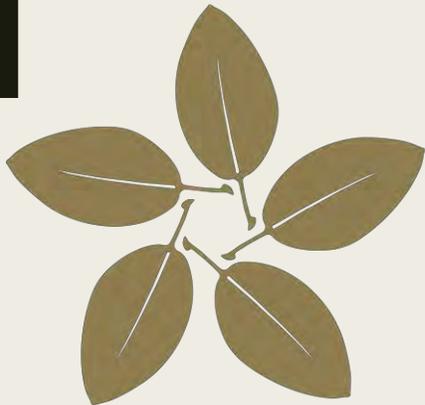


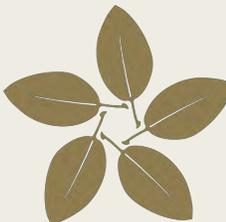
INNOVATIVE HIRING

Brentwood Bay Resort & Spa
Natasha Richardson



What we will cover...

- Learn how a new level of truth and openness during your recruitment process can not only impact the volume and quality of your applications but also improve the level of engagement of your staff.
- Learn the importance of delivering the message about your organization's culture during the recruitment process and how to re-design your job postings to effectively deliver that message.
- Learn that adjusting your perspective from retention to attraction can provide a positive impact on your organizations labour challenges.

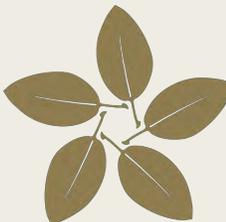


Job Posting One: the Introduction

Some Hotel (Victoria, BC) has recently been named one of the Top 25 Hotels in Canada in TripAdvisor's Travellers Choice Awards, and the reputation of our Culinary team, serving our Pub, Dining Room, Cafe, Theatre, and more, is making the Some Hotel a top food & beverage destination in Victoria.

We are looking for talented and experienced *Executive Sous Chef* who is **passionate about leading and coaching their team**, and raising the bar everyday. If this sounds like you, we would love to meet you!

You, as a valued team member of the Some Hotel, are the type of individual who **never settles for the status quo**, but continually searches for **innovative** ways to improve the **guest experience**. You take the same pride in welcoming and serving a guest of the Hotel as you would someone in your own home and understand that a warm, caring, family environment is **only supported by true hospitality professionals** who not only understand that "anything is possible", but also have the creativity to **make the impossible happen**.



Job Posting One: The role and responsibilities

- **Position Summary:**

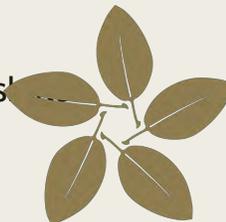
The Executive Sous Chef is responsible for the timely execution of all food service for the entire hotel and providing management support to the Executive Chef. This position requires creativity as well as strong communication and organizational skills.

- **Responsibilities:**

- This is an **executive management position**, reporting directly to the Executive Chef
- Maintain and create **departmental standards** as determined by Executive Chef and ensures they are consistently adhered to
- Actively participates in reaching annual food cost goals by following menu specifications and **controls**
- **Works closely with employees** regarding preparation and presentation of food
- Ensures kitchen area is clean and equipment is functional while monitoring safe food handling practices as set by **Foodsafe standards**
- Ensures employees adhere to health and safety requirements
- Strives to advance his/her knowledge, skills and abilities and **consistently shares these with others**
- Maintains on-going **training and development** of the culinary team
- **Promotes teamwork** between kitchen and all other departments
- Responsible for kitchen operation in absence of Executive Chef
- Able to assess problems and situations and take necessary **corrective action** in a **timely manner**
- Timely completion of culinary team performance reviews
- Responsible for ensuring all products necessary for functions are readily available
- Implementation and follow up of assignments on a daily basis

- **Requirements:**

- Minimum 8-10 years well-rounded experience in all areas of the kitchen, including 1-2 years as a sous chef or equivalent
- Previous hotel kitchen experience a must
- Valid trade qualifications
- Must be an effective leader, manager, trainer, administrator and team player with strong communication and organization skills
- Must be innovative, detail-oriented and quality conscious
- Proven ability to create an environment with team spirit and passion in the kitchen



Job Posting Two: the introduction

ABOUT YOU...

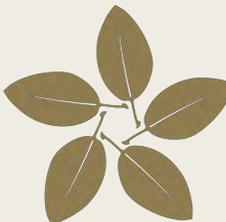
- You're a creative doer.
- It's time for you to **develop yourself** with a culinary mentor.
- Nothing makes you happier than delighting and **inspiring people through food**.
- You are really awesome to have on a team.
- You need to apply to this position if **you are someone who seeks growth** , values the **ability to contribute** your “method and your madness” to your work, as well as being someone that genuinely **thrives on the challenge** of maintaining the very best of quality and consistency of food and guest experience.

ABOUT US...

