/bar manager, Xxxx Hitchcock. The second interview was with a bartender incumbent, Xxxx Hughes. Their answers to our questions are summarized in the following section.

Key tasks and duties

Xxxx:

1. Serving customers

- Know the drink mixes
- Be friendly and outgoing

- Monitor alcohol consumption and drunkenness
2. Mixing drinks
- Knowledge and skills of mixes
 - Familiarity with the bar

3. Developing and stocking the product line
 - Taste the wine
 - Deal with the suppliers/distributors
 - Track the product line for demand purposes
 - Check inventory status and purchase necessary items
 - Develop a budget
 - Promote employees
4. Hiring/Firing employees
 - Review applicant's resumes
 - Interview applicants
 - Conduct written tests
 - Conduct work samples
 - Document problems
 - Evaluate and re-evaluate employee performance
 - Skill when firing employees
5. Setting policy
 - Staff policy
 - Alcohol consumption cutoff
 - On the job drinking
 - Other liabilities that need addressed

Xxxx

1. Customer Service
 - Greet customers
 - Have a friendly attitude
 - Make drinks
 - Keep the facility clean
 - Monitor alcohol consumption
 - Check Ids
 - Maintain a fun and professional atmosphere
 - Ensure a safe environment
2. Preparation
 - Cutting fruit
 - Cleaning bar area
 - Stocking ice and alcohol
3. Good Work Relations
 - Congenial relationships
 - Efficient

- Friendly to other staff, waiters and kitchen help
 - Communicate clearly with others
 - Make corrections in a friendly manner
4. Closing
 - Balancing the cash receipts at the end of shift
 - Paying percentage of tips to bus staff
 - Cleaning bar area, glasses and utensils
 - Re-stocking the bar in preparation for next shift.

Environmental Demands

xxxx:

1. Noise
 - Many people talking at once increase the difficulty of hearing one person.
 - Music adds to the noise problem.
2. Lighting
 - It does not effect the work environment.
3. Smoke
 - Not a problem because the Pub has good ventilation.

Xxxx:

1. Noise
 - A slight distraction, especially when more than one person wishes to order.
2. Lighting
 - It does not effect the work environment.
3. Smoke
 - Not really a problem.

Job Requirements

Xxxx:

1. Education
 - Prefer college graduate, but it is not a requirement.

2. Experience
 - A couple of years of bartending or in a restaurant is best.
3. Special Training Requirements
 - Prerequisite in partying

Xxxx:

1. Education
 - College (need not be a graduate)
2. Experience
 - Either previous restaurant or bar experience is best.
3. Special Training
 - Mixing drinks

Future Opportunities

Xxxx:

- 1. Promotion to Bar Manager and then Restaurant Manager
- 2. Transfer to other restaurants or bars

Xxxx:

- 1. Promotion to Bar manager
- 2. Transfer to rehabilitation

Risk Factors

- 1. What differentiates people that quit shortly after beginning the job from employees that stay longer?
 - XXXX: good attitude
 - XXXX: don't get flustered, communicate well
- 2. What employee factors could undermine the organization's success?
 - XXXX: bad attitudes, late or absent often
 - XXXX: Not team oriented and impatient
- 3. What kind of person would fit in best with the organization?
 - XXXX: professional and friendly
 - XXXX: fun easy-going (doesn't get frazzled) and professional

Additional Questions

- 1. How would you describe the place you work in?

XXXX: it can be mellow, but it can also be very demanding.

XXXX: it's fun, exciting, and charged with energy.

- 2. How would you describe the job?

XXXX: stressful, fun, and many perks

XXXX: demanding at times, fun, good food, drinks, and women

- 3. Are there any Special qualifications such as; licenses, permits, or certifications that are required to perform assigned duties:

XXXX: TIPS (class for IDS and laws)

XXXX: good appearance, well-spoken, friendly personality and good temperament

- 4. What machines or tools would an applicant be required to use: E.G. ice machine, dishwasher, or hand tools?

XXXX: cash register, bottle opener, corkscrew, martini shaker

XXXX: product knowledge, juice/soda dispenser, cash register and bottle opener

Personal Interaction

- 1. Rank order, with #1 indicating most often, how much time you spend with the following:

	XXXX	XXXX
Customers	1	1
Waiters/waitresses	3	3
Bartenders	2	2
Other employees	4	4
Suppliers	5	5

- 2. Does your position require you to supervise others? If so, how often?

