



Better Interviewing For A Better Brewery

Steve Napolitano



I Can't Believe I Get Paid To Do This

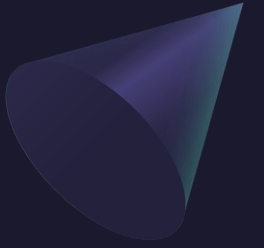
50% dart throw to start

70% success rate after practice

Hiring and Interviewing is
DIFFICULT to do consistently
well



3 Key Takeaways



BEHAVIORAL QUESTIONS

- Also known as Performance Questions
- Learn who the candidate actually is vs. who they say they are!

CONSISTENT PRACTICES

- Eliminate bias.
- Good for hiring the best candidates regardless of the interviewer.
- A legal necessity.

INSTANT EVALUATION

- Make things easy on yourself!
- Ensure accuracy by evaluating a candidate immediately after the interview.
- Use the same form for each candidate,



Identifying the Position

JOB DESCRIPTION

- What are the **ACTUAL** day to day responsibilities?

WHAT EDUCATION AND SKILLS DO WE REALLY NEED?

- “3-5 years brewing experience”
- “Certified Cicerone”
- Story of two candidates who were filtered out early yet ended up being great employees

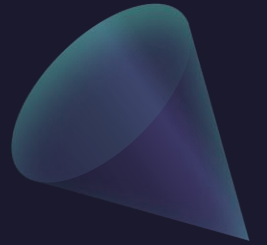
Recruiting

BREWERY SOCIAL MEDIA

- Traditional job sites
- Brewing schools and certificate programs (Siebel, Davis, USD, UCSD)

JOB FAIRS!

- Breakfast burritos and donuts
- Open House
- Be prepared for more than you expected!



Scheduling Interviews



APPLICANT TRACKING SOFTWARE

- Recruitee 
- Breezy
- Better Team

PAST IDEAS

- Group Interviews
- Worked well for tasting room and sales, less so for brewing
- Submit a video (did not work!)
- First come, first serve

WHAT WE DO TODAY

- Phone screen for very basic questions and culture
- Second interview to focus on technical skills and concrete questions
- Third interview for key positions – strong focus on cultural fit



What Are We Really Looking For??

Is the candidate easy to get along with?

Can the candidate learn from others?

Are they flexible in their approaches to situations at work?

Yes!

Yes!

Yes!

Yes!

Yes!

Can they communicate effectively with different personalities?

Can they assist their coworkers or team when needed?

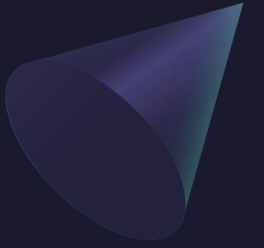




Behavioral Interview Questions

- Hard to fake answers to
- Are specific
- Start with “Tell me about a time” or “Give me an example of” or “Describe when”

Traditional Questions



- “How are you at making quick decisions under pressure?”
- I am fantastic at it!
- Predictable
- Easy to game
- “What’s your greatest strength?”
- “How do you handle a challenge?”
- “Describe a typical workweek?”



Like Peeling an Onion

Situation, Action, Result (SAR)

Ask 6-8 questions and lots of follow up questions

Very little time on resume or cover letter



“Give me an example of a time when you had to make a quick decision under pressure.”

ANSWER

- Angry customer, no manager on duty, offered comp food and beer beyond training

FOLLOW UP QUESTION

- “Does this sort of thing happen often?”

“Give me an example of a time when you had to make a quick decision under pressure.”

FOLLOW UP ANSWER #1

- Oh yes, it happens all the time!
- Our place is so mismanaged, and no one cares.
- I have to save the day all the time.

FOLLOW UP ANSWER #2

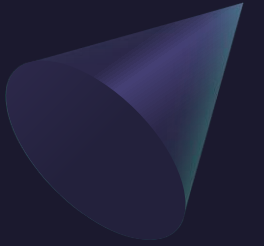
- No, very rarely. I just thought we could do better in this case.
- I provided a comp above and beyond our normal standard because I know how important good service is to our owner.
- Talked to my supervisor later and she backed me up.

Things to Watch Out For:

- Not providing enough detail
- Taking no responsibility
- Overall negativity



Ensuring Consistency to Remove Bias



AVOID COMPOUND QUESTIONS!

- “Tell me about a time you took a risk and it failed, and a time you took a risk and succeeded. What was the difference?”
- Never got the right results

PHYSICAL LAYOUT

- Two interviewers, one candidate for in person interviews
- Ideally same interview team per opening
- Candidate closest to door

ASK SAME QUESTIONS IN THE SAME ORDER

- Can't control follow up questions



DIG DEEP!