- Our vision is to make the Resort's Food & Beverage program a destination unto itself. You should know that we are home to two distinctive outlets - one casual + upbeat and the other refined + elegant.
- Our Resort is a 'learning organization.' This means that it is our pleasure and **purpose to enrich the lives** of those we serve whether they be our **guests or our colleagues**. We are considered a luxury resort property and desire to express professionalism in all that we do.
- We strongly believe in being proud of what we produce and offer.

ABOUT THE ROLE...

- This position works in close **collaboration** with the Executive Chef to plan, lead and co-ordinate all aspects of the resort's culinary operations. The Sous Chef will be a **key contributor** to the re-branding of the Resort's dining room and the evolution of the pub's menu to create a gastro dining experience. The position is also responsible for the development of the culinary team and for modeling the highest standards of food preparation and professional conduct.



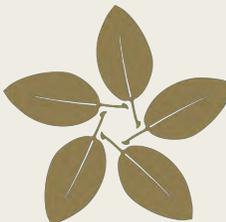
Job Posting Two: Responsibilities

WHAT YOU BRING...

- A willingness to **learn** and a willingness to **teach** interpersonally as well as technically on the job;
- A **graceful and mindful** approach to work and life;
- **Professionalism** in all that you do + a high aptitude for **teamwork**;
- A **guest - centered** approach coupled with the **characteristics of a leader** others want to follow;
- The ability to “jam **creatively**” with Chef but favouring **execution** and **follow through**;
- A genuine desire to both **self-develop** and be on a **team**;
- **Effective, efficient, and professional** communication skills;
- A certificate / diploma / degree in Culinary or Hospitality Management or equivalent experience;
- A minimum of 3 years progressive culinary leadership experience within an upscale full service restaurant or hotel property;
- Certification in First Aid, Food Safe and WHMIS or equivalent;
- Basic proficiency in Microsoft Word, Excel and Outlook;
- Proven experience in maintaining high standards of productivity and efficiency in a high-volume kitchen;
- The ability to perform physical work, stand/walk for long periods of time and lift 50 lbs;
- The willingness and ability to work a flexible schedule based on business demands;
- Banquet experience (considered an asset);
- Red Seal Certification (considered an asset).

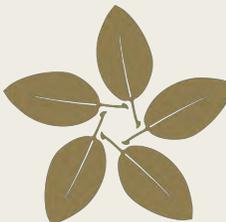
WHAT WE OFFER...

- A competitive salary commiserate with experience;
- Mentorship in culinary skills and leadership development;
- An extended health plan;
- Gratuities;
- Resort discounts;
- Meal plan;
- A place you actually want to come to work.



Communicate your organizations culture

- What is your culture?
 - *Is it clear? Is it simple to understand? Is it true?*
- What are the BIG sellers to work for your organization - feature it!
- Incorporate your culture into your recruitment message
 - *Key Words, Theme, Style: word choice and layout*

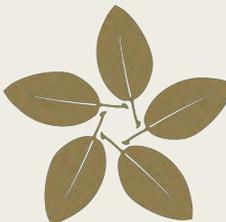


Cook

- Such and Such a Restaurant, Victoria, is looking for 3 cooks with at least 3 years of commercial cooking experience or equivalent in accredited training in cooking (i.e, with culinary arts certificate) and food preparation. Experience in Indian food preparation is a major asset but not an essential requirement for this position.

These are full-time positions and you may be required to work late evening and weekend shifts. The successful applicant should be friendly, outgoing, helpful, and dependable and be required to perform the following duties:

- Preparing and cook a wide range of Indian dishes, complete meals or single dishes
- Ensure meal quality
- Operate specialized cooking equipment (tandoor ovens)
- Adapt menu dishes to accommodate customers with food allergies
- Maintain food inventory and order supplies and equipment when required
- Must understand kitchen management and food costs and quality control
- Schedule and supervise kitchen helpers
- Supervise kitchen helpers
- Clean kitchen and work area and perform related work as required



We seek Kitchen Warriors

ABOUT YOU...

You don't know what it's like to not be in a constant state of stress.

You run on energy drinks and coffee because sleep is overrated.

Your arms and hands are covered in scars from burns and cuts of days past.

You are genuinely passionate about your craft. What other reason could there be for putting up with the brutal reality of a kitchen position?

ABOUT THE ROLE...

Working under the guidance of Executive Chef, Fred Bjarnason, you'll cook so much food for other people that you'll never want to cook for yourself again. You'll be expected to constantly give 110% while working furiously in a searing hot, non-ventilated, extremely humid, artificially lit space that is far too small to accommodate what needs to be done. You'll spend the majority of your time working with a small group of individuals whose socially unacceptable and politically incorrect sense of humour will, in no time, become your own.

WHAT YOU OFFER...

Skilled in 'multi-tasking', or in other words do the job of three people;

The ability to deal with a group of melodramatic and short tempered individuals, without taking it personally;

Clear and communicative (aka loud and proud);

You've survived at least a year in another kitchen;

Certification in First Aid, Food Safe and WHMIS or equivalent an asset;

Bionic strength and stamina to perform physical work, stand/walk for long periods of time and lift 50 lbs;

No desire to ever have a holiday or long weekend off ever again.