XXXX: yes – seven employees, daily

XXXX: No

- 3. How often do you have to confer with your boss before making decisions?

XXXX: Everyday

XXXX: Rarely

			Walking	N/A	N/A
4. What percent of time working is spent:			Sitting	N/A	N/A
	Xxxx		Lifting	5%	10%
Standing	95%	Xxxx 90%	Carrying	N/A	N/A

Bartender Job Description

Summary: Establishing relationships with and serving restaurant clientele and wait staff to provide specialized beverages. Insuring wait-staff and customer satisfaction is also important to successful product delivery.

Essential tasks and duties:

Customer Service/Relations & Greetings

Friendliness: carries out the duties of making drinks, collecting the bill, and making change in a polite and friendly manner.

Cleanliness: insures a sanitary environment for the clients and wait staff.

Knowledge: knows the product lines and drink mixes.

Monitoring alcohol consumption: decides when a client has had too much alcohol for one sitting.

Safe and fun environment: maintains a safe work and recreational environment while creating an exciting and entertaining atmosphere.

Checking identifications: protects the establishment from legal consequences of serving minors.

Preparation

Stocking: making certain that the bar area is sufficiently supplied with ice, alcohol, clean glasses and utensils, and other necessary items.

Cleanliness: establishing a sanitary environment to facilitate bartender activities.

Fruit: cutting fruit for garnishes and ingredients in drinks.

Good Work Relations (with wait and kitchen staff)

Interpersonal skills: maintaining a positive work relationship between bartender and other employees in order to foster a productive atmosphere.

Understanding: realizing that people make mistakes and corrections should not be taken personally.

Efficiency: Knowing that others depend upon the bartender's ability to deliver a quality product in an expedient manner.

Closing

Cashing out: making sure that the registers balance.

Tipping out: providing the proper tip wages to support staff, such as food runners and bus staff.

Restocking: placing supplies in their appropriate locations to provide a smooth transition to the next bartender.

Dictionary of Occupational Titles Summary

[When possible, this can now be based on O*Net instead of the DOT]

Bartender (hotel & restaurant) Alternate titles: bar attendant; barkeeper

Mixes and serves alcoholic and nonalcoholic drinks to patrons of the bar, following standard recipes: Mixes ingredients, such as liquor, soda, water, sugar, and bitters, to prepare cocktails and other drinks. Serves wine and draught or bottled beer. Collects money for drinks served. Orders or requisitions liquors and supplies. Arranges bottles and glasses to maintain an attractive display. May slice and pit fruit for garnishing drinks. May prepare appetizers, such as pickles, cheese, and cold meats. May tend service bar and be designated Service Bartender (hotel & restaurant).

Bar Attendant (hotel & restaurant)

Serves alcoholic drinks to patrons in taverns or combination bar and package-goods store: takes order from customers, serves shots (jiggers) for consumption within establishment, serves bottled beer or draws draft beer from kegs, sells unopened bottles of alcoholic or nonalcoholic beverages to be taken from premises when licensed for sale of packaged goods, and receives payment for the amount of sale and makes change. Usually does not serve mixed drinks.

Bartender Helper (hotel & rest.) Alternate titles: bar porter; bar runner; bar back

Cleans bar and equipment and replenishes bar supplies, such as liquor, fruit, ice, and dishes. Stocks refrigerating units with wines and bottled beer; replaces empty beer kegs with full ones; slices and pits fruit used to garnish drinks; washes glasses, bar, and equipment; polishes the bar fixtures, mops the floors; and removes empty bottles and trash. May mix and prepare flavors for mixed drinks.

Performance Attributes

Performance attributes are those characteristics that are part of a person's personality or learned knowledge that he/she may have already. These attributes are critical to successful job performance and will be used later in the hiring process to determine which applicants to hire. The attributes we chose were taken from the essential tasks and duties associated with the job description. It is important to only choose the attributes that a manager feels are critical to the position because these attributes will be used to differentiate the unacceptable applicants from the acceptable ones. Choosing too many critical attributes will unnecessarily limit the number of applicants that a manager may hire. The performance attributes we have chosen are grouped under their respective KSAO categories (knowledge, skills, abilities, and other characteristics). Some attributes can fit into two different categories, but we chose to put them under the category we felt best represented what we wanted from the attribute.