- Keep asking questions until you have your answer.
- If they can't answer, offer to come back to the question.

NERVOUS CANDIDATE

- We want candidates good at their jobs, not professional interviewers
- If someone is clearly nervous, slow the pace down a little.
- Story of candidate too nervous to even speak that ended up well

- What was your overall impression of the candidate's performance in the interview?

Candidate was (check all that apply):

<input type="checkbox"/>	On time for the interview	<input type="checkbox"/>	Nervous
<input type="checkbox"/>	Late for interview	<input type="checkbox"/>	Confident
<input type="checkbox"/>	Dressed professionally	<input type="checkbox"/>	Arrogant
<input type="checkbox"/>	Under dressed	<input type="checkbox"/>	Clear and succinct w/ examples
<input type="checkbox"/>	Focused	<input type="checkbox"/>	Confusing and rambling w/ examples
<input type="checkbox"/>	Not focused	<input type="checkbox"/>	Articulate

What positive answers/examples stood out:

What negative answers/examples stood out:

Did the candidate need prompting or probing on any specific question(s)? If so, which ones?

Would you recommend the candidate for this position?

Yes Not at this time

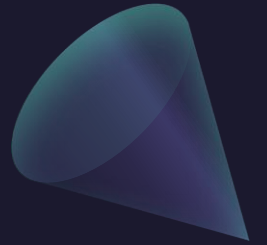
Communicating a Hiring Decision

OFFER LETTER AFTER VERBAL ACCEPTANCE

- Communicate as quickly as possible to non-hired candidates.
- #1 candidate complaint in general is response time.
- You may see (and hire!) this candidate next time.

BACKGROUND CHECK

- The one time I didn't do this...
- Drug testing
- Physical ability test as required by the job






