



Employee Value Proposition

Vincent Montanelli
COO





**Lynne is
here to
help!**

**Recruit and
retain a
committed,
efficient and
welcoming
team**




Great ideas from the tables

- **Make first day of training special**
- **Offer hiring bonuses**
- **Contact athletic directors**
- **Raise after 3 months**

Wetzel's Pretzels®

SAMPLE TEAM MEMBER PROFILE

DESCRIPTORS	WHAT DOES IT LOOK LIKE?
RELIABILITY <ul style="list-style-type: none"> Does what they say they will do Is fully prepared to deliver great service and have fun Can be counted on to work hard/play hard 	<ul style="list-style-type: none"> Shows up for work slightly early/comes prepared Comes back from breaks on time Notifies customers that may need extra service to be satisfied Is always on the floor & in position when busy Wears uniform properly
POSITIVITY <ul style="list-style-type: none"> Always looks for ways to add value on a shift Asks manager for ways to help beyond their role Is source of infectious energy and passes it on Offers to stay if needed to cover someone else 	<ul style="list-style-type: none"> Follows Training Program so they can set a good example for others Is a people person Shows genuine passion for our great food and drinks Goes to know team members and guests in an authentic way
CUSTOMER FOCUS <ul style="list-style-type: none"> Engages customers with a bright smile and kind greeting Finds genuine ways to describe our fresh food and drinks Uncovers what the customer wants...even if they don't know it right off the bat Listens to customers carefully and provides suggestions to surprise and delight them 	<ul style="list-style-type: none"> Goes to the counter to help customers before the customer does Lets the customer know they will be right with them when busy doing something else Lets a waiting customer know it is because their pretzel is coming right out of the oven & fresh Helps customer complement their order with dips and drinks so they leave as happy as possible Lets customer know they will make a fresh pretzel for them if pretzel in warmer is not fresh Offers a free lemonade if customer must wait for their order
HUSTLE <ul style="list-style-type: none"> Is always in motion Loves a quick pace and keeps up Has visible drive to ensure product is delivered in time to stay fresh 	<ul style="list-style-type: none"> Moves quickly during the shift, noticing opportunities to improve efficiency Helps team stay energized to deliver on a busy paced shift
TEAMWORK <ul style="list-style-type: none"> Proactively helps teammates when they are in the weeds Looks for ways to support teammates Always kind and thoughtful with teammates and managers Offers others help when not super busy 	<ul style="list-style-type: none"> Restocks products without being asked Helps cashiers by getting customers' orders together Notifies when it's a good opportunity to sample and does so Is willing to stay longer when needed 
INTEGRITY <ul style="list-style-type: none"> Is honest even when it's not easy Always tells the truth Acts within the values and procedures outlined for Wetzel's employees Does the right thing even when no one is watching 	<ul style="list-style-type: none"> Talks to management about what happens in the bakery, even if there is a problem Notifies manager when mistakes are made and works to fix it Pays attention to customer needs immediately and always Apologizes when mistakes are made

Sample team member profile

Look for people with this type of profile because these types of people are usually successful in our type of business

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SAMPLE TEAM MEMBER INTERVIEW GUIDE

INTRO:

This is a sample guide to give you some ideas for how you might interview and select Wetzel's Pretzels team members.

A FEW HINTS IN ORDER TO GET THE MOST OUT OF YOUR INTERVIEWS:

- Use the response guide to determine how close the answer was to great.
- The guides are not a pure science so use your judgement in evaluating responses.
- Add questions of your own in order to dig deeper.
- Remember that the candidate is evaluating you and Wetzel's too: make the experience positive!
 - Offer the candidate a drink and a comfortable place to sit.
 - Offer to answer any questions the candidate has during your time together.
- RELAX and enjoy getting to know a potential future team member.

QUESTIONS:

PREPAREDNESS

- ? How did the candidate show up? Was he/she prepared/dressed appropriately? Did he/she have good questions? Did he/she conduct research? Was he/she on time or early?

RELIABILITY

- ? How late is too late to arrive to a shift?