Knowledge

Basic math. It is critical that bartenders have basic addition, subtraction, multiplication, and division skills to be able to correctly balance the cash register and make change to the customers.

Skills

Effective Communication. Communication is essential for this position because the bartender must be able to take orders from both wait staff and customers and constructive criticism from peers and management. Further, communication is an interpersonal skill required for effective conflict resolution.

Abilities

Ability to learn. This ability is necessary for bartenders since they must make drinks for both the customers and wait staff. Customers may also ask a bartender to make a specialty drink. We feel that the Pub would like their bartenders to be able to make that drink again, without help or looking it up, as part of excellent customer service.

Prioritize tasks

It is essential that Pub bartenders are able to prioritize tasks. On busy nights, a bartender may be asked to fill orders from both the customer and wait-staff. He/she must be able to fill those orders in a timely fashion to keep customers and the wait-staff happy.

Customer service/friendliness

A bartender position is one that requires constant contact with customers and the wait-staff. The Pub wants to have a fun and friendly atmosphere, which requires its staff to be friendly and to have excellent customer service.

Honesty

Bartenders handle money from customers and tip out members of the wait-staff. It is extremely important that bartenders be honest to protect the Pub's ability to conduct business and the relationships between customers and the wait-staff.

* Refer to the Structured Interview Selection Tool on page 15 for the rankings of these attributes.

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Performance Attributes Matrix

The performance attributes matrix provides a visual representation of the hiring tools and attributes to ensure that all of the critical attributes are measured using one of the hiring tools. The matrix organizes each attribute and depicts which hiring tool is used to assess which attribute. This matrix also allows the employer to clearly see that each attribute is measured using more than one hiring tool.

Position: Bartender

Attribute	Application	Interview	References	Work Sample	Honesty Test
Ability to learn drink recipes		X	X	X	
Effective communication	X	X	X	X	
Ability to prioritize tasks		X		X	
Basic mathematical skills			X	X	
Customer service orientation	X	X	X	X	
Honesty		X	X		X

Our Proposed Selection System

In order to help us decide which hiring tools to include in the selection system for the Pub, we decided that every critical attribute should be evaluated by at least two different tools. By evaluating every item multiple times, we can ensure a score that accurately represents the applicant's knowledge, skills and abilities. Therefore, we chose to use the following methods:

1. Structured interview and its evaluation form (Appendix A)
2. Reference checking form (Appendix B)
3. Customized application form and its evaluation form (Appendix C)
4. Honesty test (Applicant Risk Detector Test from G. Neil Company—not included in this report)
5. Work sample and its evaluation form (Appendix D)
6. Individual applicant overall evaluation form (Appendix E)
7. Overall evaluation form (Appendix F)

Description of Selection Tools

Structured Interview

We followed the proposed high-impact-hiring procedure of evaluating between four and six attributes in an interview. After compiling the actual interview questions, we ended up with two to five questions per attribute. The reason we chose to go over the proposed limit of four questions per KSAO was that we found it possible to evaluate more than one attribute with certain questions. Since we are convinced that the more often we evaluate an attribute, the more accurate the final rating of that attribute will turn out to be, we believe this to be a very effective way of gathering a maximum amount of information. However, each question evaluates no more than two attributes. This way, the necessary accuracy in the rating process can be maintained.

Furthermore, sample answers to guide the rating process are given. Two points are awarded for a desirable answer, one point is awarded for an acceptable answer, and no points are given for unacceptable answers. We will follow this rating structure for all of our selection tools.

We also suggest having two interviewers present at every interview. One person should ask the questions and concentrate on maintaining rapport with the applicant. The other interviewer will have to concentrate on rating the applicants' answers. After the interview is complete, both interviewers should discuss the each applicant's answers and score the applicant while the interview is fresh in their minds. The scores for the interview can be entered directly into the Interview Evaluation Form.

