



Barsella

NY PIZZA + COCKTAILS · 5600 SMU BLVD · UNIVERSITY
PARK, DALLAS

The hiring package

A posting is the restaurant's first act of hospitality.

Prepared for Asher Hill, Service Manager, founding team · 9 September 2026 · the three postings, the interview method, where the ads go, the road to opening, and the reasoning behind every choice · a draft: nothing here has been sent or published · money lines are placeholders until Asher's numbers

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READ THIS FIRST

A letter to Asher

Asher —

Everything from the first draft is here, and more: the Dallas numbers with their sources, the A-players principle in Steve Jobs's own recorded words, how the best rooms in the world hire, the evidence behind every method, a dated checklist to opening day, and the reasoning beside every choice — so you can put this in front of Gabriel and Oliver and say what it was based on.

How it was made: your six documents were read whole, and their standards are quoted, not paraphrased. Five specialists worked against them — food and beverage, HR and talent, copy and voice, marketing — and a critic scored the voice before it was kept. Three research passes followed: the Dallas front-of-house market, how the best operators in the world hire, and the restaurant business itself. The next two pages show how far that went.

Where a number is not yours it says so: **VERIFIED** means a source is linked in the last section; **ESTIMATE** means no Park Cities source was found yet; **[PAY]** is where your number goes.

You write the postings, they go for approval, and someone else posts them — so every posting here is written to be approved as it stands, with the money line and the address left for you. Read it top to bottom once. After that each section stands on its own.



This week

- ☐ Put your pay and benefit numbers into the three postings
- ☐ Choose the one application address, and the promise to answer within 24 hours
- ☐ Post the Service Manager role first — it co-recruits the rest
- ☐ Ask each founding-team member for the ten best people they have ever worked with
- ☐ Set the open call with Gabriel: a Tuesday or Wednesday, 2 to 5 pm, at the restaurant
- ☐ Start documenting the build on Instagram: the oven, the neon, the first test pie
- ☐ Print the interview one-sheet; ask every candidate the same questions



What this package still needs from you

- Pay and benefit numbers for each role
 - The application email or form
 - Start dates by role, set with Gabriel
 - Whether the manager you are hiring sits beside you or under you — the deck lists you as Service Manager
-

OI

WHAT WAS DONE, AND HOW FAR

How deep this goes

A hiring package is usually three postings and a hunch. This one is the product of a system: their words, six specialist minds, three research passes, a critic, and a checklist run against every line before you saw it.

6

OF THEIR DOCUMENTS, READ WHOLE

6

SPECIALIST CONSULTS, ONE VOICE
EACH

3

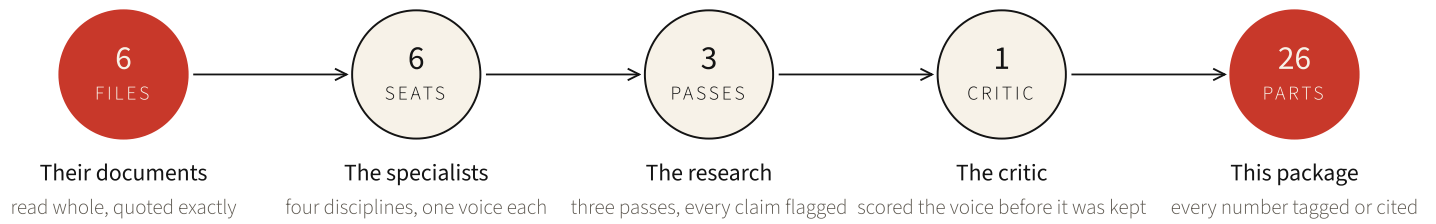
RESEARCH PASSES

87

SOURCES, LISTED AND LINKED

28

DALLAS ROOMS MAPPED



How it was made, left to right. Nothing in the package was written before the documents were read and the research was in.

What the checks were

Every quotation traced

6 lines — Jobs twice, Meyer, Zito, 37signals, noma — read at the primary source, not a retelling.

Every number flagged

Verified, estimate, or [PAY]. Where the research could not find a number, the word is “not found”, never a guess.

Every method backed

6 selection studies behind the scorecard, the trail and the referral bounty.

Every posting scored

The copy-and-voice draft went through a critic at 0.96 before it was kept; the banned-phrase list was run over the whole document.

Every operator read

11 operators, from Meyer to In-N-Out, with what each one teaches and what does not transfer to a 70-seat room.

Every tool priced

10 Dallas channels with this week’s costs; the scheduling tools with 2026 prices, kept in a private note for Asher.

What was written

WHAT WAS WRITTEN	HOW MANY
Interview questions, three roles	23
Trail-shift behaviors to score	27
Weighted scorecards	3
Flags that end a candidacy	10
Live Dallas postings read and graded	10
Reference questions, with how to read the pause	5
Weeks on the road to opening, each with an owner	11

O2

SAID ONCE

The words used here

A-player

The best person you can find for a job — the top ten percent of the people who could do it at the going rate. Jobs's phrase; the definition is from the hiring method called *Who*.

FOH • BOH

Front of house: everyone the guest sees. Back of house: the kitchen and the dish pit.

HQ — hospitality quotient

Danny Meyer's name for the emotional half of a hire. His rule: 51 percent emotional, 49 percent technical.

Structured interview

The same questions, in the same order, to every candidate for the same role, scored on a card.

Scorecard

The card written before the first interview: the traits, their weights, the hard floors, the pass line.

Trail shift

A paid working shift, three hours, in the actual role — a tryout. In selection science, a work sample.

Hard floor

A trait that must score 3 or 4 whatever the total. Here it is hospitality. A 2 ends the candidacy.

Open call

A hiring event at the restaurant. A way to meet people, not a way to decide.

Referral bounty

Money paid to a team member whose referral is hired and stays — \$500–\$1,000 after 90 days.

L.A.S.T.

Their guest-recovery standard: Listen, Apologize once, Solve it now, Tell a manager.

TABC • Safe Harbor

The Texas Alcoholic Beverage Commission and the rule that protects the permit when everyone is certified within 30 days.

Cash wage • inclusive

The hourly number the restaurant pays (\$2.13 to \$7.25) versus what a server takes home with tips.

Prime cost • daypart

Food and drink plus labor as a share of sales; and one slice of the trading day — lunch, dinner, the window.