GOOD FOLLOW UP PROMPT: What specifically would you do to TRY to be on time?

- ? Describe what you believe it means to come prepared for work?

CUSTOMER FOCUS

- ? If I ordered 1 plain pretzel, how would you attempt to sell me something to complement it? Roleplay.

- ? A customer is irritated to see that their pretzel is burnt and says, "Hey I paid \$5 for this and I don't want it now!" Roleplay your response.

*Continued on reverse.

Sample interview guide

Do you ever feel
like you just
don't know what
to ask...

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SAMPLE INTERVIEW ANSWER GUIDE

You can use this sample guide to compare responses given by your candidates. Candidates will not respond with the exact words so it is important to listen for the spirit/meaning of their answer as you evaluate them.

PREPAREDNESS

? QUESTION: HOW DID THE CANDIDATE SHOW UP?

STRONG ANSWER:

The candidate arrived early and was dressed in clean slacks and a collared shirt. He had researched our brand and had paper and pen to take notes. He greeted me with a handshake, smile and great eye contact.

ANSWER REQUIRING FOLLOW UP:

The candidate was on time and introduced himself, but was wearing ripped jeans and flip flops.

WEAK ANSWER:

The candidate rescheduled once and on his second appointment he was 20 minutes late.

RELIABILITY

? QUESTION: HOW LATE IS TOO LATE TO ARRIVE TO A SHIFT?

STRONG ANSWER:

I would always arrive 5-10 minutes before my shift to make sure I had time to prepare for the upcoming shift.

ANSWER REQUIRING FOLLOW UP:

It's important to be on time and I would try to be on time each shift.

WEAK ANSWER:

Probably more than 10 minutes is considered late. Everybody knows traffic here is terrible, so to expect someone to be on time every day is a little harsh.

FOLLOW UP:

What would you do to try to be on time?

? QUESTION: DESCRIBE WHAT YOU BELIEVE IT MEANS TO COME PREPARED FOR WORK?

STRONG ANSWER:

Coming to work prepared means being in a clean, full uniform, with my positive attitude, & ready to go.

ANSWER REQUIRING FOLLOW UP:

Coming to work prepared means wearing or bringing my uniform in time to work.

WEAK ANSWER:

Showing up and knowing my shift time.

FOLLOW UP:

Anything else?

Sample interview answer guide

What are they
really telling me
with how they
answered my
question

SAMPLE POST FOR JOB SITES



As a Witzel's Pretzels Team Member you'll enjoy a fun, team oriented environment with competitive pay, flexible scheduling, and great discounts on our fresh pretzels and delicious drinks. No experience required...we need reliable, positive Team Members who enjoy delighting our great customers!!

It's work that doesn't feel like work!

TEAM MEMBER

- PART AND FULL TIME POSITIONS AVAILABLE NOW
- STARTING PAY \$11.00/HOUR
- FREE FOOD AND DRINK
- ENJOY INTERACTING WITH CUSTOMERS AND MAKING THEM SMILE
- WORK ON A FUN TEAM

ASSISTANT MANAGER

- PART AND FULL TIME POSITIONS AVAILABLE
- STARTING PAY \$13.00/HOUR
- CAREER ADVANCEMENT OPPORTUNITIES
- ENJOY WORKING WITH CUSTOMERS AND LEADING TEAM MEMBERS
- STRONG COMMUNICATION SKILLS NEEDED
- JOIN A FUN TEAM WITH TONS OF OPPORTUNITY FOR GROWTH

Sample job posting

This is a team members first impression of the hiring process...make sure yours is better than the last company they saw



Employee recruiting cards

**You team can help you
find great team
members...it's your job
to staff the bakery and
it's your team's job to
help you do it**

Wetzel's® Pretzels



REFER A FRIEND!

**ARE YOUR FRIENDS
JUST LIKE YOU?**

- RELIABLE
- CUSTOMER FOCUSED
- TEAM ORIENTED
- POSITIVE
- HIGH INTEGRITY
- READY TO HUSTLE

\$200
REFERRAL BONUS!