Reference Checking Form

Included on this form are all six critical attributes. We have included a question for each KSAO together with corresponding sample answers. Again, the rating system uses two (desirable), one (acceptable), and no (unacceptable) points.

The questions for each attribute are to be regarded as suggestions. If the employer feels that other questions are more appropriate he/she can exchange them for the given ones.

We have also verified the applicant's dates of employment, the position held, and the reason for leaving a certain job, in addition to evaluating the six critical attributes. The answers can be rated directly on the form by checking off one of the boxes.

Application Form

We decided to develop our own customized application form. The form is broken down into seven parts:

1. **Contact Information:** General information such as name and address; also included is a question for proof of age (it is illegal to serve alcohol when under 21 years of age). A candidate under the age of 21 will automatically be eliminated from the hiring process.

2. **Employment History:** Included in this part are three previous employment positions, and the names of immediate supervisors.
3. **Education History:** High school, College, and other education
4. **Questions to evaluate critical attributes**
5. **Business References:** Contact information of references
6. **Drug Testing Release Form**
7. **Applicants Agreement:** Includes employment-at-will clause, a release to contact named references, and the applicant's signature.

To evaluate the answers for the two KSAO related questions, the employer should use the provided sample answers. The same two, one, and zero-point system is used. The actual score can be entered directly into the Application Evaluation Form.

Honesty Test

If the Pub chooses to use any type of honesty test, a manager should check the reliability and validity of the tests related to performance for a bartender position. Managers can verify this information by contacting the test publisher. Any good publisher should have research to back up their test. We suggest using the Applicant Risk Detector Test from G. Neil Company. This test predicts potential workplace problems including aggressive potential, likeliness to steal, bring drugs/weapons to work and is "excellent for those employees that will interact with customers and coworkers and who will handle merchandise or money."

The rating scale would again use the mentioned two-point scale. The cut off scores would have to be determined from the detailed test description data, which we were unable to obtain at this time.

Rating *Example*: 90 % or more of maximum points = 2 points, "Desirable"
 80 % or more of maximum points = 1 point, "Acceptable"
 Below 80 % of maximum points = 0 points, "Unacceptable"

* NOTE: A manager should base the cutoff percentages for the two, one, and zero-point system upon the data obtained from the test publisher. Simply choosing a random cutoff of 90% may not accurately affect the test results when compared to actual job performance.

[This section should have FAR more information about the honesty test they recommend (reliability, validity, cost, logistical issues, how to contact the company, etc.)]

Work Sample

The work sample turned out to be a very useful tool. We are able to evaluate four critical attributes by putting the candidate into several realistic on-the-job scenarios. The great advantage of this hiring tool is that it places the candidate into a real-life situation to which he/she has to react. Whereas situational interview questions can only provide an indicator of job skills, the work sample can measure actual skill levels and abilities. Answers to interview

questions can be rehearsed and are subject to interpretation. The work sample is very difficult to fake and a reliable measure of the applicants abilities.

Even though the position does not necessarily require previous experience, the work sample definitely places applicants who have worked as a bartender in the past at an advantage. We feel, however, that a candidate's previous job experience should definitely be taken into consideration.

In order to guide the ratings of the different tasks, we again provided sample outcomes and the corresponding amount of points on the usual two-to-zero-point scale. The ratings can be placed directly on the Work Sample Evaluation Form.

Decision Guide

In order to make decision making as easy as possible, we are using the mentioned scale to evaluate all attributes, no matter which hiring tool measures the attribute. The scale is as follows:

2 points	=	Desirable
1 point	=	Acceptable
0 points	=	Unacceptable

The end evaluation of applicants is conducted in the following steps:

1. After conducting and scoring all hiring tools as described above, compute the average for each attribute on the evaluation forms (Test scores and reference checking scores already represent an average, since only one result is obtained for each attribute measured. Therefore, no evaluation forms exist for these tools).
2. The next step is to transfer all the average attribute scores to the Applicant Overall Evaluation Form. This form provides a score box for each attribute measured on a certain tool. The guidelines for fractional scores (e.g. 1.3) are the following:

0 to 0.6	=	0 (Undesirable)
Above 0.6 to 1.6	=	1 (Acceptable)
Above 1.6	=	2 (Desirable)

We decided to use 0.6 as the lower cut-off score instead of 1.0, because it seems unfair to eliminate a candidate with all acceptable scores only due to one unacceptable (The average would be below 1.0). The applicant might have a bad day, or simply did not think his/her answer/reaction through. We feel that if we use 0.6 instead of 1.0, we give any candidate enough room for one incidental, bad answer/behavior. The same kind of reasoning is applied to the boundary between Acceptable and Desirable.