86'd

Sold out, off the menu tonight.

03

THEIR BUSINESS

The room, as we understand it

Before a word about hiring: the room, the standard, the neighborhood, the money — read from their own documents and the Dallas research.

NY pizza + cocktails at 5600 SMU Boulevard, University Park — the room its own vision names as the neighborhood institution of SMU Boulevard: the first dates, the family Sundays, the game-day tables, and the 1 am slice line, for decades, not seasons.¹

70

SEATS IN THE ROOM

14

ON THE PATIO

10_{pm}

THE ROOM TURNS INTO THE LOUNGE

2_{am}

THE SLICE WINDOW, OPEN UNTIL

Nov

OPENING, MID-MONTH

Gino's recipes are the soul; the recipe guide is the law — weighed, specced, three-signature approved. The founding team as their deck names it: Oliver Steinberg, owner · Gabriel Galef, general manager · Narada Lee, executive chef · Asher Hill, service manager.¹

The \$6 slice at iam carries the same standard as the \$44-a-head dinner at 7pm. The brand is only as strong as its cheapest, latest transaction.

THEIR BRAND PROMISE, IN THEIR OWN WORDS ¹

FROM THEIR SERVICE MANUAL

The standards they already wrote down

45_s

THE GREET, AT THE TABLE

2_{min}

THE SPRITZ OFFERED, BY NAME

3-4

TABLES PER SERVER SECTION

80%

PASSES THE TRAINING QUIZ; BELOW IT,
REDO THE DAY

TABC

CURRENT BEFORE THE FIRST SHIFT
THAT TOUCHES ALCOHOL

🔗 Barsella Restaurant DNA · Service Manuals · Culture & Standards (their drafts, July–September 2026) ¹

THE SAME PEOPLE MOVE BETWEEN THEM

The rooms Barsella hires against

Almost none of these rooms publish pay. Where a room has no posting the research says *not found* rather than guessing. ²

THE ROOMS, ONE CARD EACH

Park Cities · University Park · Preston Center

Hillstone

8300 A Preston Rd

THEIR SITE ↗

OPEN

Open · hours on their site

WHAT IT IS

The Park Cities flagship of service culture

FRONT-OF-HOUSE POSTING

not found

Olivella's

3406 McFarlin, by SMU

THEIR SITE ↗

OPEN

Open 7 nights

WHAT IT IS

Pizza and wine across from campus — the closest pizza peer

FRONT-OF-HOUSE POSTING

not found

Frenchie

8420 Preston Center Plaza

THEIR SITE ↗

OPEN

Open · hours on their site

WHAT IT IS

Travis Street / Davaillon all-day brasserie

FRONT-OF-HOUSE POSTING

not found

Il Bracco

Park Cities

THEIR SITE ↗

OPEN

Open · hours on their site

WHAT IT IS

Italian, upscale-casual

FRONT-OF-HOUSE POSTING

not found

Sueño

6600 Snider Plaza

THEIR SITE ↗

OPEN

Opened 10 June 2026

WHAT IT IS

Tequila lounge Alma Agave, across from SMU

FRONT-OF-HOUSE POSTING

how they staffed: not found

CRAFT

5974 W Northwest Hwy, Preston Center

THEIR SITE ↗

OPEN

Opened 1 April 2026 · Fri–Sat to 1 am

WHAT IT IS

The late-night peer in Preston Center

FRONT-OF-HOUSE POSTING

not found

Scilla

8111 Douglas

THEIR SITE ↗

OPEN

Opened 17 July 2026

WHAT IT IS

New Park Cities Italian by Duro, who also run Mister Charles and Sister

FRONT-OF-HOUSE POSTING

not found

THE ROOMS, ONE CARD EACH

Highland Park Village

Honor Bar

26A Highland Park Village

THEIR SITE ↗

OPEN

Sun 10:30 am–9 pm · Mon 11–9 · Tue–Sat 11–10

WHAT IT IS

Hillstone family; the general manager is named on the brand page

FRONT-OF-HOUSE POSTING

not found

Mi Cocina

77 Highland Park Village

THEIR SITE ↗

OPEN

Open · hours on their site

WHAT IT IS

The Village's Tex-Mex room

FRONT-OF-HOUSE POSTING

not found

Cafe Pacific

24 Highland Park Village

THEIR SITE ↗

OPEN

Open · on OpenTable

WHAT IT IS

The Village's old guard

FRONT-OF-HOUSE POSTING

not found

Bistro 31 · Lounge 31

Highland Park Village

OPEN

Open · in the 2026 guides

WHAT IT IS

Dinner and a late lounge in the Village

FRONT-OF-HOUSE POSTING

not found

Sadelle's

Highland Park Village · Major Food Group

[THEIR SITE ↗](#)

OPEN

Open

WHAT IT IS

A pastry-cook posting this September lists medical, PTO, tuition, dining and an unlimited referral bonus — kitchen, not floor, but it proves the group's benefits in 75205

FRONT-OF-HOUSE POSTING

back of house only

THE ROOMS, ONE CARD EACH

Knox–Henderson

Knox Bistro

3230 Knox #140

THEIR SITE ↗

OPEN

Open

WHAT IT IS

Travis Street; Michelin Recommended

FRONT-OF-HOUSE POSTING

not found

Mister Charles

3219 Knox #170

THEIR SITE ↗

OPEN

Sun–Thu 4:30–10 · Fri–Sat 4:30–11

WHAT IT IS

Duro's dining room

FRONT-OF-HOUSE POSTING

not found

Georgie

4514 Travis

THEIR SITE ↗

OPEN

Mon closed · Tue–Thu 4:30–10 · Fri–Sat 4:30–11 · Sun brunch

WHAT IT IS

Davaillon leads the kitchen

FRONT-OF-HOUSE POSTING

not found

Pizzana

3219 Knox

THEIR SITE ↗

OPEN

Open

WHAT IT IS

Pizza peer

FRONT-OF-HOUSE POSTING

not found

Prince Street Pizza

2820 N Henderson

THEIR SITE ↗

OPEN

Open · hours listed March 2026

WHAT IT IS

New York squares

FRONT-OF-HOUSE POSTING

not found

LOCAL Public Eatery

2323 N Henderson

THEIR SITE ↗

OPEN

Open

WHAT IT IS

Hiring servers and bartenders in 2026; the posting is quoted among the poor ads

FRONT-OF-HOUSE POSTING

posting live

THE ROOMS, ONE CARD EACH

Uptown

Two Hands

2681 Howell

THEIR SITE ↗

OPEN

Open

WHAT IT IS

Hiring front of house in 2026: server \$7.25 + tips, employer estimate \$25–29 an hour inclusive — verified; the ad expired 7 August and is still citable