*YOU'LL RECEIVE \$100 ONCE YOUR REFERRAL IS HIRED, AND ANOTHER \$100 AFTER THEY HAVE WORKED AT WETZEL'S FOR 60 DAYS.

Team member recruitment flyer

**How much would
you pay a website
or recruiting
agency to find a
great team
members...why not
reward your team
to do it instead**

Wetzel's® Pretzels



BENEFITS INCLUDE:

FLEXIBLE SCHEDULING
FUN TEAM CULTURE
FREE PRETZEL + DRINK EACH SHIFT
CAREER OPPORTUNITIES
NEW BAKERY OPENINGS

READY TO ROLL?

CONTACT US:

EMAIL ADDRESS

PHONE NUMBER

**Now hiring
flyer**

**Great way to let
potential team
members know that
there are positions
available...you can't be
everywhere there is a
potential team
member, but you can
leave some flyers at
local schools,
churches, etc**



JOIN OUR TEAM!

Team members and managers at Wetzel's Pretzels enjoy a fun, team environment with competitive pay, flexible scheduling and free fresh food and drinks.

- We are a fresh bakery producing hot, craveable, hand-made pretzels that are best in classjust like our teams!
- No experience is required but bring your A game.... you need to be reliable, positive and enjoy delighting our fabulous customers.
- **It's work that doesn't feel like work!!**

If this sounds like you and you want to be a part of a fun, growing brand click here to find the closest Wetzel's bakery to you!

WORK FOR WETZEL'S!



ABOUT WETZEL'S PRETZELS

Bread with a mission and a taste never for soft manual perfection. Bill Shufes and Rick Wetzel opened the first Wetzel's Pretzels bakery in Redondo Beach, Calif.

Join our team website

Helps find team members in a way that they look for jobs today



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- **Online recruiting tool**
- **Google Jobs, Indeed, etc**
- **Screens applicants**
- **Over 400 applicants in just two months**
- **+ virtual file cabinet**

A close-up photograph of a bowl of creamy soup. The soup is white and thick, topped with golden-brown croutons, small pieces of orange and green vegetables, and fresh green herbs. The bowl is dark-colored and sits on a wooden surface. A diagonal watermark reading "PRIVATE & CONFIDENTIAL" is visible across the image.

**Make
orientation
impactful**

**This is
some really
good soup**

Top three hot ideas



**Start
retaining
during the
interview**



**Implement
new tools**



**Try
something
you heard
at the table**

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thank you!

Talent

It's just
different today...
Dig in!



The Big Picture



Where are all the great candidates?



How did I learn about the Wetzel's Team Member experience?

- Structured Conversation guide across the entire lifecycle of a team member
- Interviews across 12 Operators representing over 100 units
- Research online job boards, employee feedback platforms
- Reviews of Wetzel's vs. People report data

What do Team Members Say about Wetzel's?

“Easy work & good learning environment”

“Regular and nice customers”

“I had the opportunity to be on a great team”

“Yummy free food”

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**Other thoughts
were less positive,
but thought
provoking...**

**“When something bad
was going on my
manager did nothing”**

**“Don’t work here if
you don’t like
stress”**

**“My manager hires
many people who
don’t want to work”**

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Glassdoor statistics tell a part of the story too...



58%

Got the job as a walk in

12-15 minutes

Average time of interview

1.8 out of 5

Difficulty of interview

50%

Had a neutral or poor recruiting experience

51%

Recommend job to a friend

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**Are you working hard to
retain the people that
you know you should
replace?**

