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HIGH VOLUME

# Hiring Playbook

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A Comprehensive Guide for  
Franchisors in Hospitality

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# Setting the Stage for Franchise-Wide Recruitment Success

Taking the time to hire the right candidate in hospitality is critical to providing a superior guest experience, but occasionally you may not have that luxury. Whether you are facing seasonal demand peaks, opening new locations, or scaling your current operations, you may find yourself facing the need to fill a large number of positions within a short time frame. The good news is that it's possible to fill roles quickly, maintain brand consistency, and adapt to market demands efficiently without sacrificing quality. In today's landscape where you are competing for a limited pool of employees, mastering high-volume hiring sets apart the most successful franchisors.

High-Volume Hiring Challenges		High-Volume Hiring Opportunities	
Maintaining consistency across franchise locations	>	Leveraging technology	
Maintaining hiring quality	>	Strengthening employer brand	
Ensuring brand integrity	>	Utilizing employee referrals	
Managing high turnover	>	Building a diverse and inclusive workforce	
Integrating new technologies effectively	>	Streamlining the recruitment process for scalability	
Navigating regional compliance requirements	>	Harnessing data for informed hiring decisions	



# Strategies for Effective High Volume Hiring for Franchisors

## Identify skills gaps

The first step in high-volume hiring is to pinpoint skills gaps. This involves assessing needs by position, evaluating scheduling conflicts and requirements, and determining staff number required for optimal operations. This ensures your hiring efforts are targeted and effective, streamlining your process of filling crucial positions.

Focus on both immediate and long-term needs, considering specific job-required skills and traits that align with your brand identity. This approach helps in pinpointing candidates who are not just a good fit for the role but also for the brand's culture and growth.

## Skills Gap Analysis Checklist:

### Assessing Position Specific Needs:

- ☐ What are the critical skills and traits required for each role?
- ☐ Are there any new skills emerging as important due to changes in the industry or customer expectations?

### Evaluating Scheduling and Operational Requirements:

- ☐ How do staffing needs fluctuate due to seasonal peaks or operational changes?
- ☐ Are there scheduling conflicts or requirements that need specific attention in the hiring process?

### Determining Staffing Number for Optimal Operations:

- ☐ What is the ideal number of staff required to maintain operational efficiency without overstaffing?
- ☐ How does this number vary across different franchise locations?

### Streamlining the Recruitment Process:

- ☐ Are there any stages in the current hiring process that can be streamlined or automated?
- ☐ Are there unnecessary questions included in the application process?
- ☐ Are the job applications and interview processes tailored to efficiently filter candidates for high-volume roles?



## Crafting reflective job descriptions

Create job descriptions that attract a large pool of suitable candidates efficiently. This is key in high-volume scenarios to quickly identify individuals who align with your brand's culture and values.

Include a widely recognizable job title, list the required skills, and outline the responsibilities comprehensively. Adding salary, pay type, and schedule expectations establishes transparency and attracts the right candidates. Highlight any bonuses, shift differentials, or perks that are more likely to appeal to a wider range of candidates.

### Crew Member

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**Company overview:**

At Harri's Restaurants we love everything food! Whether it's burgers, hot dogs, milkshakes or fries, we take pride in everything we make.

We started in 1980 with 2 restaurants, and have now grown into over 25 restaurants throughout 10 states!


If you are a positive, happy, and driven person who is looking to move onto burger and better things then you should become a part of the Harri family!

**Key responsibilities:**

- Guest Experience
- Maintaining a clean environment as needed
- Preparing our awesome food!
- Assisting other team members
- Most importantly: a can-do attitude!

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Salary	<b>\$20/hr</b>
Schedule	<b>Full-time</b>
Location	<a href="#">Harri's Restaurant</a>



**Harri's Restaurant**

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Salary	<b>\$20/hr</b>
Schedule	<b>Full Time</b>

