**Lesson 9 Activity – INTERVIEW PROJECT PAPER**

* For your Interview Project paper, include the questions and responses for the **(HR Director)** interview in **Appendix A** and for the **manager (Restaurant General Manager)** in **Appendix B**.
* In the **body of the paper:**  
  Discuss such issues as the following for both **Appendix A & B separately**.   
  1. Why you asked the questions you selected (e.g., did not have significant knowledge of the area),
  2. Whether you agree with the interviewee,
  3. Other aspects of the question that the interviewee did not touch on,
  4. Any questions that you now wish you had asked,
  5. Any other comments about the interview/interviewee that you deem relevant to human resource management that you became aware of during this project.
  6. How the responses relate to what we have studied.

**Appendix A   
Below are a list of Interview questions for Human Resources Director**

#### 1) Tell me about your last experience recruiting, interviewing, or hiring an employee. What techniques did you find most effective in finding the right person for the job? A. I try to “r**ead their body language”** as looking for clues about the candidate in arm movements, gestures, handshakes, and eye contact gives you insight into how they’re feeling, what kind of person they are, and how interested they are in your opportunity. I also **“evaluate their work ethic & attitude”** By being on the lookout for language that indicates the candidate has had difficulties working with colleagues or management in the past. And I ask questions about how the candidate handles heavy workloads, shifting priorities, and organization. I also try and **“find out if they’re a life-long learner.”** Employees with great potential tend to be very curious. They want to continuously learn – adding new skills and tools to their arsenal of knowledge. This type of candidate can grow at your company and become an invaluable resource. I also ask, **“Them about something they’re passionate about.”** As I want to learn more about the candidate? Being conversational and open. Work topics that candidates feel comfortable and confident talking about into your interview. You are more likely to collect valuable observations about them and find out what makes them “tick.” I also ask myself these 5 Questions before I offer the role to any candidate. 1. Can the candidate do the job? 2. Are they motivated to do the job? 3. Is the candidate interested in learning new skills? 4. Is the candidate coachable? 5.Are they a fit for your team culture?

2) How do you define employee engagement? What factors are the most important to you when analyzing this metric?  
A. Employee engagement is not simply the happiness level, or the quantity of work done by an employee. It is a workplace concept that relates to the level of commitment, connection, and motivation that employees have in their job role, work, and the organization. The single most important factor to drive employee engagement and retention is the “Supervisor and manager working relationship.” Good management is critical to the success of retaining and engaging employees and bad management is often cited as the reasons why employees leave their job.

3) What are some long-range objectives that you developed in your last job? What did you do to achieve them?  
A. "In the near term, I am focused on getting promoted to the “Regional HR Director in my organization. I do want to prepare myself for future promotional opportunities if they come about. I am working to prepare myself for managerial opportunities in the future by taking on the lead role on project teams such as my current network integration project. Yet I am also flexible to take on roles which will broaden my exposure, which is why I have become involved in two cross-functional team projects, one with the finance group and one with the marketing group. This not only strengthens my relationships with other teams, but also broadens my knowledge base for interacting at a higher level."

4) What are the qualities that make a good leader for a human resources team?   
A. Some of the qualities for an excellent human resources team include Caring- HR team members have integrity and instinctively care about people they also must have the knowledge and expertise in Human Resources. They must have a core foundation in the many functions of Human Resources such as Communication, Time Management and Self Discipline, Trustworthy, Impartial and Objective, Train, Develop, and Mentorship.

### 5) What technology and tools do you believe are essential for HR management? A. **1.** **HRMS** (Human Resource Management System) or HRIS (Human Resource Information System) Human resource departments have a lot of information to input, store and track. The most common method of organizing this information is with a comprehensive human resource management system (HRMS). **2**. **Performance solutions** -Performance evaluations and tracking are not only an annual meeting between supervisor and employee, but the goals and objectives discussed in that meeting are tracked and revisited throughout the year by HR. **3**. **Recruiting software** -As the name implies, recruiting software streamlines the hiring process. You can post job ads, sort, and accept applications, manage candidates and more, saving you the hassle of manually tracking everything yourself. Eg; BambooHR, Workable and breezy HR. **4. Payroll service -** Payroll processing is an arduous task. Make it easy on yourself (and your bookkeeper) by investing in an online payroll service. **5. Benefits management platform** -While some payroll services allow you to administer certain benefits, such as vacation time, a more robust solution can help you manage all employee benefits including paid time off, retirement plans, health insurance, workers' compensation, and other perks.

### 6. In your experience, what are the key elements to developing a good successful team? A. Communication: Effective communication is the most important part of teamwork and involves consistently updating each person and never assuming that everyone has the same information. Being a good communicator also means being a good listener. By listening to your colleagues, you show them respect, which is an essential trust-building method. Offering encouragement also goes a long way to getting the best out of team members. Collaborating and being open to new ideas are also essential ingredients for a harmonious team environment.