FRONT-OF-HOUSE POSTING

posting found, numbered

S&D Oyster

2701 McKinney

THEIR SITE ↗

OPEN

Open

WHAT IT IS

Bellomy; “looking for a career” on the site

FRONT-OF-HOUSE POSTING

no numbered posting

THE ROOMS, ONE CARD EACH

Lower Greenville

Sister

The old Grape space

THEIR SITE ↗

OPEN

Open 7 nights

WHAT IT IS

Duro

FRONT-OF-HOUSE POSTING

not found

Corsaire · Brute · Fonda Toro

Lower Greenville

OPEN

Not proven open this sitting

WHAT IT IS

The press says opening or expected; nothing confirmed

FRONT-OF-HOUSE POSTING

—

THE ROOMS, ONE CARD EACH

Design District

Carbone

1617 Hi Line

[THEIR SITE](#) ↗

OPEN

Open since 2022

WHAT IT IS

Hiring captains and servers in 2026 at \$7.25 + tips, no tip estimate given

FRONT-OF-HOUSE POSTING

posting found

June's All Day

1950 Hi Line

[THEIR SITE](#) ↗

OPEN

Opening · hiring now, to 7 October

WHAT IT IS

A service manager posting: salary “based on experience”, benefits listed, pay not numbered

FRONT-OF-HOUSE POSTING

posting found, not numbered

Ospi

1621 Oak Lawn

OPEN

Opened about 1 May 2026

WHAT IT IS

Design District Italian

FRONT-OF-HOUSE POSTING

not found

Alara

1628 Oak Lawn

OPEN

Opened April 2026

WHAT IT IS

Design District newcomer

FRONT-OF-HOUSE POSTING

not found

La Lupita

1201 Oak Lawn

OPEN

Opened June 2026

WHAT IT IS

Design District newcomer

FRONT-OF-HOUSE POSTING

not found

The pizza talent pool, same candidates: Olivella's (UP) · Pizzana + Prince Street (Knox) · Cane Rosso Deep Ellum + Lake Highlands (not UP) · Eno's Bishop Arts (not in the six). **Cane Rosso / Eno's pay: not found this sitting.**

READ IT BEFORE THE PAY LINE

The labor market, in numbers

65.5%

OF HOURLY STAFF LEFT, NATIONALLY, IN 2025

- **National accommodation & food services, 2025 total separations: 65.5%** — **VERIFIED** as Escoffier Global citing BLS JOLTS series JTS7200000000000000TSR, accessed Mar 2026. · FRED monthly (May 2026: 5.7):
- Full-service hourly ~92% / management ~35% (Black Box Intelligence 2025 Q3): **ESTIMATE** pending the vendor PDF (not re-fetched as primary this sitting).
- **Dallas-specific restaurant turnover: not found.** Plan as if a good room still loses a large share of hourly FOH each year. Retention is the Service Manager's job, not a posting trick.

12,544

STUDENTS AT SMU, ACROSS THE STREET

- Fall 2025: **7,545** undergraduate / **12,544** university. **VERIFIED**
- Class of 2030 incoming **>1,800**: **VERIFIED**
- Two Hands **explicitly** encourages high school and college students (E1). Slice-window late night **fits** class schedules — **ESTIMATE** of fit, not a survey.
- **% of SMU students working FOH: not found.**

2 am

THE WINDOW, NEXT TO A CAMPUS

- Alcohol to 2am needs Late Hours + local ordinance (counsel). Safe Harbor + ID every time is the operating law of the brief.
 - Dedicated FOH security / bouncer headcount for a 70-seat pizza room next to SMU: **not found**. Do not invent club-model door staff. University Park is a wealthy inner suburb; the honest public picture is **door/ID + manager**, not a Deep Ellum club.
 - SMU campus alcohol policy (Aramark, food-when-alcohol) is **campus**, not off-campus restaurants.
-

FROM THE RESTAURANT-BUSINESS RESEARCH

The economics of a room like this, drawn

Shown, not told. Their own numbers where they exist; the trade’s where they do not, marked directional. Illustrative math is never a forecast. Sources in the last section.¹³

42%

OF US OPERATORS
NOT PROFITABLE IN
2025

5.7%

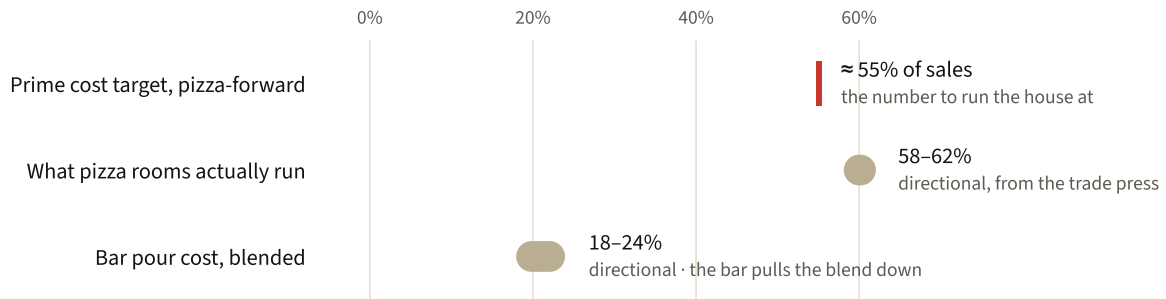
OF SALES GOES
TO OCCUPANCY,
FULL-SERVICE
MEDIAN