WHAT WE OFFER...

End of Summer Bonus;

Good hourly wages;

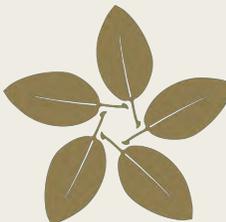
An Executive Chef, who respects his team;

Benefits;

Gratuities;

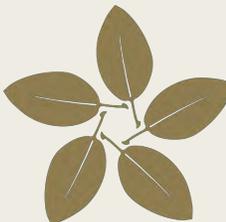
Resort and food discounts;

A work environment that is not as awful as the others.



Know your market

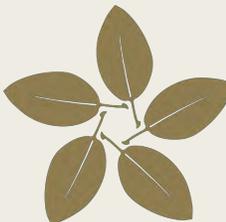
- Who is your key market?
- How do you speak directly to your market?
- What do you really want - say it directly and add some flare.
- Consider the personality type best suited for the role you are hiring for. Include words that would attract that personality type.
 - *We use a personality profiling method called True Colours®*



Housekeeping Posting

ABOUT YOU...

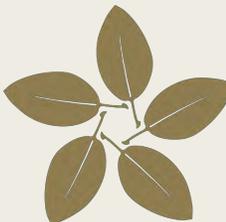
- You are competitive against the clock, but you'd never sacrifice quality.
- You enjoy behind-the-scenes work because an unsung hero is still a hero.
- Your technique, timing and caring attitude make your teammates thrilled to work with you.
- You need to apply to this position if you are someone that thrives in an environment that is concerned most about timing, details and the team doing good work. In fact, you are someone who takes intense pride in ensuring that details are so completely taken care of that you are gleeful about what fixing what's wrong (or could potentially go wrong) before anyone else even notices. Room inspection results are your thing.



Front Desk Posting

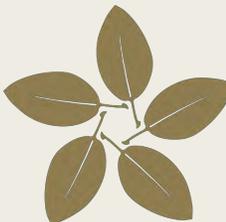
ABOUT YOU...

- You are “pure magic” when it comes to people + details.
- You glow at the thought of setting + being the standard for others to follow.
- You’re extremely conscientious + want to represent what you offer with integrity.
- Your team doesn’t know what they’d do without you.
- You need to apply for this position if you are someone who knows that connection and meticulousness are what make you a success. **You enjoy acting as a host + resource + advisor to people seeking out your expertise on how to make magical memories to take home that last a lifetime.**



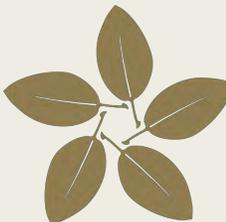
How to use interview questions to find out the real story.

- Consider the behaviours that have derailed staff members before. Write interview questions to find out if this will be a problem for a new employee.
 - *Did they want to much inclusion or to feel to significant?*
 - Do you like it when people ask you to join social activities? If you aren't invited to join social activities, how do you feel?
 - How do you like to receive recognition at work?
 - *Did they want to much control or not take enough control?*
 - When you going to dinner with a group of people do you prefer to decide where you are going or do you prefer to go with the flow?
 - Do you prefer to do things the way you are told to or do you prefer to decide your own way of doing things?
 - *Did they want to just make friends at work and care to much about how they are liked by others?*
 - How would your supervisor or work college know if you were confused about something or felt “irked” by something that happened at work?
 - What happens when you get angry and stressed at work?



Onboarding

- Onboarding is essential to setting up success, creating engagement, and avoiding this awful before six month turnover
 - *Step One: Inclusion*
 - This is when a new hire is wondering how they fit in
 - *Introductions, site tour, orientation, where do they eat lunch*
 - *Step Two: Control*
 - This is when a new hire is wanting to feel competent
 - *Training, manuals, policy, procedures, supervisor support*
 - *Step Three: Openness*
 - This is when a new hire decides if they trust their colleagues, supervisor and the organization
 - *This is where engagement begins. Is the message you communicate in your recruitment real?*



Something that might provoke some thought...

- Millennials in your workplace - have you figured out how to tap this powerful labour tool?
 - *There is something every human being wants out of work, Millennials are the first generation to get it.*
 - We each have a unique contribution to deliver during our lives, we also implicitly and deeply desire to make this contribution.
 - Millennials want to feel like they are contributing to something meaningful - is your culture aligned in a way that supports your future of employing Millennials?
- Stop talking about retention!
 - *Consider how many of your staff are consciously choosing to work in the hospitality industry. In our organization it's 1 in 12.*
 - *Define what your retention goals actually are and work within them. Ours is 2 years for employees and 4 years for managers.*



What the heck are we up to at BBR?

The Emergent Leaders Program (TELP). TELP participants will graduate from the program having answered the following questions:

- Who am I and who will I be from here on? (Self-leadership)
- What will I contribute through my work? (Career-leadership)
- How does my personal work purpose align with my company's mission statement?
- What are my leadership strengths and what areas do I need to develop further? (Team-leadership)

