# Interviewing & Hiring SOP

## 1. Overview

Interviewing and hiring is a critical function in maintaining proper staffing levels at each site. A site can **never be overstaffed**. We are always hiring. [Company] uses multiple channels to receive candidate applications:

- Each site maintains an active **job board account (Indeed recommended)**, which **must be reviewed regularly**.
- Candidates may also apply through your **payroll/HR system's hiring link (e.g., Gusto, ADP, Paychex)**; these applications route automatically to that system's hiring section.

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## 2. Application Review & Candidate Filtering

Leaders are responsible for reviewing applications and filtering candidates according to the following guidelines:

### Resume Review

- **Begin** by evaluating the candidate's resume.
- **Shortlist** candidates with prior car wash experience.

### Automatic Disqualifications

Candidates **must be automatically disqualified** if they:

- Do not submit a resume
- Are former [Company] team members who were terminated or left on unfavorable terms
- Have substantial work history but no customer-facing experience (jobs with no direct customer contact, e.g., warehouse, back-of-house kitchen, stocking, overnight production)

### Ideal Candidate Profile

- Cashier or customer-facing experience
- Evidence of showing up for a group with standards (team sport, competitive activity, or equivalent)
- Little to no prior work experience **is acceptable** and **should not** disqualify the candidate
- Hobbies include outside activities
- Have worked outdoor jobs

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# 3. Initial Phone Interview

## Purpose

Once candidates are selected, leaders **must conduct an initial phone interview** using the standardized phone interview questions. This step is mandatory and critical to the hiring process.

Leaders must confirm that candidates demonstrate:

- Professionalism
- Clear communication
- Genuine interest in the opportunity

The phone interview **also determines** whether an in-person interview would be valuable for both the candidate and the company.

## Candidate Does Not Answer

If a candidate does not answer:

1. Leave a voicemail clearly stating your name and [Company].
2. Request a return call if the candidate remains interested.
3. Immediately send the following follow-up text:

   "Hi, this is [Hiring Leader Name] from [Company]. I'm calling about your recent application and would love to connect with you. If you're still interested in a position with us, please call me back when you have a moment. Thanks!"

   *Use text only to set up the phone interview. Keep it professional and short. Don't answer a bunch of questions or chat over text at this stage.*

## Required Initial Phone Interview Questions

1. For roles that may drive customer vehicles (e.g., Full Service): Do you have a valid driver's license?

   *Only ask if the role may drive. Skip for greeter/cashier-only roles.*

2. Do you have reliable transportation to [site location]? About how long is your usual commute to this site?

   *Ask commute time, not their address or neighborhood.*

3. We have an Appearance & Safety Policy (no facial piercings on shift; limited jewelry for safety; tattoos must be covered if required). **Can you comply with this policy while working?**
4. Are you able to work on your feet for 4+ hours at a time?
5. Can you handle outdoor weather while serving customers in a friendly manner?

   *If they mention a medical reason, don't ask why. Note it and move on.*

6. Are you comfortable running a cash register? (This is primarily a sales/customer service role.)
7. How do you feel about running? (We require urgency to best serve customers.)

   *Listen for energy vs. hesitation. That reaction is the answer.*

8. How do you feel about studying? (Comprehensive sales guidelines must be learned.)

9. The company provides uniform shirts and requires black work pants/shorts. If hired, how quickly could you purchase these?
10. If hired, how quickly could you start working?
11. What is your availability once you begin, and what is your ideal number of hours per week?
12. When is the soonest you could attend an in-person interview?
13. Can I send you a calendar invite to your email for the interview?

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## 4. Scheduling In-Person Interviews

- Interviews **must not** be scheduled if staffing levels are insufficient to fully cover all operational stations.
- Interviews must be intentionally scheduled to allow the hiring leader **dedicated, uninterrupted time**.
- For best practice, interviews should be scheduled outside of peak volume hours. Recommended interview times are before 9 am and after 5 pm.
- In-person interviews **may be conducted** when the hiring leader is the only leader on duty, **provided proper staffing coverage is in place**.

### Procedure

1. Create a calendar event with:
    - Date
    - Time
    - Location
2. Add as invitees:
    - Candidate email (if available)
    - Senior leadership email
3. Send a text confirming the interview date, time, and location.

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## 5. In-Person Interview

### Purpose

Candidates who successfully complete the phone interview **must participate in an in-person interview** before any hiring decision. This portion of the hiring process introduces the candidate to how we operate and what the day-to-day generally consists of.

Leaders **must evaluate**:

- Professionalism and appearance

- Communication skills
- Overall suitability for the role
- Ability to interact with customers
- Ability to follow instructions
- Ability to work in a fast-paced, team-based environment

## Required In-Person Interview Questions

1. Do you understand this is a volume-based business and you may be sent home early or called off due to low volume or weather?
2. On the flip side, you may be asked to come in early or on your day off if volume spikes. Understand that if you want hours, you should capitalize on the nice-weather, high-volume days. Also understand that schedules are subject to change, so you may be asked to stay later than your scheduled shift based on the volume of the day.
3. Are you willing to work outdoors in extreme weather conditions?
4. Do you have any questions or issues adhering to the Appearance Policy?
5. What specific days and hours are you available during the week and weekends, and what is your preferred number of hours per week?
6. Are you comfortable being stationed as a greeter and/or in a sales-facing role?
7. What bothers you more: doing something wrong, or making someone wait?
8. How do you feel when people are waiting on you?
9. If you saw a coworker moving slowly while customers were waiting, what would you do?
10. We pay by direct deposit only. That means a checking or savings account with a routing and account number. A Cash App username or Venmo handle won't work. Do you have one, or can you open one before your first day?

    *Heads-up, not pass/fail. If they don't have one, tell them it's needed by onboarding.*
11. Are you aware that pay includes a base rate ($[X]–$[Y]) plus tips, commissions, and bonuses based on performance?
12. Outside of a paid job, when were you last on a team that kept score or had a win/loss (sports, band, esports, league, whatever)? Were you more of a starter, bench, or captain type, and how do you know? What's the earliest or worst-weather practice or game you still made, and why didn't you skip?

    *No team history? Ask: Where have people depended on you not to flake?*
13. Are you willing to accept the position as a Team Member? If yes, send a picture of the pants you have purchased to confirm, or bring them by for the hiring manager to check.

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## 6. Next Steps

At this point, before the candidate leaves, you need to have a decision on whether or not you will offer the candidate a position. If not, politely inform the candidate that it is not the best fit at this point in time.

If you decide to offer the position, follow this procedure:

1. Provide the candidate with the [approved work pants list] if needed. Highly recommend that they check what pants they already have that might work, and then check their local Goodwill.
2. Inform the candidate that you cannot schedule onboarding until you have received a picture of the approved work pants, or they bring them by for you to check.

   *The company never deducts the pants cost from pay.*
3. Once you have confirmation of approved work pants, refer to the [Company] Onboarding SOP and schedule an appropriate time to meet with the Team Member for onboarding.
4. Be sure to tell the new Team Member to bring the necessary documentation for the I-9 and bank information for direct deposit. Refer to the I-9 Acceptable Documents List (uscis.gov/i-9) for clarification. A common combination of documentation is a valid state ID/driver's license and a Social Security card.

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*[Company] is an equal opportunity employer. Ask only job-related questions; handle accommodation requests after the offer.*

*Pay methods, uniform costs, and hiring questions are governed by state and local law. Confirm your state's requirements before adopting this SOP.*