2.8%

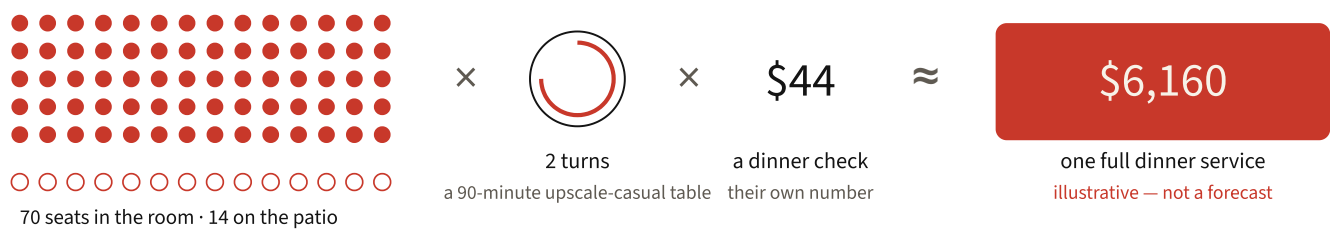
PRE-TAX
MARGIN, FULL-
SERVICE MEDIAN
2024

36%

COSTS UP
AGAINST 2019



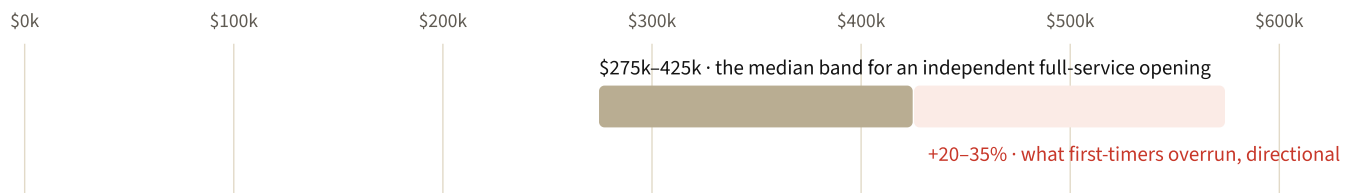
Prime cost is food plus labor as a share of sales. A pizza-forward room targets about 55 percent and often runs 58 to 62. The bar exists to pull the blend down; if it does not, it is a costume.



THREE BUSINESSES UNDER ONE ROOF, THREE P&LS



One dinner service in their own numbers: 70 seats, two 90-minute turns, a \$44 check — about \$6,160. Illustrative, not a forecast. Then the three businesses that share the roof: the dinner room to 10, the lounge from 10, the slice window to 2.



Contingency 15–20% · about 90 days of cash for the nut · Park Cities rent per square foot: not found, and the research refuses to proxy Mockingbird

What an independent full-service opening costs, and what first-timers overrun. The right-hand band is the overrun drawn onto the median band; contingency and ninety days of cash are the cushion.



The window and the late night

Pizza Today / Small Business Xchange on Mikey's (multi-unit, (secondary source)): **more than half of revenue after 10pm** at that brand. That is **their** room, not this one. Do not copy the percentage.

PMQ on East Village Pizza: 72-hour dough, late night as a **consistency teacher** — the window either proves the recipe is law or proves it is a lunchtime performance.

For this DNA: the window to 2am is either a **third daypart with its own labor and dough plan**, or it is a prestige leak. "Every daypart earns its hours" is the test. If the 10pm–2am crew cannot show sales that cover their hours plus a share of occupancy, the hours do not exist.

O4

THE SEED

What Barsella already wrote

Their four pillars and three sentences from their own handbook. This package does not add a philosophy; it builds on theirs.

THEIR HANDBOOK: NOT SLOGANS, THE STANDARD

The four pillars

I

Excellence

Doing it right, and taking pride in it. “We do things right, or we do them again... that standard does not move because it is late, because we are slammed, or because we are tired.”

II

Hospitality

“We love taking care of people.” Not servility, not steps — a genuine desire to take care of people. “We say yes whenever we can, and when we cannot, we guide with grace.”

III

Education

“We never stop getting better.” Servers study wine every month; the kitchen studies food in pre-shift. “Curiosity is not optional here. It is who we are.”

IV

Team

“We take care of each other.” No one succeeds alone on a busy Friday. “Ego has no place on this team.”

The one thing that cannot be taught



Anyone can learn steps of service; nobody can be taught to care.

“We hire front-of-house for connection and back-of-house for craft, and we train the rest.” — their Restaurant DNA. Every posting, every question and every scorecard in this package hangs on that sentence.¹

Two more lines every posting grows from



The standard

“The standard is the standard at lunch, at dinner, and at 1:45am.”



Speed of reply

“Speed of reply is part of the brand. Candidates, vendors, guests, partners — we answer fast because it signals who we are.”

Where a sentence is theirs it is quoted; where a number is not theirs it is marked as an estimate or a placeholder until it is sourced or Asher fills it in.

05

THREE PRINCIPLES

How this package thinks

I ♥

Hire for care, train the rest

The interview spends its time on what training never fixes. Steps, the menu and TABC are verified in minutes; warmth, pride and steadiness are tested with stories.

2 🛡️

The standard never moves

A posting that hides the hard parts fills seats that empty in week three. These say the hard parts out loud, in Barsella's voice, so the right people come and the wrong ones self-select out.



A-players hire A-players

Start with the best — the manager, then the bar lead — and they bring their people. The open call is last, not first. Referrals and the room itself are the channel; the board is the backup.

START WITH THE BEST

A-players hire A-players

Start with the best and they bring the rest. The service manager is hired first not to manage but to co-recruit; the bar lead brings the bartenders; by the time the open call runs, the room is meeting referrals from people the candidates already trust.

I always considered part of my job was to keep the quality level of people in the organizations I work with very high. That's what I consider one of the few things I actually can contribute individually--to to really try to instill in the organization the goal of only having 'A' players. Because in this field, like in a lot of fields, the difference between the worst taxi cab driver and the best taxi cab driver to get you crosstown Manhattan might be two to one. The best one will get you there in fifteen minutes, the worst one will get you there in a half an hour. Or the best cook and the worst cook, maybe it's three to one. Pick something like that. In the field that I'm in the difference between the best person and the worst person is about a hundred to one or more. The difference between a good software person and a great software person is fifty to one, twenty-five to fifty to one, huge dynamic range. Therefore, I have found, not just in software, but in everything I've done it really pays to go after the best people in the world.



The ratios Jobs used in that interview: how far the best is from the worst. In hospitality the gap is closer to the cook's than the taxi driver's — and a 70-seat room feels every bit of it.