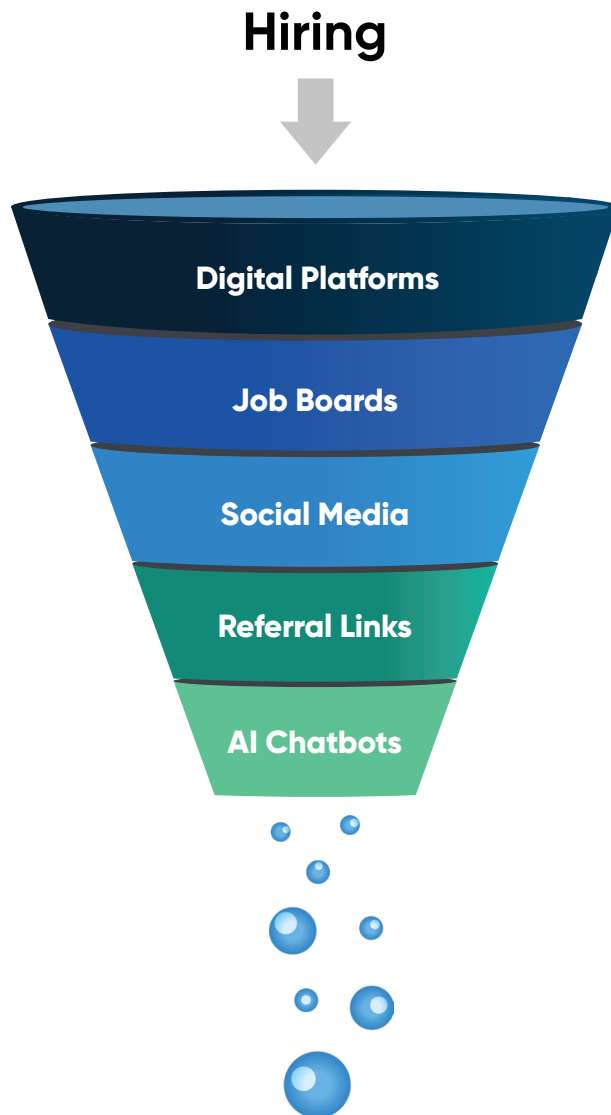
[Apply](#)

Share with Friends

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## Multi-Channel Recruitment Strategies

High-volume hiring demands a recruitment strategy that is not just widespread but also efficient and quick to adapt. Leveraging multi-channel communication is key to meeting these requirements.



### Embrace a Wide Range of Digital Platforms

**Target Multiple Channels for Broader Exposure:** Utilize platforms like social media (Facebook, Instagram, LinkedIn), job boards, and your franchise's website to reach a larger, more diverse candidate pool quickly.

**Tech-Driven Job Broadcasting:** Leverage technology like Harri's multi-channel job broadcasting to post vacancies across various platforms, including industry-specific job marketplaces, ensuring your job listings are visible where candidates are searching.

### Analyze and Adapt

**Monitor Performance Across Channels:** Regularly assess which channels are bringing in the highest quality applicants and at the highest frequency. Use this data to fine-tune your recruitment strategy, focusing resources on the most effective platforms.

**Responsive and Agile Strategy:** Be ready to shift your focus based on performance analytics, ensuring your recruitment efforts remain efficient and effective applicants efficiently.

### Engage Candidates Where They Are

**Modern Communication Tools:** Recognize that today's job seekers, especially younger demographics, are more likely to engage through digital mediums such as SMS, social media messaging, and AI-driven chats.

**Use of Conversational AI:** Implement tools like Harri's AI chatbot, Carri, to provide a seamless and engaging application experience across multiple digital channels, ensuring you cater to the preferences of modern candidates while streamlining the process and handling large numbers of applicants efficiently.

### Streamline the Recruitment Process

**Automating for Speed and Consistency:** Utilize AI chatbots for initial candidate interactions, automating the early stages of the recruitment process and freeing up time for more personalized engagement later.

**Improving Candidate Experience:** Ensure that interactions through these digital platforms are not only efficient but also representative of your brand, enhancing candidate engagement and perception of your franchise.

### Franchise Action Plan

**Develop a High-Volume Recruitment Strategy:** Create a plan that details how each channel will be utilized specifically for high-volume hiring, including types of content and frequency.

**Team Training for High-Volume Dynamics:** Equip your HR team with the skills and understanding to use these tools effectively under the pressures and demands of high-volume recruitment.



## Leveraging Employee Referrals and Networks

Accelerate the hiring process and encourage current employees to refer qualified candidates. This not only speeds up the hiring process but often leads to more reliable and culturally compatible hires.

