

The background of the entire image is a dark red color. Six stylized, light-skinned hands are arranged in a circle around the central text, each giving a thumbs-up gesture. The hands are wearing dark grey or black suit sleeves with white cuffs. The central text is in a large, white, serif font with a slight drop shadow.

# 6 WAYS TO IMPROVE YOUR RECRUITING & HIRING EXPERIENCE

produced by



CareerPlug



TDn2K

An illustration of a person from the chest up, wearing a dark suit jacket, a white collared shirt, and a red tie. The person is holding a large clipboard with a dark blue clip at the top. The clipboard has a white sheet of paper with text on it. The person's hands are visible, holding the sides of the clipboard. The background is a solid teal color.

# INTRO

Everyone knows a good employee when they see one: cheerful, optimistic, helpful and ready to do their job every time they come to work. What a lot of business operators don't know is just how to acquire them.

The country is currently abounding with jobs; the national unemployment rate just reached 3.8 percent, breaking an 18-year record. While this is good news for the economy, it also means that qualified candidates have plenty of opportunities for work. Meanwhile, many restaurants are finding themselves empty-handed when it comes to getting these skilled workers in the door.

Recruiting and hiring enough quality employees can certainly be a beast, but TDn2K™ and CareerPlug have the research and tips to make this battle significantly easier.



Half of the battle when it comes to recruiting is actually finding qualified applicants. You can't expect every star employee to just walk into your store and ask for a job – you must proactively reach them where they are. How do you do this, you might ask?

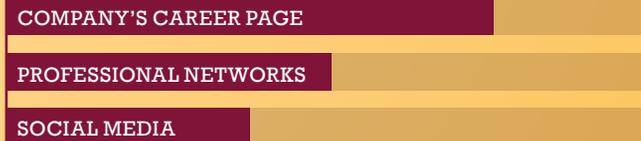
**Utilize your current employees.** Referral was the recruiting source rated most effective for both management and hourly employees, according to the 2017 Recruiting and Turnover Survey produced by TDn2K.

Beyond that, **39% of hourly hires came from job boards in 2016<sup>1</sup>**, according to TDn2K. Additionally, data from CareerPlug says that the top job-searching resources used by candidates are a company's careers page (80%), professional networks (51%) and social media (32%)<sup>2</sup>.

% HOURLY  
HIRES FROM  
JOB BOARDS



TOP JOB-  
SEARCHING  
RESOURCES



## PRO-TIP FOR RECRUITERS

Always carry business cards with you. You never know when you will meet an hourly employee who gives you exceptional customer service!

# 2. know when to PROMOTE FROM

# WITHIN



In 2016, **47% of management new hires came from hourly employee promotions**<sup>1</sup>. This is obviously a smart measure to ensure your managers are dedicated to the company and know their chops.

However, sometimes outside experience is necessary, and it's extremely important to understand when it is the right decision to promote from within versus hiring from the outside. In fact, top performing restaurant brands in the top 25% for sales performance promoted 23% of the entry level managers in 2017, compared to 35% among the middle 50% of companies<sup>2</sup>.

While it's more expensive to onboard a new person with fresh eyes than to promote someone who already understands the direction your company is headed in, it can be even more costly to have a manager that isn't a good fit for their role.





# 3. CONSIDER ADDITIONAL INCENTIVES

If applicants aren't lining up around the block to work at your restaurant, consider making the deal a little sweeter with hiring incentives. **73% of companies provided additional financial incentives** to candidates in areas where recruiting was more challenging in 2016.

Need some other hiring incentive ideas? Check out these commonly used carrots in the restaurant industry:



Signing Bonus



Referral bonus for employees



Relocation Pay



Food discounts



Paid health care



Referral contests



Reimbursement for travel



# 4. MAKE SURE YOUR EMPLOYEE BENEFITS ARE UP TO SNUFF.

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Today's job seekers are looking for more than just money in their careers. Employee benefits have stepped into the spotlight as a crucial component of the job experience. Furthermore, traditional benefits of the past have started to dwindle in importance and have been replaced by newer offerings including education assistance, professional development and paid parental leave.