HIS WORDS, NOT A SLOGAN

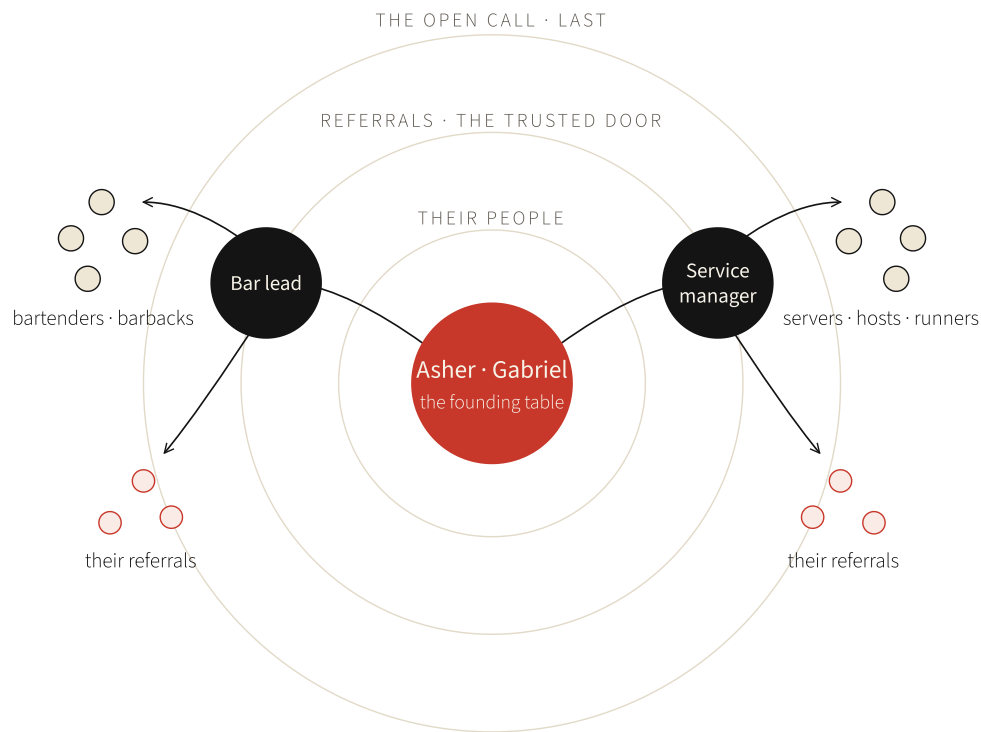
Why A-players bring A-players

I've built a lot of my success off finding these truly gifted people, and not settling for B and C players but really going for the A players, and I found something. I found that when you get enough A players together, when you go through the incredible work to find five of these A players, they really like working with each other because they've never had a chance to do that before. And they don't want to work with B and C players. And so it becomes self-policing, and they only want to hire more A players... And that's what the Mac team was like. They were all A players.

STEVE JOBS, THE 1995 "LOST INTERVIEW" (TRIUMPH OF THE NERDS, CRINGELY)⁴

The line most people remember — "*A players hire A players. B players hire C players. Do you get it?*" — is Tom Zito's memory of a 1983 Macintosh team meeting, written up on Folklore.org years later. It is the same idea; it is not a recording. This package prints the recorded words and keeps the memory as a memory.⁵

The network, drawn



The founding table at the centre. The service manager is hired first and co-recruits; the bar lead brings the bartenders and barbacks; each brings referrals; the open call is the outermost ring, last — at the restaurant, strangers meet a team that already exists.

What the evidence says about referral hires



Nine firms, three industries

Referred applicants are more likely to be hired and to accept, quit less, and profit the firm through lower turnover and recruiting cost — not through higher routine productivity. Referrals from **high performers** beat referrals from weak ones.

🔗 Burks, Cowgill, Hoffman & Housman, “The Value of Hiring through Employee Referrals”, Quarterly Journal of Economics 130(2), 2015

9



A referral program cuts attrition about 15 percent

Mostly indirectly: even the people who were not referred stay longer, because people like being involved in hiring. A bigger bonus buys more referrals and worse ones.

🔗 Friebe, Heinz, Hoffman & Zubanov, NBER working paper 25920

9



What this means at Barsella

Your network claim is the Burks finding. The bounty is paid for people who **stay**, and it is weighted toward referrals from the manager and the bar lead — the A-players’ referrals are the channel. Bounties that buy volume from everyone dilute it.

THE WORLD'S BEST, READ FOR BARSELLA

How the best rooms hire

We don't believe in pursuing the so-called 110-percent employee. That's about as realistic as working to achieve the 26-hour day. We are hoping to develop 100-percent employees whose skills are divided 51-49 between emotional hospitality and technical excellence. We refer to these employees as 51-percenters.

DANNY MEYER, SETTING THE TABLE, "THE 51 PERCENT SOLUTION" — AS EXCERPTED IN NATION'S RESTAURANT NEWS, 5 FEBRUARY 2007 ⁶

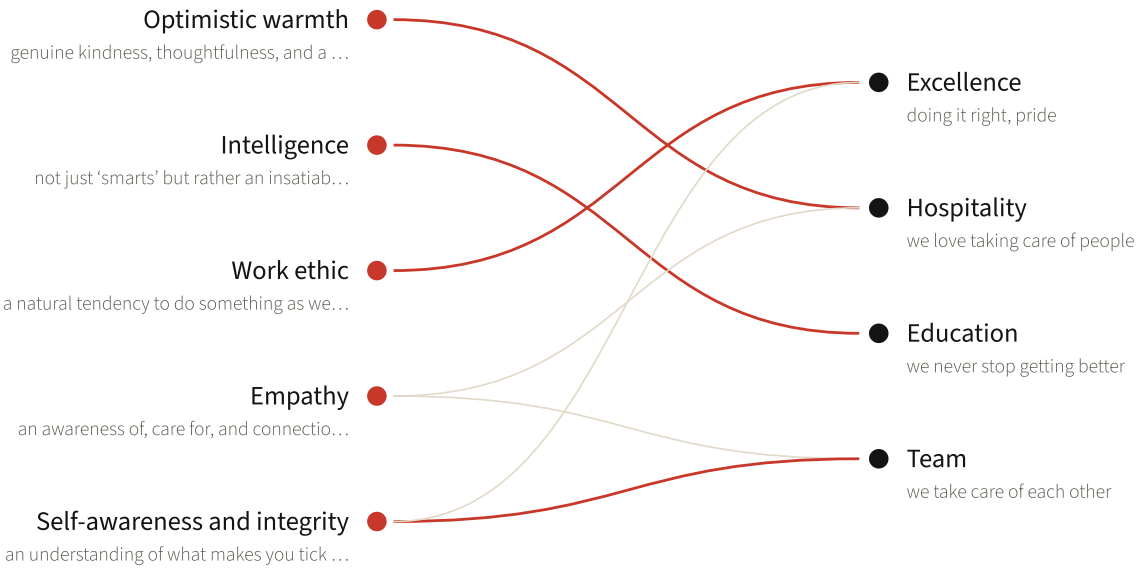
THE ANALYSIS

Meyer's five, drawn against Barsella's four

Meyer names five emotional skills he hires for. Barsella names four pillars. Drawn side by side, every one of his five lands on one of their four — the strong lines are the direct matches, the faint ones the second homes.