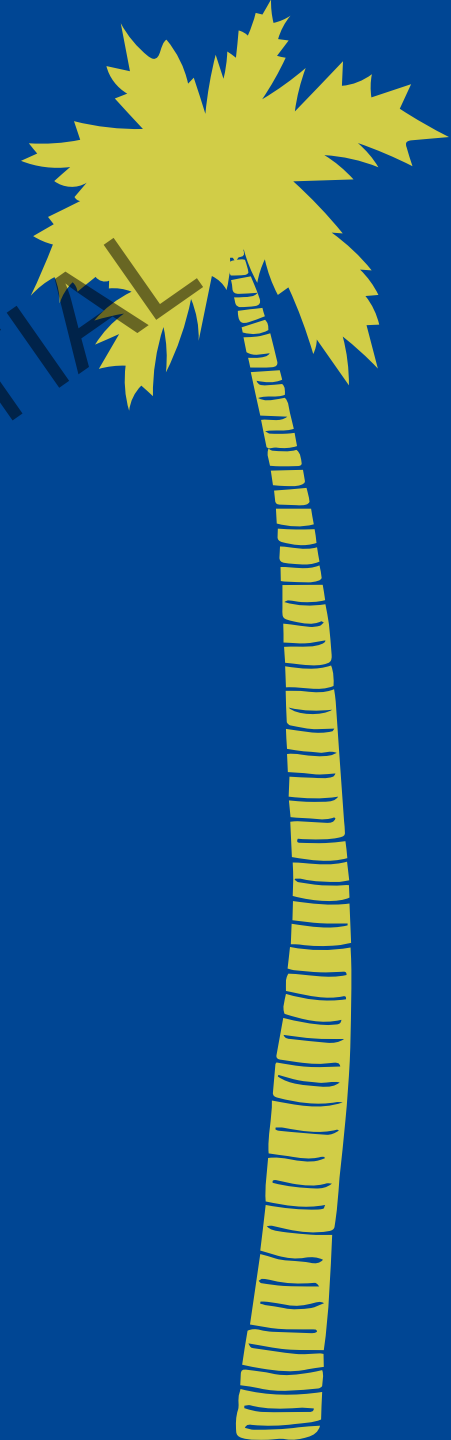
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**Are you absolutely sure
that you are creating a
team and a culture that you
would want your kid
working in?**



**We have to think about
this Talent thing
differently!**



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Think differently!

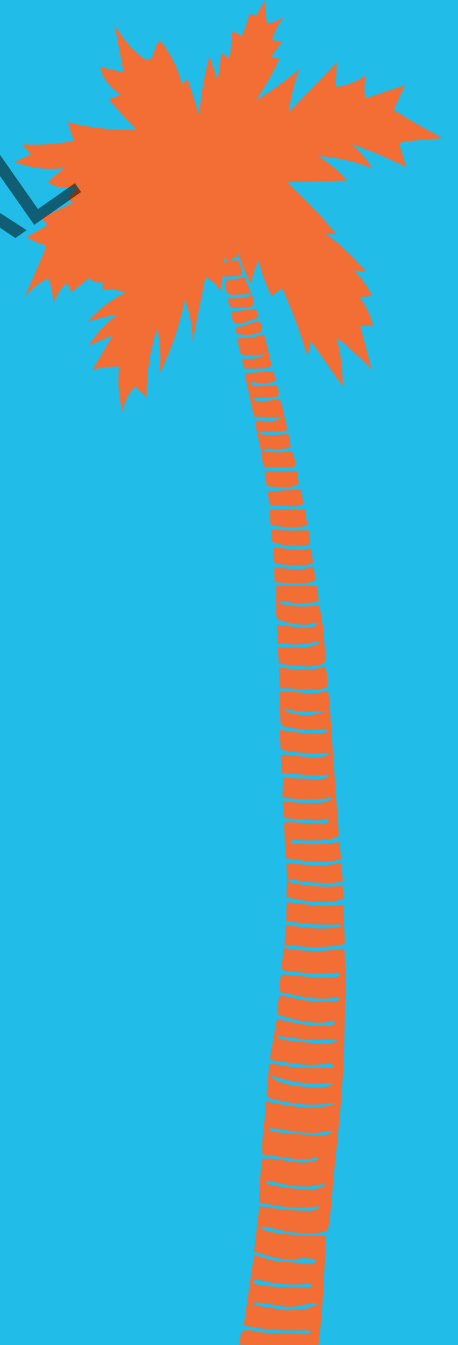
- There is no silver bullet to Sourcing or Retaining talent
- But...there are a set of best practices and tools to apply



Think differently!