For example, major restaurant companies such as Brinker International and Starbucks have turned to education assistance to foster employee engagement and well-being, as well as help team members gain the necessary knowledge for prosperous careers.

## Do you know how much your employee is worth?

People Report research shows that the average cost of turnover for an hourly employee is now over \$2,000.



DEL  
FRISCO'S  
RESTAURANT  
GROUP

## BENEFITS: CASE STUDY

Del Frisco's understands the importance of top-notch employee relations and has therefore heavily invested in offering the best benefits to their team members. These benefits include:



Excellent healthcare - offering 100% coverage to all managers and hourly employees with at least two years of tenure that work at least 25 hours per week



401(k) plan with a 25% monthly match from the company



Employee assistance program offering confidential guidance and resources for dealing with personal issues



Leadership training program for restaurant managers and support center team members to help develop soft skills



Crisis fund offering financial assistance to employees affected by catastrophes

DEL FRISCO'S

**BENEFITS:  
CASE STUDY**

## 5. OPTIMIZE THE APPLICATION EXPERIENCE.

Many companies today neglect the importance of creating a user-friendly application experience. It's tempting to cram as many questions as possible into an application in order to learn about a candidate, yet CareerPlug has found that overly detailed application forms can be a major deterrent to potential employees.

In fact, CareerPlug's research revealed that after going through a bad hiring experience, 30% of candidates would buy fewer goods and service, and 27% would even go so far as to discourage their colleagues from applying.

On the contrary, **after going through a positive hiring experience, 61% of candidates would encourage colleagues to apply, and 40% would purchase more goods and services from the company.**

Wondering how to take your application experience to the next level? Focus on mobile. Young workers use phones and tablets more than they do desktop computers, so make sure your restaurants' applications are entirely mobile-friendly and accessible.



**LEARN  
MORE**

### STATE OF THE RESTAURANT JOB APPLICATION:

**00:14:21**

Average time to apply:  
14 minutes, 21 seconds



56% of applications require the user to login, which increases the likelihood that candidates will abandon the application process



60% of companies require an upfront assessment of the candidate



73% of applications require a detailed employment history form

**TIP: USE THE CANDIDATE'S RESUME INSTEAD!**



## ..... 6. INVEST IN THE ..... RIGHT KIND OF TRAINING

Investing in the employee experience should continue long after the initial hire. Companies that don't take the time to properly train their employees during onboarding and throughout their careers find themselves back in the recruiting hot seat again and again.

Furthermore, restaurants must be thorough in the types of training they offer to their employees. In fact, TDn2K has found that restaurants who spent 5% of training time on supervisory skills for their managers reported 19% lower management turnover than those who spent no time on the topic.

What kind of tools can you use to adequately train your employees from their first to their last day? CareerPlug offers an onboarding platform to make sure managers and employees understand what is expected the minute they walk in the door. You've already sourced, interviewed and offered your candidate a job. A realistic and fair onboarding experience is the cherry on top!

What's more is that robust training programs can be a big attraction for candidates looking to grow. For example, Enterprise boasts high levels of college graduates recruited to work in entry-level positions. This is not because college grads are passionate about car rentals; most look forward to the opportunity to learn management and leadership skills that will help them progress in their careers down the road.

One way to make these opportunities apparent is to **clearly demonstrate the growth path at your company**. For example, clearly communicate to hourly level employees the skills and experience that they need to progress to unit-level management, regional supervisor and beyond. This may stimulate their motivation to not only work hard and perform well but also remain loyal to your brand instead of jumping ship early.

# FIN.

TDn2K and CareerPlug have shared these insights and research to help restaurant companies get the right candidates in the door.



To learn more about how CareerPlug can make hiring easier for your company, visit their website at [careerplug.com](http://careerplug.com)

The TDn2K research presented in this E-Book was developed through the 2017 Recruiting and Turnover Report, an annual survey based on responses from 75+ chain restaurant brands. To learn more about this survey or to see results from the newly released 2018 report, contact Jennifer Hubert at [jennifer.hubert@tdn2k.com](mailto:jennifer.hubert@tdn2k.com). You can also find out more about other TDn2K products and services at [tdn2k.com](http://tdn2k.com).