Streamline your process by implementing efficient systems like automated payouts for successful referrals. This approach encourages employees to actively participate in the referral program, consistently contributing to the hiring pipeline and enhancing the overall effectiveness of your recruitment strategy.

## Real Examples of Restaurant Employee Referral Programs

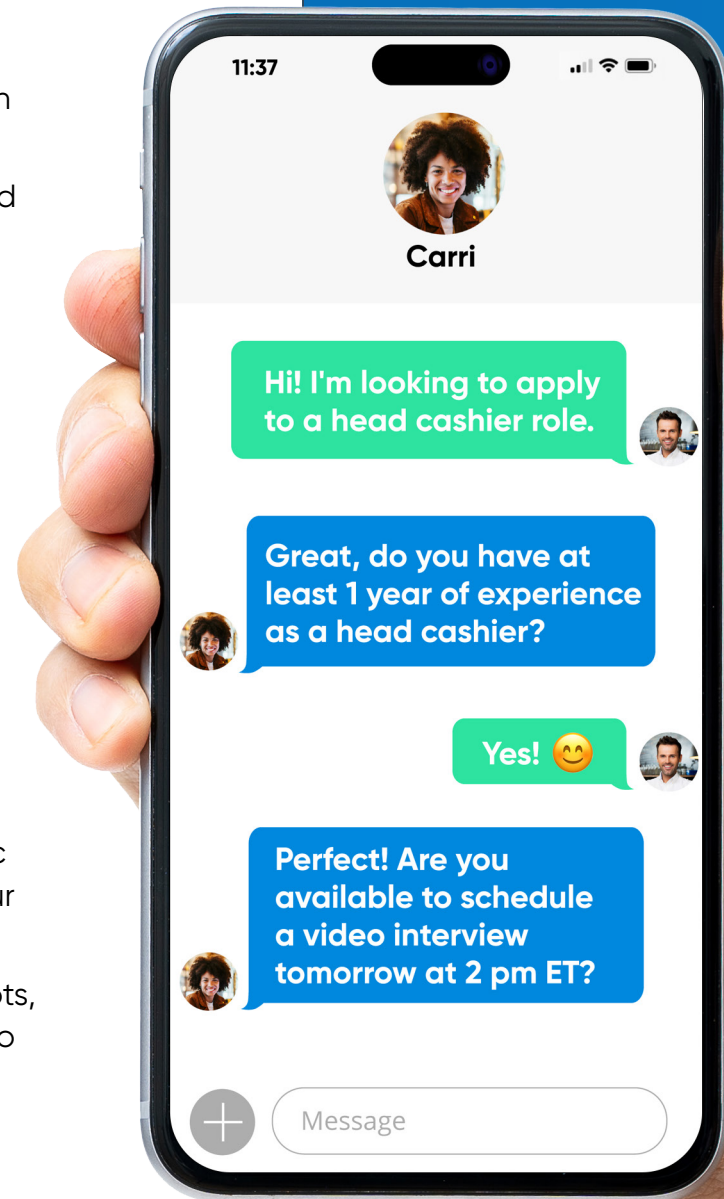
- *Cash bonuses (\$25-\$100) per referral depending upon how the referred employee stays with the business*
- *\$200 cash bonus for crew members and \$750 cash bonus for managers*
- *\$100 cash bonus for every referral*
- *\$500 cash bonus if the referred employee stays 6 months*

## Streamlining Interviews and Assessments

Embrace AI-driven tools for initial applicant screenings to swiftly filter through large candidate pools, focusing on those who meet your specific role requirements. Incorporate customized screening questions within your applicant tracking system to further refine this process.

Consider automated scheduling options, such as self-select interview slots, to reduce administrative tasks and focus on evaluating candidates. Video interviews can be a game-changer, allowing you to engage with more candidates in less time, ideal for high-volume scenarios.

Enhancing candidate communication is key—use automated emails for updates and reminders to keep applicants informed and engaged. Analyze the data from your recruitment processes to continuously refine your strategies, ensuring efficiency and effectiveness in your hiring efforts.