- Talent is a Contact Sport. Prepare for battle!!

**Let's think about it
in terms of:
The Lifecycle of a
Team Member**



Labor

HIRE

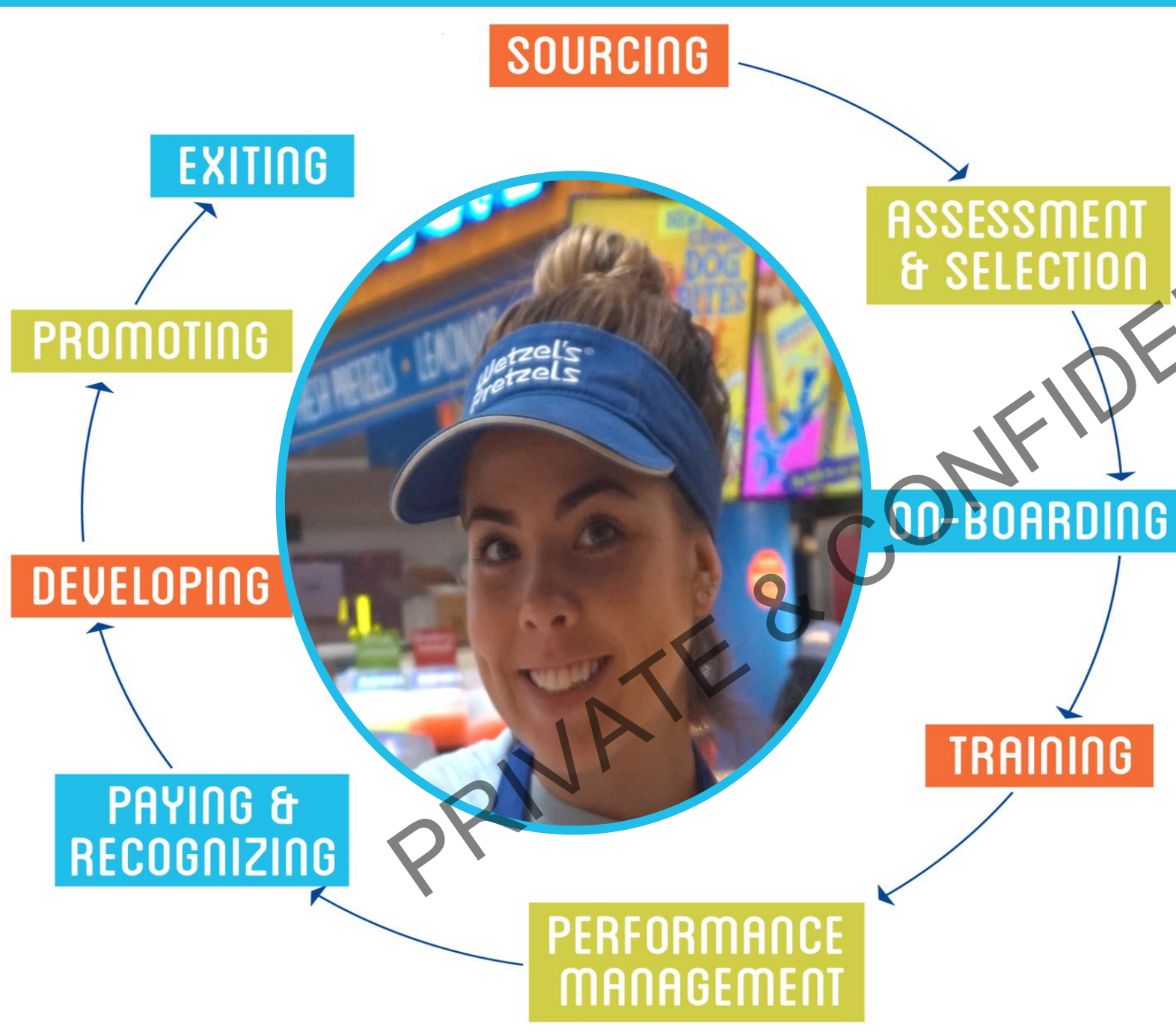


TRAIN



MANAGE

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Talent

Wetzel's Team Member experience: Sourcing

- 100% identified Sourcing Talent as the #1 issue across the Lifecycle at Wetzel's
- Almost all have 1 Go-to way to source talent
- Little use of online recruiting which is Millennials and Gen Z's go to method to find work



Common themes in current Wetzel's online postings include...