3. After we have compiled all scores for an individual applicant, we again averaged all results for each attribute to come to one general score per KSAO. Again, we use the same cut-off rules as mentioned above.
4. The results are then transferred to the Overall Evaluation Form that holds the overall scores on each attribute for multiple applicants. In this step all number scores should be translated into words (0 = unacceptable, 1 = acceptable, 2 = desirable). **Every candidate who has at least one “unacceptable” should be eliminated from the process immediately!** For the remaining applicants all "desirables" and "acceptables" are to be counted. To make your final selection, hire applicants with the most desirable scores first, proceeding down the line to applicants with only acceptable scores.

Appendix A

The Structured Interview

Based on the following KSAO's

KSAO	Rating	Link to
1. *Customer Service / Friendliness	4.9	Customer relations
2. *Honesty	4.4	Critical to all tasks
3. *Learn Drink Recipes (ability to learn)	4.3	Customer service / relations
4. *Effective Communication	4.2	Critical to all tasks
5. *Prioritize Tasks	4.1	Customer and wait staff
6. Basic Math Knowledge	4.0	Customer relations & closing

LEGEND:

- * Evaluated during the interview process
- () KSAO evaluated
- [2] Desirable, above average answer
- [1] Acceptable, average answer
- [0] Unacceptable, Poor answer

WELCOME / INTRODUCTION:

Have the applicant come in, welcome him, introduce yourself and ask him to be seated. Offer a glass of water. Ask about the drive over, and if they found a place to park. Try to complement the applicant's appearance, if appropriate don't be too forward.

Explain what you expect to gain from the interview (to get to know them better and to make sure they will enjoy this position). Explain that the interview is not the only hiring tool being used. Don't give information about the job, except the position and title. Don't explain how any of your other employees have done in the past. Never compare workers.

LISTEN! Explain that you will be taking notes. Use follow up questions to get a complete and thorough answer to the question. Make sure that the answer you received accurately answers the question and you can evaluate the answer. Don't offer an answer to the applicant, i.e. "you wouldn't ever do that"? Ask questions that may disqualify the applicant, at the end of the interview, i.e. would you submit to a urinalysis? Keep it friendly, but business like.

QUESTIONS:

1. (3) Give me an example of a time when you had to quickly learn a task and implement it on the job.

ANSWERS: able to quickly learn, adapt and implement [2], able to grasp task, took more than one attempt [1], not able to grasp new concept, had to have supervisor explain [0]

2. (1) (3) If a customer ordered a drink you have never heard of, how would you handle the situation?

ANSWERS: ask the customer for the recipe, if he doesn't know look it up or call another bartender, tries to learn, makes notes [2], looks up recipe in bartender guide [1], explains to customer that he can't make the drink, suggest something else [0]

3. (3) We all struggle from time to time with new concepts give me an example of a time when you had difficulty with a new task or concept? FOLLOW-UP- were you satisfied that you did your best? Did you feel you mastered the task? Was there anything you would do different the next time?

ANSWERS: gave good honest answer, example show good learning and deductive skills, remembered task, can give specifics [2], took some effort or more than one try, asked for help [1], struggled and gave up, had to get someone to do it for them, have never mastered task, never had difficult tasks [0].

4. (1) (4) Give me an example of when you had difficulty with a customer and how you handled the situation.

ANSWERS: remained calm, tried to keep customer happy, ended situation on a good note, customer left content [2], discussed situation with customer, argued, tried to have customer see it his way, customer got upset, eventually left content [1], lost control of situation, may have become angered, doesn't feel customer is always right, thinks people should understand his point of view more [0].