# Comprehensive Onboarding

Schedule Satisfaction

Today ^

Hello Anna, we thought you should know we care about you, and we want to know how you are feeling.  
Can you provide us some feedback on how you like your schedule? Does your schedule fit within your needs? Please provide a score between 1 and 5, 1 being poor, and 5 being excellent

1

2

3

4

5

Poor

Fair

Good

Very Good

Excellent

Skip

Submit

Management Sentiment

Yesterday v

The initial 90 days are pivotal for new hires, and when you are onboarding a high volume of employees at the same time, a strategic onboarding process, enriched with regular engagement, is essential for retention and integration. Remember that a significant portion of employee turnover occurs within the first few weeks of employment, so a strong focus on onboarding can mitigate early attrition.

## Engaging New Hires from Day One

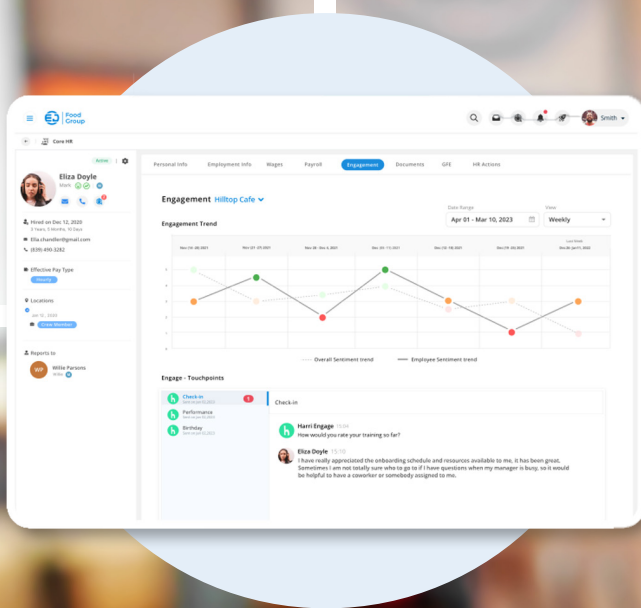
Utilize innovative tools like [Harri Engage](#) to personalize the onboarding experience. Automated engagement, celebrating milestones, and providing targeted support can make new employees feel immediately valued. This regular interaction, tailored to their start date and role, helps in building a strong connection with the organization.

## Continuous Communication and Support

Implement efficient communication systems for ongoing dialogue between managers and new hires. Encourage the use of apps that consolidate essential functions like feedback, schedule management, and shift swapping, making it easier for employees to stay connected and informed. Public recognition and timely updates play a significant role in fostering a sense of community and satisfaction among new team members.

## Data-Driven Intentions for Retention

Leverage the power of analytics platforms such as Harri Engage to monitor employee engagement and sentiment. These insights enable managers to proactively support and intervene when necessary, increasing the chances of new hires staying beyond the critical initial period. AI-enhanced forecasting of retention trends further empowers managers to take meaningful actions to improve retention rates.



## Seamless Integration with HR Strategies

Ensure your onboarding tools are an integral part of your broader HR systems. This integration facilitates a holistic approach to employee retention, linking the onboarding experience with overall employee lifecycle management.



## Prioritizing Employee Feedback

Actively seeking and acting on feedback from new hires aids in refining the onboarding process while also aligning it with the evolving needs and expectations of your workforce.

By focusing on these key aspects, franchisors can create an onboarding experience that not only equips new hires with the tools and knowledge for their roles but also engages and retains them effectively.



## Building a Compelling Employee Value Proposition (EVP)

An effective EVP is key to attracting and retaining talent. Focus on clarity and transparency, communicate your brand's values, and use technology to identify trends and opportunities. Constantly refine your EVP and employer branding strategies to stay in tune with what attracts talented candidates. Highlight benefits such as health and wellness programs or generous holiday packages during the hiring process.



## Checklist for Crafting a Strong Employee Value Proposition

### Collect Employee Feedback

- ☐ Regularly engage with your employees and use their feedback to tailor benefits and policies that genuinely enhance their work experience.

### Define and Communicate Company Culture

- ☐ Clearly articulate your company's values, culture, and mission, and consistently communicate this culture internally and externally to attract candidates who share similar values.

### Offer Competitive Compensation and Benefits

- ☐ Research market trends to ensure your compensation packages are attractive and competitive and regularly ask your employees what is most important to them.

### Provide Learning and Development Opportunities

- ☐ Show commitment to employee growth through training and career advancement opportunities and make them a key part of your EVP to attract candidates seeking long-term career growth.

### Foster a Positive Work Environment

- ☐ Create a supportive and inclusive workplace where employees feel valued and part of a team.