Sample Interview

Brandon Buckner

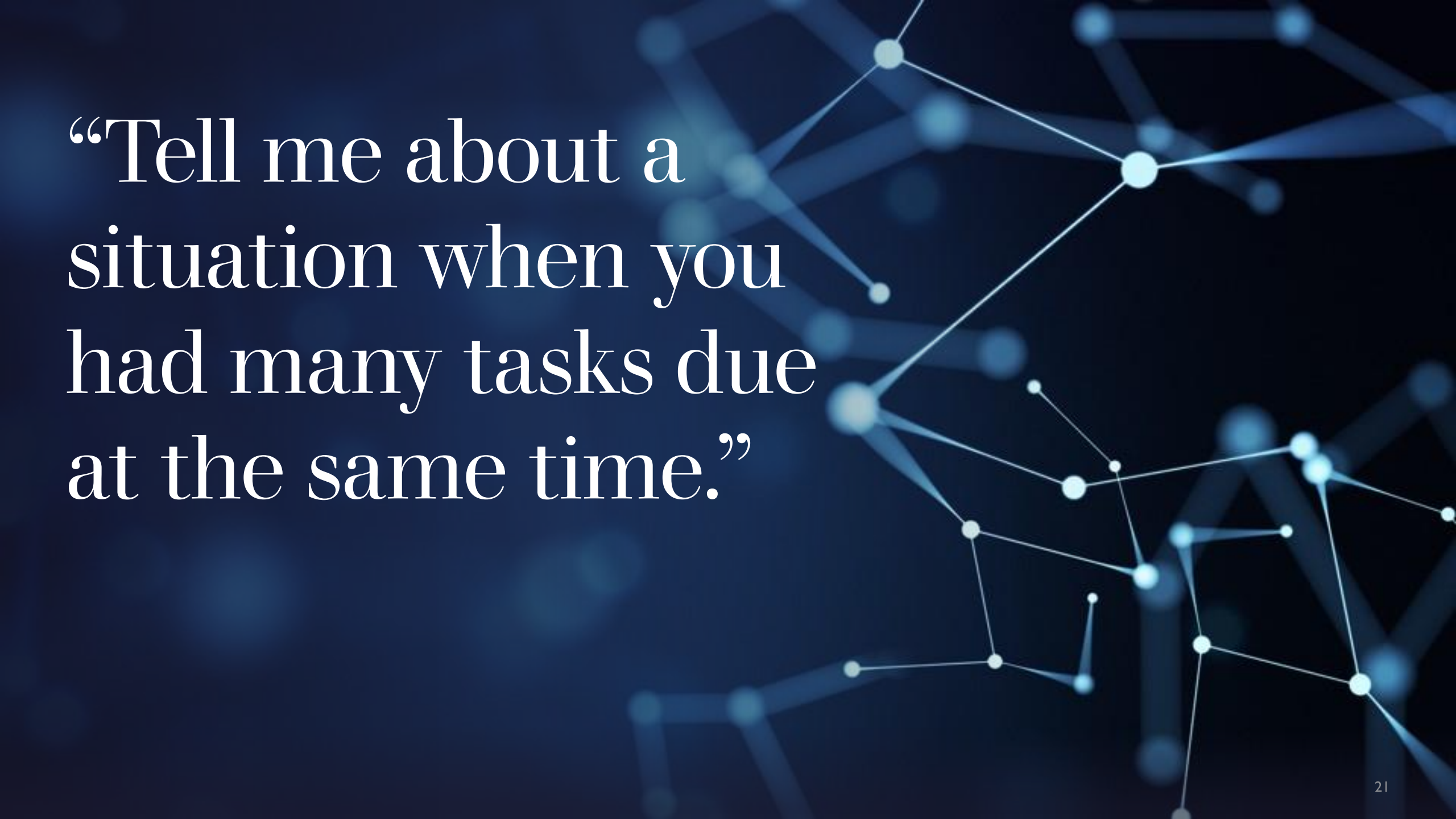
Andrew Garcia



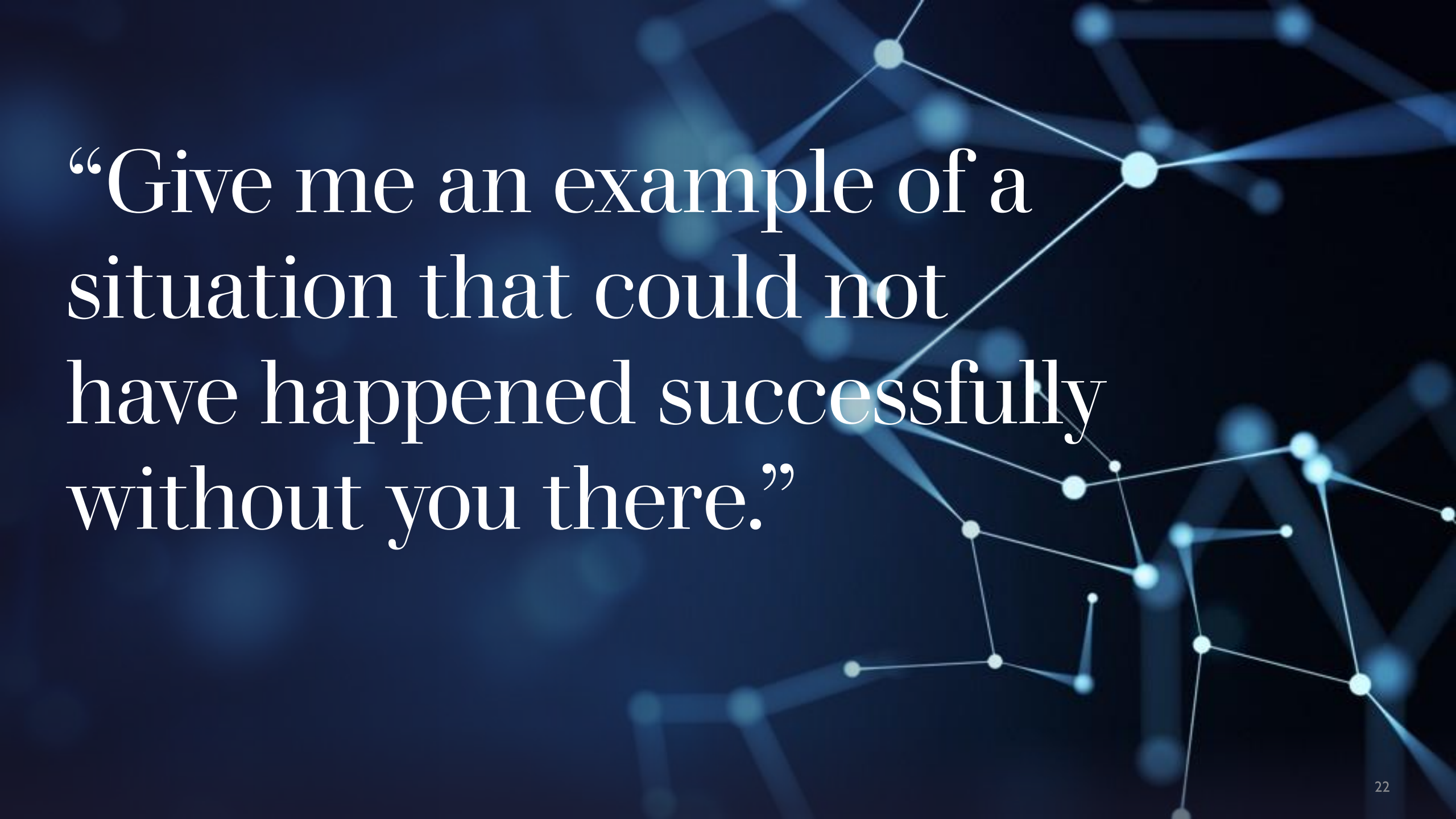


“Describe a time
when you mentored a
coworker.”