MEYER'S FIVE, 2006

BARSELLA'S FOUR PILLARS, 2026



The five skills, in Meyer's words; the four pillars, in Barsella's. Optimistic warmth and empathy are Hospitality; curiosity is Education; work ethic is Excellence; self-awareness and integrity are Team.

MEYER'S SKILL	EXCELLENCE	HOSPITALITY	EDUCATION	TEAM
Optimistic warmth		•		
Intelligence			•	
Work ethic	•			
Empathy		•		•
Self-awareness and integrity	•			•

QUOTED, NOT PARAPHRASED

Six rooms, and what each one teaches



Danny Meyer — Union Square Hospitality Group

It's not hard to teach anyone the proper way to set a beautiful table. What's impossible to teach is how to care deeply about setting the table beautifully.

WHAT BARSELLA TAKES

Write the five skills on the scorecard before a single interview. Train the 49 percent. Do not hire the 49 and hope for the 51.



Will Guidara — Eleven Madison Park

"When we hire, we should ask ourselves: Could this person become one of the top two or three on the team? They don't necessarily have to be all the way there yet, but they should have the potential."

"Fairly quickly, I implemented a new policy: everyone we hired started as a kitchen server, running food from the kitchen to the dining room. This meant they started at the lowest position in the dining room, even if their previous position had been a general manager somewhere else... if someone was going to balk at starting out as a kitchen server, they probably weren't a good fit."

WHAT BARSELLA TAKES

do not fill a hole with a warm body. Hire 2-4 at once when you can. A trail / kitchen-server start is the work sample. The question on the scorecard is *could they become one of the top two or three*, not "have they already been a GM."



Hillstone

Staff are chosen by each restaurant's own managers, not a distant HR office; several managers see a candidate; manager trainees rotate for weeks before they run a floor.

WHAT BARSELLA TAKES

managers hire their own room; multiple eyes; a long trainee rotation for managers; high stated standards. Do not invent round-counts.



Chick-fil-A

Around 60,000 to 68,000 people a year ask to run a restaurant; roughly 100 are chosen. Months of interviews. The company says selection is the key to the guest's experience.⁸

WHAT BARSELLA TAKES

selection is the product. Operator-grade intensity does **not** scale to a 70-seat pizza room's entire staff — but the **manager and bar lead** deserve a slow, multi-eye, character-first gauntlet.



In-N-Out and Trader Joe's

In-N-Out has never franchised; every store manager started hourly. Trader Joe's prints the path — Crew, Mate, Captain. The career is the advertisement.

WHAT BARSELLA TAKES

Print the path. Your own DNA already says the dishwasher gets first look at prep openings.

The Ritz-Carlton

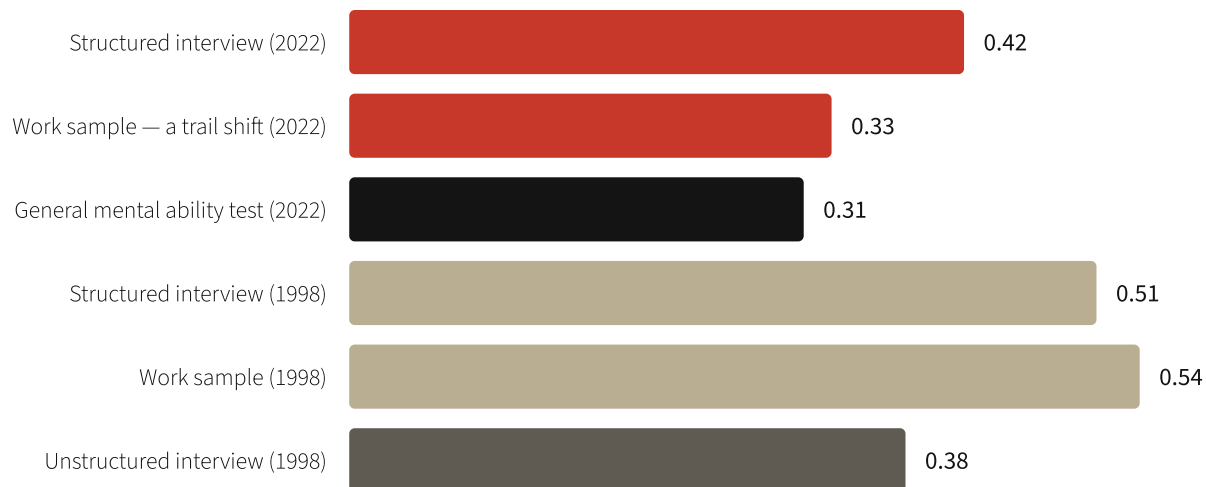
“Ladies and Gentlemen serving Ladies and Gentlemen.” Every person in the room is selected, not slotted; empowerment is a rule with a number, not a poster.

WHAT BARSELLA TAKES

select, don't “fill seats”; every person in the room is a lady or gentleman; empowerment is operational, not a poster.

The evidence

Selection science in one chart. Every method in this package is the one the evidence favours.



How well each method predicts job performance (validity, 0 to 1). Sackett, Zhang, Berry & Lievens 2022 corrected the classic Schmidt & Hunter 1998 figures; in both, the structured conversation and the work sample beat the unstructured chat.⁹



What this means for Barsella

The scorecard interview **is** a structured interview. The trail shift **is** a work sample. “Come in, let’s see if we vibe” is the unstructured method the data punishes — and the one most restaurants run.



The scorecard

Written before sourcing: outcomes, traits, culture. In the method called *Who*, an A-player is the top ten percent of the people who could do the job at the going rate. A four-hour deep interview on every server is too heavy for a pizza opening — use the card, not the marathon.