- Lots of “must be’s”: Over 18, authorized to work in US, bi-lingual, able to lift more than 20 pounds, have good transportation, not a “seasonal worker”
- Required full availability
- Requirements around previous restaurant/retail experience
- Requirements around leadership skills
- Reminders to be on time and be in uniform
- Requirements to upsell
- Food Handlers Certifications
- Pays Minimum Wage



Or a different approach...

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No experience requiredwe need reliable, positive Team Members who enjoy delighting our great customers!! It's work that doesn't feel like work!



Or a different approach...



Team Member

- Part and Full time positions available now
- Starting pay \$11.00/hour
- Free food and drink
- Enjoy interacting with customers and making them smile
- Work on a fun team



Wetzel's Team Member experience: Selection

- Agreement that selection is missing tools
- Many use probationary period as selection

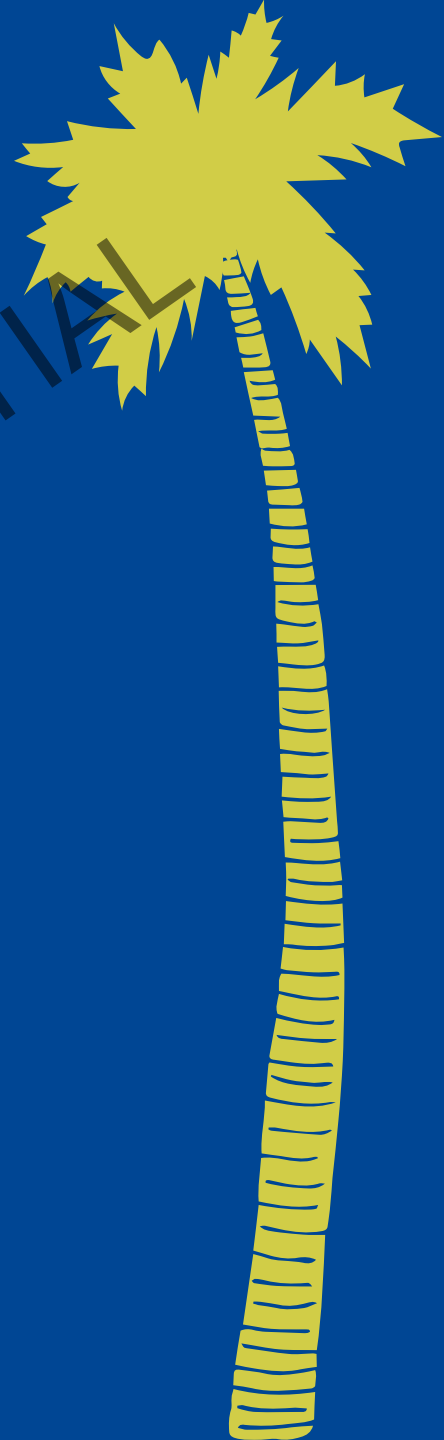
Wetzel's Team Member experience: Hiring and OnBoard

- 98% Acceptance rate when an offer is made!
- On-Boarding practices vary from none at all to fantastic