2. Delegation: Teams that work well together understand the strengths and weaknesses of each team member. One of the benefits of strong teamwork is that team leaders and members are adept at identifying all aspects of a project and allocating tasks to the most appropriate team members.

3. Efficiency: A strong and cohesive team develops systems that allow them to collaborate efficiently to complete tasks in a timely manner. Through working together, colleagues will be aware of their own capabilities and the capabilities of the group in general and can organize the workload accordingly.

4. Ideas: When a team works well together, colleagues feel more comfortable offering suggestions and ideas. A respectful and trusting team environment will not only enable colleagues to think more creatively but will lead to more productive and collaborative brainstorming sessions.

5. Support:

All workplaces provide challenges but having a strong team environment in place can act as a support mechanism for staff members. They can help each other improve their own performance as well as working together toward improving their professional development. Building bonds on trust and reliance on each other can be extremely important when facing a particularly difficult challenge or if the group is forced to deal with the loss of a team member while continuing to maintain productivity.

**Appendix B  
Below are a list of Interview questions for Restaurant General Manager  
Human Resources related issues/concerns questions**

1. As a Restaurant General Manager how do you determine what will attract good workers to your organization and what would be necessary to keep them motivated?  
     
   **A.** The importance of providing appropriate hourly compensation, benefits package including health insurance, double pay for working national paid holidays, free duty-meals, friends, and family discount for dining in or carry-out etc. These are based on the individual’s qualifications such as background and work experience. These are key benefits to attract good employees and to tackle this problem. To keep them motivated, you must introduce reward programs e.g., “100% Employee Attendance Program” which will motivate and cultivate good behavior amongst team members
2. How do you deal with the fundamental issue of recruiting and retaining skilled employees?  
     
   **A.** The key is motivating hard working employees and rewarding them appropriately. Every time the opportunity presents, we need to reward dedicated hard working team members. Develop team spirit and a team working environment. Skilled employees are compensated and promoted based on performance. They are valued as “Key Players” within the organization.
3. As a Restaurant General Manager how do you ensure your team gets reasonable training?  
     
   **A.** We work hands-in-hands with our HR department to develop special training programs including job enhancement and development programs for mentoring and providing guidance to new and senior employees to improve performance and maximize individual capabilities.
4. How do you ensure that tasks are carried out to completion especially when your team members lack in skills, motivation, a good work ethic, basic manners, honesty, and dependability?   
     
   **A.** We work with our HR department to ensure that all new hires go through a 3-day classroom orientation and training program. During the mandatory company wide orientation class all team members are exposed to the company vision, mission, and other rules and regulations including sexual harassment training. The Team is coached on the organization’s expectations and rules and regulations including values, culture, environment and “Our Open-Door Policy” which is offered to every hourly or salaried position.
5. How would you describe your leadership skills to retain good workers?  
     
   **A.** As a good leader you need to set the tone right by doing the following leadership traits “lead by example”, walk-the-line, and “Do whatever it takes to get the job done” attitude and mentality. Increase employee engagement by recognizing and rewarding the good employees. You must take care of the good workers by showing your support to them by lending a helping hand during peak business hours.
6. Imagine the following scenario. You have a competent and hardworking employee whom you would like to retain. Your firm does not offer health insurance, though, and this person gets a better job with good benefits and moves on quickly?  
     
   **A**. The best way to handle a situation like this would be to offer the team member a higher hourly wage, more than the competition. I will also offer him a monthly cash allowance towards health benefits, which I can get approved from HR Department as an additional benefit. I will also offer a better work schedule with more time-off on the weekends to attract him to stay. I will also offer him Free Meals and other perks within my power to make the offer more attractive.
7. How would you handle employees who have attendance problems, or walk out during shifts, do not understand service, and do not have the needed skills.  
     
   **A.** I will work with our HR dept. to document and reprimand such incidents. Team members will be held responsible for all their actions, via proper documentation (verbal and written warnings) if applicable. Moreover, serious company violations such as walk out during a shift may even lead up-to termination from the organization, pending approval our HR dept. All performance related issues will be discussed with our HR dept, and appropriate mandatory re-training and service orientation module classes will be introduced to poor performing team members, and they may even be put on a 90-day employee performance improvement plan.

**References**

Dessler 2020: Human Resource Management, Gary Dessler, 16th Edition, Global Edition,   
Publisher -Pearson Education Limited.

**Websites**

<https://ecommons.cornell.edu/bitstream/handle/1813/71721/Enz32_Issues_of_Concern_for_Restaurant_Owners_and_Managers.pdf?sequence=1>