5. (3) (5) Tell me about a time when you felt overwhelmed by having to complete many tasks quickly (or when the boss changed your priorities at the last minute)

ANSWERS: handled situation, maintained a cool head, worked through the situation systematically, accomplish all tasks [2] felt overwhelmed, haphazardly solved the problem, no systematic approach but accomplished all tasks [1]

6. (5) You are tending the bar alone on a Monday night. The bar is very crowded and so is the restaurant. You are getting orders from the wait staff and customers around the bar at the same time. The customers and wait staff are becoming impatient with the time it takes to get their drinks. How can you best take care of this situation?

ANSWERS: take orders from customers and wait staff, simultaneously fill orders from both [2], take orders from wait staff and customers alternately [1], take orders from either customers or wait staff only, then serve the other group [0]

7. (1) (4) Tell me about your worse experience with a customer on the job.

ANSWERS: applicant not at fault, handled with maturity and calmness, maintain control, informed supervisor [2] become frustrated, may have made a negative comment to customer [1], lost control, “told customer off”, just walked away, avoided the conflict [0]

8. (1) Tell me about your best experience or most satisfying workday, when what you did really gave you satisfaction.

ANSWERS: when he handled a difficult situation expertly without help, praise from a supervisor, [2], when a non work related event made the day better, customers were cooperative [1], when it was an easy day, no stress, able to watch the football game and tend bar [0]

9. (1) (4) A customer walks back to the bar, the customer was impatient when waiting for his turn to order a drink. He may be intoxicated. He complains that he ordered a TOM COLLINS and that you gave him something else. The other customers at the bar have made negative comments about how difficult this guy is. How do you handle the situation?

ANSWERS: apologize and make the customer a new drink, ensures the customer wants a TOM COLLINS by mentioning the drink ingredients, etc. [2] explains to the customer that the drink is a TOM COLLINS or explains “that’s what you ordered”, eventually would give the customer a new drink [1] , tells customer that the drink is made correctly, that the bar is busy or mistakes happen, doesn’t give customer a new drink [0]

10. (2) You are going on a break, on the way to the restroom you see one of the wait staff drinking Rum and Coke you had just made for them. You suspect that this employee might be drinking on the job. The company policy says that no employee can drink alcoholic beverages while working. What do you do?

ANSWER: confirm it is an alcoholic drink, report them to management [2], confront them, tell them the next time you will have to report it [1], do nothing, everybody breaks rules once in a while [0]

11. (2) A regular customer who often leaves you a one dollar bill under their glass as a tip, has left the bar when you were not looking. You see the bill under his glass and know that he has left. When you clean up, you notice the bill is a \$10 bill. You have never gotten more than a dollar from this customer and it is not a special occasion. What do you do?

ANSWERS: mention it to the customer the next time he is in to make sure it wasn’t a mistake [2], keep the \$10, say nothing, but if the customer brings it up, offer to return the money [1], keep the \$10, say nothing, if the customer brings it up say it was only a \$1, it was his mistake [0]

CLOSING:

Say something like, “thank you for your time, you did a very good job of answering all the questions”, again explain that the interview is not the only hiring tool used, that an assessment of all tools will be made. Ask them if they have any questions about the job, salary or expectations.

Explain to the applicant the benefits of the job. Sell the company as friendly, progressive and successful. Explain that customer service and satisfaction is very important. Tell them exactly what the job requires them to do. Explain any company policies that employees frequently violate.

Suggest a possible date that you will be able to make an offer. Invite them to call at some time in the future. Confirm the contact phone number and address from the application. Thank them for coming (stand up) shake their hand, escort them to the exit.

Interview Evaluation Form

Applicant: _____

Attribute/ Question	Customer Service	Honesty	Ability to learn drink recipes	Effective communication with customers and staff	Ability to prioritize tasks
Question 1					
Question 2					
Question 3					
Question 4					
Question 5					
Question 6					
Question 7					
Question 8					
Question 9					
Question 10					
Question 11					
Total					
Average					

Desirable = 2

Acceptable = 1

Unacceptable = 0

Appendix B

Reference Checking Form

Applicant name: _____
 Reference check by: _____
 Company name: _____
 Contact name: _____
 Phone: _____
 Date: _____