### Promote Work-Life Balance

- ☐ Implement and advocate policies that support a healthy balance between work and personal life and use technology to offer flexible working arrangements where possible.

### Regularly Update Your EVP

- ☐ Stay attuned to changing employee needs and market dynamics and continuously refine your EVP and employer branding strategies to ensure they remain relevant and appealing.

### Communicate your EVP to your franchisees

- ☐ Ensure that the EVP is communicated consistently to all franchisees and provide training and resources to franchisees to help them understand and effectively convey the EVP to their teams.

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# Onboarding and Training: The Franchisor's Role in High- Volume Hiring

## Structured Onboarding for Large Groups

In high-volume hiring, a well-structured onboarding process is crucial for efficiently integrating large groups of new hires. To achieve this, develop an onboarding checklist specifically designed for high intake volumes. Embrace digital onboarding platforms to streamline paperwork and training modules, making the process smoother and more accessible. Additionally, hosting virtual or in-person welcome sessions can greatly enhance the sense of belonging among new hires, fostering a welcoming and inclusive atmosphere from day one.



## Balancing Centralized and Decentralized Training

The key to effective training in a high-volume setting lies in the balance between centralized and decentralized approaches. Core training modules should be centralized to ensure consistency in conveying brand values and standard operating procedures across all franchises. However, to address the specific needs of diverse locations, decentralize role-specific or local compliance training. This dual approach allows for uniformity where it matters most, while still providing the flexibility to cater to unique local requirements.



## Brand Consistency in Training

Develop and regularly update standardized training materials, including videos, to deliver a consistent message across all franchise locations. This ensures that regardless of the scale of hiring, all employees receive the same foundational knowledge and understanding of the brand's standards and practices.



### **Retention Strategies for High-Volume Hires**

Implement a mentorship program where experienced employees guide new hires, fostering a culture of support and learning. Regular check-ins and feedback sessions can help identify and address any early issues, enhancing employee satisfaction and retention. Furthermore, offering career development programs and clear pathways for advancement not only motivates employees but also contributes to their professional growth, reinforcing their commitment to the brand.



### **Case Study: A Franchisor's Success Story**

Cafua Management Company, the largest private Dunkin' Donuts franchise in the U.S., reached a pivotal moment in 2019 with over 225 locations and 5,000 employees, necessitating a digital transformation to enhance efficiency and profitability in workforce management. Harri stepped in as the technology partner to empower managers, unify hiring practices, and optimize scheduling and payroll management, facilitating a focus on employee performance, sales, and guest experience.



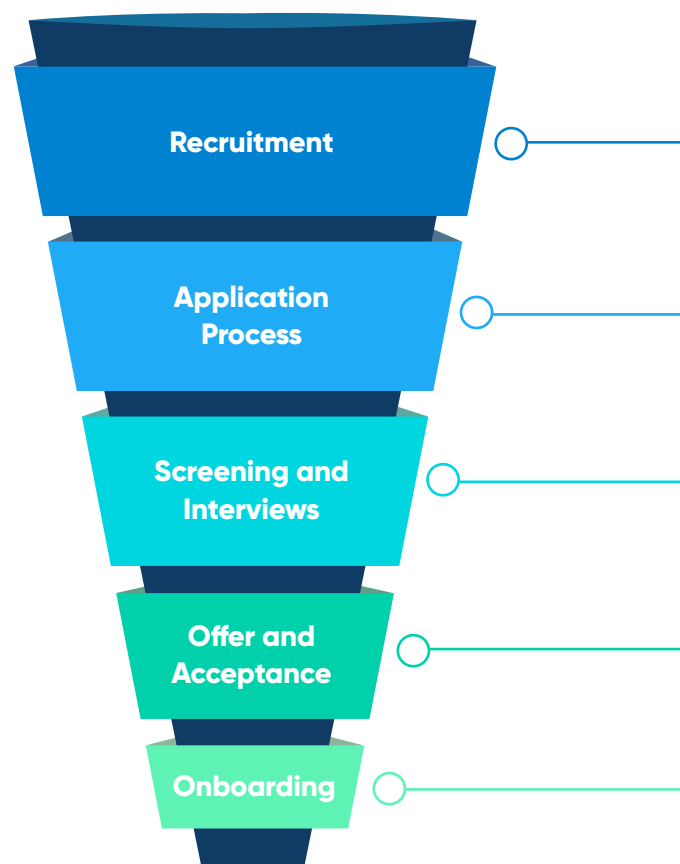
### **Cafua Management Company: Enterprise HCM and Workforce Management Transformation**