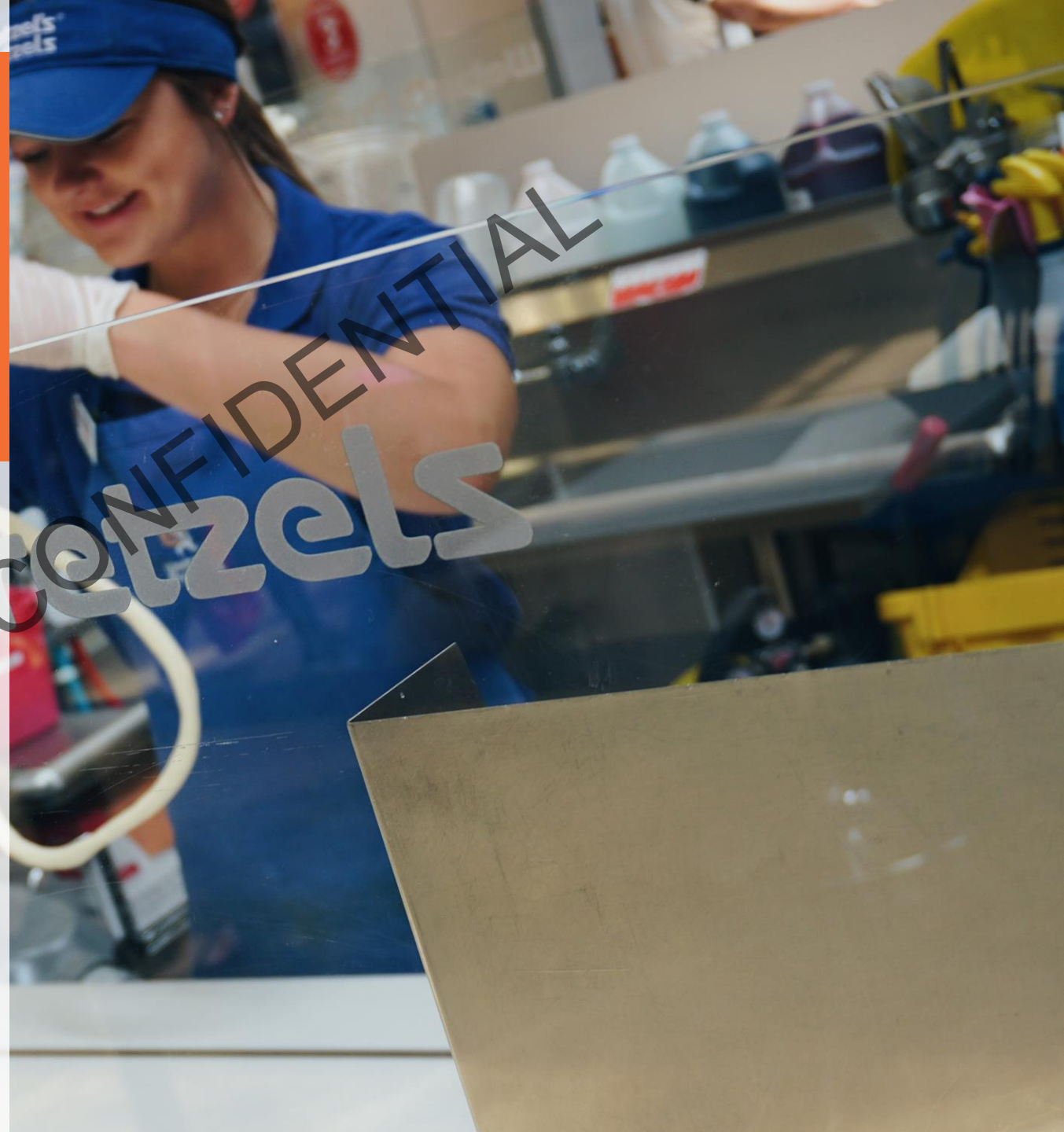
**Does onboarding really
matter?**

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Wetzel's Team Member experience: Training, Pay and culture


- Most Operators want Training Materials in Spanish.
- Almost all said that once hired the culture is strong enough to keep talent
- The rule for Pay seems to be “We pay what the mall pays”



top three hot ideas



**At least
1 more
Sourcing
method
to use**



**Make
Selection
more
structured
and
thoughtful**



**Make On-
Boarding a
WOW
experience**

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thank you!