Attributes	Responses/Ratings (check only one for each attribute)			
	<i>Desirable</i>	<i>Acceptable</i>	<i>Unacceptable</i>	<i>Wouldn't answer</i>
<i>Customer Service</i> Would you recommend the applicant for a position where customer service plays an important part? <i>Comments:</i>	Absolutely/ Highly	Yes	No/definitely not, probably not	
<i>Honesty</i> Do you know of any situations when the candidate was dishonest? <i>Comments:</i>	No/never		Yes	
<i>Ability to learn drink recipes (If applicable)</i> When the applicant was given a new drink recipe, how long did it take him/she to pick it up? <i>Comments:</i>	A few minutes	A day or two	More than two days	
<i>Effective communication with customers and wait staff</i> How well was the applicant able to communicate with customers and/or the wait staff? <i>Comments:</i>	Very well. Never had a complaint	Had very few complaints	Had many complaints	

<i>Ability to prioritize tasks</i> When under stress, did the applicant still get all important tasks done? <i>Comments:</i>	Always	Most of the time	Rarely/Never	
<i>Basic Math (making change)</i> Did the applicant ever have problems keeping the balance of the cash register in order? <i>Comments:</i>	Never	Rarely	Often	

Verifications:

- | | | |
|---------------------|------------------------------|-----------------------------|
| Dates of employment | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Position | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Reason for leaving | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

Appendix C

Customized Application Form

Pub Bartending Application

*It is this company's policy to provide equal employment opportunity to any and all applicants, regardless of gender, race, national origin, or sexual orientation.

*Employment at this establishment is At-Will. If employed, there will be no contractual agreement prohibiting you from resignation. Additionally, Pub is free to terminate your employment at any time.

Contact Information

Name:	Date:
Address:	Social Security #:
City, State, Zip:	
Phone Number:	Other Phone:
Date available to begin work:	
Type of work Desired (Please Circle One):	Full Time Part Time Seasonal
This job requires you to serve alcohol. Can you provide proof of being at least 21? Yes / No	

Employment History

(Prior work experience or training not necessary for employment)

(Reference your three previous employment positions)

Employer:	Dates of Employment:
Address:	Starting Wage:
Telephone:	Ending Wage:
Job Title:	
Job Responsibilities:	
Immediate Supervisor:	
Employer:	Dates of Employment:

Address:	Starting Wage:
Telephone:	Ending Wage:
Job Title:	
Job Responsibilities:	
Immediate Supervisor:	

Employer:	Dates of Employment:
Address:	Starting Wage:
Telephone:	Ending Wage:
Job Title:	
Job Responsibilities:	
Immediate Supervisor:	

Have you received any informal or formal bartending training?	Yes / No
If Yes, please describe.	
Are there any extenuating circumstances surrounding your previous positions that you would like us to know about?	

Education History

	Name & Address	Course of Study	Diploma / Degree
High School			
College			
Other (specify)			

How do you feel you can contribute to the Pub bartending staff?

Please describe a situation, in a work environment or otherwise, in which you demonstrated customer service skills.

Please describe a situation, in a work environment or otherwise, in which you had to handle multiple demands on your time.

Business References

(Provide only references that are unrelated to you)

Name	Occupation	Address	Telephone

Applicant Drug Testing Release

In order to preserve a safe and productive work environment for our staff and patrons, all current and prospective employees are required to submit to a controlled substance test.

I understand that if I test positive for any controlled substances, that I am no longer qualified for employment. I also understand that failure to submit to this screening will be treated as a withdrawal of my application for employment.

I hereby agree to submit to a Drug Screening Analysis

Applicant's Signature:

Date:

Manager's Signature:

Date:

Applicant's Agreement

By submitting this application the I am certifying that all statements made in this form are correct and without intended misrepresentation.

If employed at Pub, I agree to conform to the rules and regulations of the operating company and recognize that my employment may be modified or terminated by the operating company for any reason which is not prohibited by law.

I understand that the people referenced in this application may be contacted by Pub as a part of the application process.

I have read and hereby affirm my understanding of the statements included above.

Applicant Signature:

Date:

American with Disabilities Act

*Please indicate in the following space, if you wish to be treated as having a disability and require a reasonable accommodation.

Application Evaluation Form

Applicant: _____

Attribute / Question	Customer Service	Effective communication with customers and staff
Question 1		
Question 2		
Total		
Average		

Desirable = 2

Acceptable = 1

Unacceptable = 0

Appendix D

Work Sample

Situation: The interviewer/hiring manager stages a busy period at the bar and the interviewee is asked to fill the position of bartender.