[Read More](#)



# Analyzing the Recruitment Funnel from a Franchisor's Perspective

In the world of high-volume hiring, data-driven decision-making provides you with the insights necessary to optimize each stage of the recruitment process, ensuring that strategies are not only effective but also scalable. By closely monitoring key metrics, you will quickly be able to make informed decisions that streamline recruitment efforts and improve overall hiring quality. The power of data is fully realized when coupled with feedback loops. Actively seek and incorporate input from your franchisees, thus ensuring your recruitment strategies are aligned with on-the-ground realities and evolving needs.



## Key Metrics to Monitor

### Recruitment

**Referral Source:** Identify which channels are bringing in the most candidates.  
**Post Engagement:** Track engagement metrics for each social media channel.  
**Organic Search Traffic:** Monitor traffic coming from Google searches.  
**Ratio of Traffic to Application:** Analyze conversion rates from various sources.

### Application Process

**Quality of Hire:** Assess the alignment of hires with job requirements and company culture.  
**Time to Hire:** Measure the duration from job posting to acceptance.

### Screening and Interviews

**Interview-to-Application Ratio:** Number of interviews conducted per application received.  
**Screening Efficiency:** Time taken to move candidates from applied to interviewed.

### Offer and Acceptance

**Offer Acceptance Rate:** Percentage of offers accepted by candidates.  
**Time to Interview:** Duration between the last interview and job offer.  
**Time to Hire:** Time between submitting an application to when an employee is hired

### Onboarding

**Onboarding Completion Rate:** Percentage of new hires completing the onboarding process.  
**Early Turnover Rates:** Employee turnover within the first 90 days.

# Tools and Technologies Tailored for Franchisors

Harri's technology solutions are specifically designed to address the unique challenges franchisors face in hiring, training, and managing staff across multiple locations, offering a cohesive and efficient approach to HR and workforce management.

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## Centralized Technology for Adaptability

Harri's platform connects the dots between all HR processes, providing unit-level flexibility. This centralized system streamlines operations by removing barriers between talent sourcing, onboarding, scheduling, and compliance, enhancing operational efficiency and data integration.

## Harri's Commitment to Hospitality

Harri is built by and for the hospitality industry to help franchisors optimize labor costs, automate key processes, and help retain and engage employees, ensuring a high-touch, personalized employee experience from day one.

## Tailored Solutions for Franchisor Needs

Harri's solutions include:

- **Mobile-Centric Application Processes:** These appeal to a broader candidate pool, essential in high-volume hiring scenarios.
- **Hospitality-Driven Applicant Tracking System:** Streamlines recruitment across teams, facilitating efficient sourcing, interviewing, and hiring.
- **Compliance-Driven Scheduling:** Ensures schedules are compliant with labor laws, helps create accurate schedules based on labor demands and performance, and provides real-time notifications for compliance management.

## Consistent Candidate Experience Across Franchises

Harri ensures a uniform candidate experience, upholding brand consistency throughout the hiring process. The platform provides franchisors with comprehensive insights and analytics, covering both pre-hire and post-hire metrics. This enables data-driven decision-making, crucial for optimizing high-volume recruitment strategies and maintaining high standards across franchises.



# Key Takeaways



Your ability to adapt and implement effective high-volume recruitment strategies can significantly impact your franchise's success. From leveraging cutting-edge technology to fostering a culture of continuous learning and feedback, your efforts in refining the hiring process will not only enhance operational efficiency but also strengthen your brand's reputation in the market.



By staying ahead with innovative approaches, embracing data-driven decision-making, and continuously seeking franchisee input, you can lead your franchise network towards sustainable growth and a competitive edge in the hospitality sector.

If you are striving to enhance your recruitment practices, Harri's specialized solutions are designed to meet your unique needs in the hospitality industry. Explore how our technology can streamline your hiring process, from attracting top talent to ensuring successful onboarding and retention. Partner with Harri to transform your high-volume hiring approach.

[Speak to an expert](#)

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