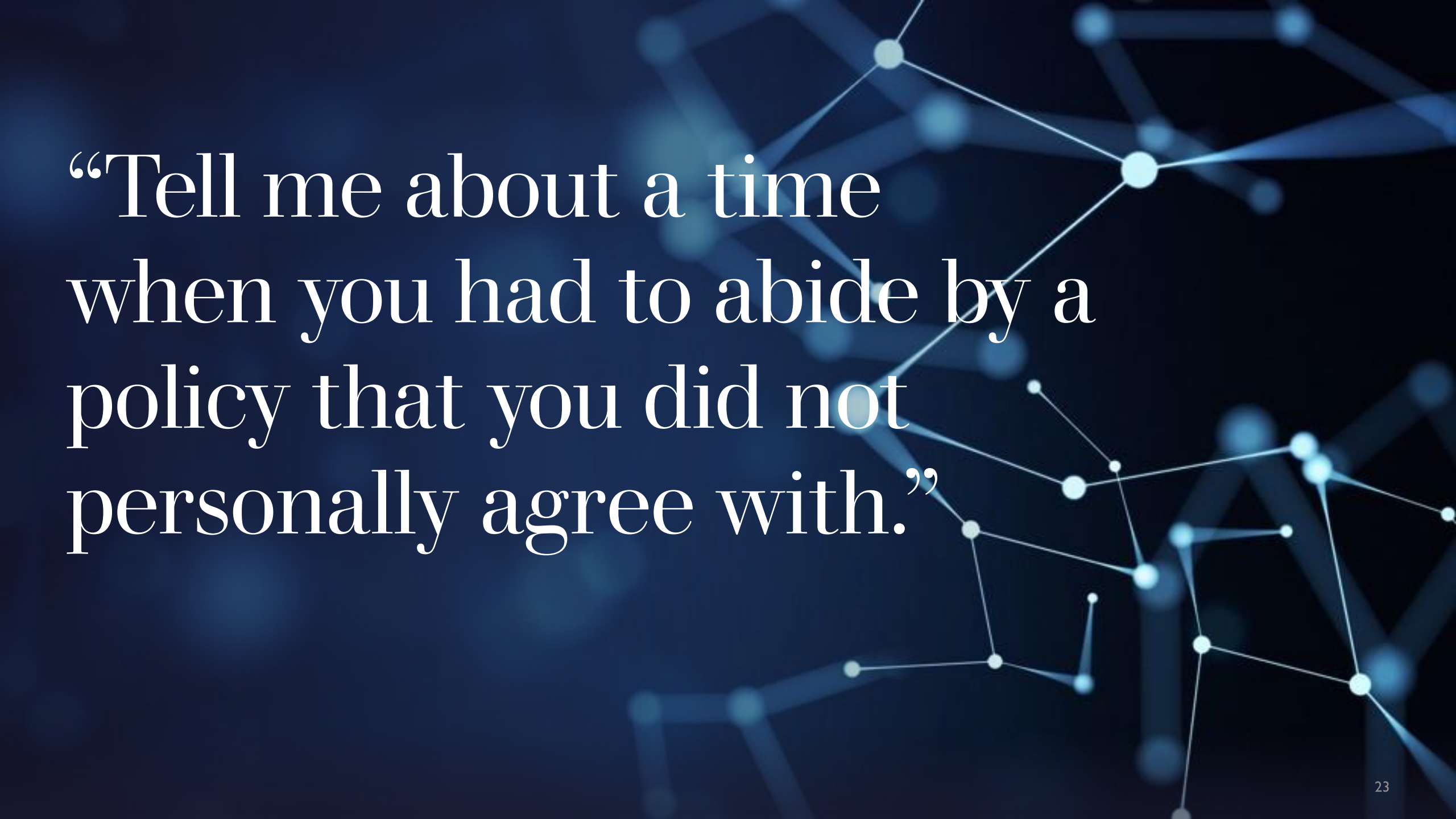
“Describe a situation in which you were able to communicate effectively with an individual who did not like you (or vice/versa).”



“Tell me about a situation when you had many tasks due at the same time.”



“Give me an example of a situation that could not have happened successfully without you there.”



“Tell me about a time when you had to abide by a policy that you did not personally agree with.”

“Who is your role model?”

- My all-time favorite question.
- Not behavioral based – for culture

Thanks for Listening!

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