Description: Following the lunch shift, employees are asked to stay for participation in a work sample that will be used in hiring a teammate for the position of bartender. Those who are 21 years of age are asked to order an alcoholic drink of their choice. Employees under 21 are asked to order a non-alcoholic beverage. Some of them are asked to play roles, such as a disgruntled customer or a patron who has had too much to drink. To begin, the applicant is taken behind the bar, taught how to use the register, and asked to familiarize himself/herself with where everything is located. Before the work sample begins, the administrator asks the person if there is anything he/she needs or if he/she has any questions. If he/she has questions, the administrator answers them and proceeds. Then, as the lunch shift finishes their closing procedures, they start filtering to the bar and ordering drinks. During the work sample there needs to be at least one rater present at all times.

This work sample tests a potential employee's knowledge of drink mixes, his/her ability to handle difficult situations, basic math skills (for change), and customer service. Each one of the KSAOs is then rated on a scale and tallied into the total selection process.

1. Drink Recipes

- Number of drinks ordered _____
- Number of drinks made _____
- Number of errors (wrong drinks) _____

Desirable: All orders filled and less than 5 % error margin

Acceptable: 95 % of orders filled and less than 10 % error margin

Unacceptable: Less than 95 % of orders filled or more than 10 % error margin

2. Basic Math Skills

- Number of errors while making change _____

Desirable: No errors

Acceptable: One or two errors

Unacceptable: More than two errors

3. Customer Service

- *Task 1:* Drunk patron wants to order a drink. How was the situation handled?

Desirable: Bartender calms customer, does not serve another drink, and persuades him/her to go home. Calls a taxi for the drunk patron.

Acceptable: Bartender calms the customer, does not serve another drink

Unacceptable: Bartender serves another drink

- *Task 2:* Five customers order drinks at once. One customer is very impolite to the bartender, and keeps telling him/her to "hurry up."

Desirable: Bartender calms rude customer, and fills all orders in the order they were received in a reasonable amount of time.

Acceptable: Bartender fills all orders in a reasonable amount of time, fills the rude customer's order first.

Unacceptable: Bartender cannot fill all orders, and "snaps" at rude the customer.

1. Communication

- *Task 1:* Three customers order drinks at the bar, while two waiters also put in their orders.

Desirable: Bartender fills all like drink orders at the same time (for customers and waiters); remains calm and fills all orders quickly

Acceptable: Fills one set of orders before the other (e.g. customers' orders first, then waiters')

Unacceptable: Cannot fill all orders in a reasonable amount of time, has to keep asking customers or waiters to repeat orders

- *Task 2:* One of the waiters gets angry at the bartender for not filling his orders fast enough.

Desirable: Bartender calms waiter, and asks him to talk their problems out outside of work; also fills any remaining orders

Acceptable: Fills bartenders order; does not react to critique

Unacceptable: Gets into an argument with the waiter in front of patrons

1. Additional feedback:

Work Sample Evaluation Form

Applicant: _____

Attribute/ Question	Customer Service	Ability to learn drink recipes	Effective communication with customers and staff	Basic Math (making change)
Overall; drink recipes				
Overall; basic math skills				
Customer Service Task 1				
Customer Service Task 2				
Effective Communication Task 1				
Effective Communication Task 2				
Totals				
Average				

Desirable = 2

Acceptable = 1

Unacceptable = 0

Appendix E

Individual Applicant Overall Evaluation Form

Applicant: _____

Attribute / Tool	Customer Service	Honesty	Ability to learn drink recipes	Effective communication with customers and wait staff	Ability to prioritize tasks	Basic Math (making change)
Interview						
Work Sample						
Reference						
Honesty Test						
Application						
Total						
Average						

Desirable = 2

Acceptable = 1

Unacceptable = 0

Appendix F

Overall Evaluation

Attribute / Tool	Customer Service	Honesty	Ability to learn drink recipes	Effective communication with customers and staff	Ability to prioritize tasks	Basic Match (making change)
Applicant 1						
Applicant 2						
Applicant 3						
Applicant 4						
Applicant 5						