🔗 Geoff Smart, *Who* (ghSMART); Brad Smart, Topgrading⁹



The trail shift

A trail is a work sample. It predicts better than talk. It stays fair and legal when it is paid, is the same work as the job, is scored against the card, and is never a free shift. Texas-specific wage rules for trails are marked for counsel.

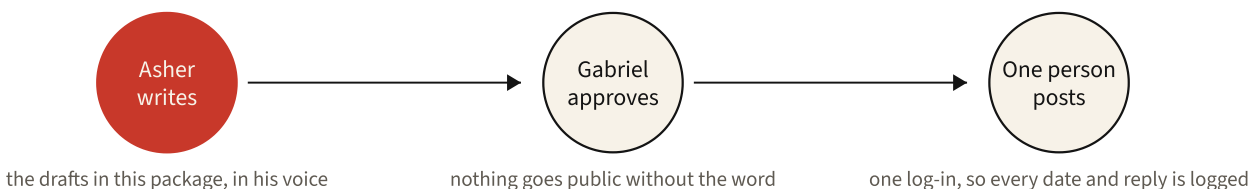


The open call

The data does not bless a cattle call. An open call works as a **brand event** — see the room, eat, meet the managers — followed by scored one-to-ones and trails. Unscored group settings amplify noise.

The Server posting

Ready for approval once the money line and the address are yours. Every sentence traces to your documents; the reasoning sits beside it.



Who does what: Asher writes the postings, Gabriel approves them, one person posts them. Nothing goes public without the word.

DRAFT — FOR APPROVAL, NOT YET PUBLISHED

[PAY] UNTIL ASHER'S NUMBERS

You already know how to make a table feel looked after. We'll teach you the rest.

Some people walk into a room and it gets warmer. You're one of them. You notice the empty water glass before anyone asks, you remember the table that mentioned a birthday, and you'd rather be moving than standing still.

You run a section in a 70-seat room where the standard doesn't move because it's Saturday or because it's 1:30am. You greet within 45 seconds, water down, and the first drink offer is the spritz — by name. You know the menu cold, including what's 86'd tonight. You write every order down, repeat it back, ask about allergies at every table. You study wine monthly — not because it's assigned, but because you want to guide, not just take orders. You wear all black, the martini-slice pin on your apron, and you carry yourself like the room depends on you. It does.

WHO THRIVES HERE

Someone who gets real joy from taking care of people — not performing it. You're warm without being familiar, sharp without being stiff. You'd rather be busy than bored. You don't say "no problem" because you mean "my pleasure." You understand that a guest who watches you fix a mistake leaves more loyal than one who never saw one.

WHAT YOU GET

- [PAY] hourly, plus tips
- A real training program — shadow before solo, certification before you touch a table alone
- A team that picks up each other's slack on a busy Friday
- A room people are proud to be seen in, and proud to work in

HOW TO APPLY

Send a note and a resume to [EMAIL]. Tell us one thing about the best meal you've ever served or been served. We answer fast — it's part of who we are.

Why it is written this way

- It leads with the room and the standard, then asks the reader to show character — because your handbook says the one thing that cannot be taught is a genuine love of hospitality.¹
- It tells the hard truths (the 2am lounge, the quizzes at 80%, the schedule that follows sales) so the right people lean in and the wrong ones self-select out — the Two Hands posting in Dallas does this and Carbone's does not.²
- It ends with one question instead of a cover letter, and the promise to answer fast — your own DNA: speed of reply is part of the brand.¹

The specifics, from your own manuals

Sections

3–4 tables, dining room (their service manual's section size). We run lean sections so you can actually take care of people — this is hospitality, not a marathon of turn-and-burn. The check average supports it.

Training

Paid, structured, and real. You'll work through the Barsella certification program — steps of service, menu mastery, wine, spirits, allergy protocols — with written quizzes and trainer sign-off before you go solo. 80% to pass, redo if you don't. We don't put anyone on the floor who isn't ready.

Wine study

Monthly, on the clock. We taste, we quiz, we build the knowledge that turns a good server into a great one. If you want to learn wine, this is the room to do it in.

The late-night shift

The room changes at 10pm. The lounge comes up, the cocktail servers take over, and the energy shifts. If you want those shifts, there's a path — the best dining room servers get first look at cocktail server training. The money follows the room.

Schedule

We schedule against last week's sales, not the org chart. Busy week, more hours. Slow week, fewer. You'll know the schedule a week out, and the schedule respects the humans on it.

Growth

Every role has a path here. The dishwasher gets first look at prep. The server gets first look at bar training, cocktail service, and management tracks. We promote from within because the people who built this room are the ones who should run it.

IO

IN YOUR VOICE

The Hourly Bar Lead posting

Ready for approval once the money line and the address are yours. Every sentence traces to your documents; the reasoning sits beside it.

DRAFT — FOR APPROVAL, NOT YET PUBLISHED

[PAY] UNTIL ASHER'S NUMBERS

The bar is the heartbeat of the room. You set the tempo.

A great bar doesn't happen because the drinks are good. It happens because someone behind it is reading the whole room — the couple on a first date, the regular at the rail, the table that needs one more round before the check. That's you.

THE JOB, HONESTLY

You run the bar program on your shifts — a serious bar with a serious cocktail list, and a room that changes at 10pm into a late-night lounge. You build drinks to spec, every time, ticket one and ticket three hundred. You know your classics and you know our list cold. You check IDs on everyone who looks under 30, every time, no exceptions. You cut people off gracefully — water, food, a manager, never a scene. You protect the 2am license like it's your own name on it. You keep the bar clean as you go, because the bar is the first thing a guest sees and the last thing they remember. The martini-slice pin is on your lapel, and the standard is yours to hold.

WHO THRIVES HERE

Someone who treats the bar like a craft and the guests like neighbors. You're precise without being precious — you can talk to anyone, but you never let the conversation slow the tickets. You understand that the \$14 cocktail at 8pm and the last drink at 1:45am carry the same standard. You'd rather be the reason the room feels alive than the reason it feels loud.

WHAT YOU GET

- [PAY] hourly, plus tips
- Real ownership of the bar on your shifts — not just a station
- Training and certification built on the best programs in hospitality
- A team that respects the bar and the person running it

HOW TO APPLY

Send a note and a resume to [EMAIL]. Tell us about a time you read a room and got it right. We answer fast — it's part of who we are.

Why it is written this way

- It leads with the room and the standard, then asks the reader to show character — because your handbook says the one thing that cannot be taught is a genuine love of hospitality.¹
- It tells the hard truths (the 2am lounge, the quizzes at 80%, the schedule that follows sales) so the right people lean in and the wrong ones self-select out — the Two Hands posting in Dallas does this and Carbone's does not.²
- It ends with one question instead of a cover letter, and the promise to answer fast — your own DNA: speed of reply is part of the brand.¹

The specifics, from your own manuals

Scope

You're the lead on the floor, not the beverage director. You own the bar during service — speed, consistency, cleanliness, and the energy of the room. The GM handles ordering and program-level decisions; you make sure every drink that leaves your well is right.

The late-night shift

The room changes at 10pm. The bar becomes the center of the lounge. If you love that shift — the energy, the pace, the regulars — this is the room for it. The 2am license is a privilege we protect with serious standards: ID everyone who looks under 30, cut people off gracefully, every time. TABC is hospitality here, not bureaucracy.

Training

You'll work through the Barsella bar certification — build specs, pour standards, wine, the full cocktail menu — with written quizzes and sign-offs before you take the well solo. You'll also cross-train on service standards, because the bar is part of the room, not separate from it.

Team

You're not a solo act. You're the bar's floor leader — you set the pace, you coach the bartenders and barbacks on your shift, and you hold the standard when it's 1:45am and the well is slammed. The best bar leads here become the people we look to first for management.

Schedule

Late-night-heavy. The bar's prime hours are 10pm-2am. You'll get a mix, but if late nights aren't your thing, this isn't the role.

Growth

This is a founding role. The bar program will grow — the patio, the lounge, the window — and the person who builds the bar's daily execution now is the person who leads it as it scales.

II

IN YOUR VOICE

The Service Manager posting — founding team

Ready for approval once the money line and the address are yours. Every sentence traces to your documents; the reasoning sits beside it.

DRAFT — FOR APPROVAL, NOT YET PUBLISHED

[PAY] UNTIL ASHER'S NUMBERS

You'll build the floor before the first guest ever walks in. Then you'll run it.

This is not a job posting for a manager. It's an invitation to help build the room from the ground up — the systems, the standards, the team — and then stand in it on opening night, knowing it's yours.

THE JOB, HONESTLY

You're one of the founding managers. That means before we open, you're sourcing, interviewing, and hiring your department. You're in the test kitchen, in training, in the soft openings. You're building the plane as we fly it. Once we're open, you run the floor — the 45-second greet, the spritz offered by name, the flip test on every pizza, the LAST standard on every recovery. You start where every Barsella manager starts: in the kitchen. Before you manage a floor, you grind on the line and earn the kitchen's trust. You work through the Manager Development Manual module by module with the GM — BOH immersion first, then the floor, then the books. You're not above the work. You're the proof the work matters.

WHO THRIVES HERE

Someone who wants to be a complete operator, not a title. You've done the jobs and you respect the people doing them. You hold the standard without making people feel small. You can run a Saturday night and still notice the dishwasher needs a hand. You understand that the schedule respects the humans on it, and that the brand is only as strong as its cheapest, latest transaction. You want to build something that outlives you.

WHAT YOU GET

- [PAY] salary
- A founding role in a restaurant built to be a neighborhood institution for decades
- The Manager Development Manual — a real roadmap to becoming a complete operator
- A seat at the table while the restaurant is being built, not after

HOW TO APPLY

Send a note and a resume to [EMAIL]. Tell us why you want to build, not just manage. We answer fast — it's part of who we are.

Why it is written this way

- It leads with the room and the standard, then asks the reader to show character — because your handbook says the one thing that cannot be taught is a genuine love of hospitality.¹
- It tells the hard truths (the 2am lounge, the quizzes at 80%, the schedule that follows sales) so the right people lean in and the wrong ones self-select out — the Two Hands posting in Dallas does this and Carbone's does not.²
- It ends with one question instead of a cover letter, and the promise to answer fast — your own DNA: speed of reply is part of the brand.¹
- It says management from day one and names the founding responsibilities your manual lists: hire the department, build the training materials, stand the operation up.¹

The specifics, from your own manuals

The Barsella manager track

Every manager here starts in the kitchen. Before you run a floor, you'll spend real time on the line — learning what the BOH goes through every night, earning the kitchen's trust. We're one unit, front and back, and that starts with leadership that's been in it. You'll work through the Manager Development Manual with the GM: BOH immersion, service mastery, bar operations, the window, financials, scheduling, hiring. You'll prove you can hold the standard in every part of the building.

The floor

You own the dining room during service. You're the manager on the floor — you coach servers in real time, you handle guest recovery with the LAST standard (Listen, Apologize, Solve, Tell a manager), you make the call when something needs remaking, and you protect the standard when it's slammed.

The numbers

You'll learn to schedule against last week's sales, not the org chart. You'll track every daypart's hours against its revenue. You'll understand the P&L — not from a deck, from running the shift. This is training to be a complete operator, not a floor babysitter.

The late night

The room changes at 10pm. You'll manage the lounge shift too — the cocktail servers, the bar, the window, the 2am close. The late-night privilege survives only if it's protected, and managers protect it.

Growth

The GM is building this restaurant. The person who proves they can run the floor, hold the standard, and develop people is the person who grows with it — and with whatever comes next. We're building a neighborhood institution, not a single location.

I2

CHOOSE ONE

Three other ways to open each posting



Server

- “You’re the reason a Tuesday night feels like a Friday.”
 - “You’ve never once said ‘no problem’ and meant it.”
 - “Some people take orders. You take care of people.”
-



Hourly Bar Lead

- “You don’t just make drinks. You set the room’s pulse.”
- “The rail is your stage, and you’ve never missed a cue.”
- “You know the difference between a busy bar and a great one. You’re the difference.”



Service Manager

- “You’ve been waiting for a room worth building.”
 - “You don’t want a title. You want a place to prove the work matters.”
 - “The best managers started in the dish pit. You know that.”
-

I3

THE PSYCHOLOGY, FROM THE RESEARCH

What moves the best people

There is no trick. People stay where the work is chosen, masterable and shared — and A-players will not work beside B-players.

NOT TRICKS

What the research actually says

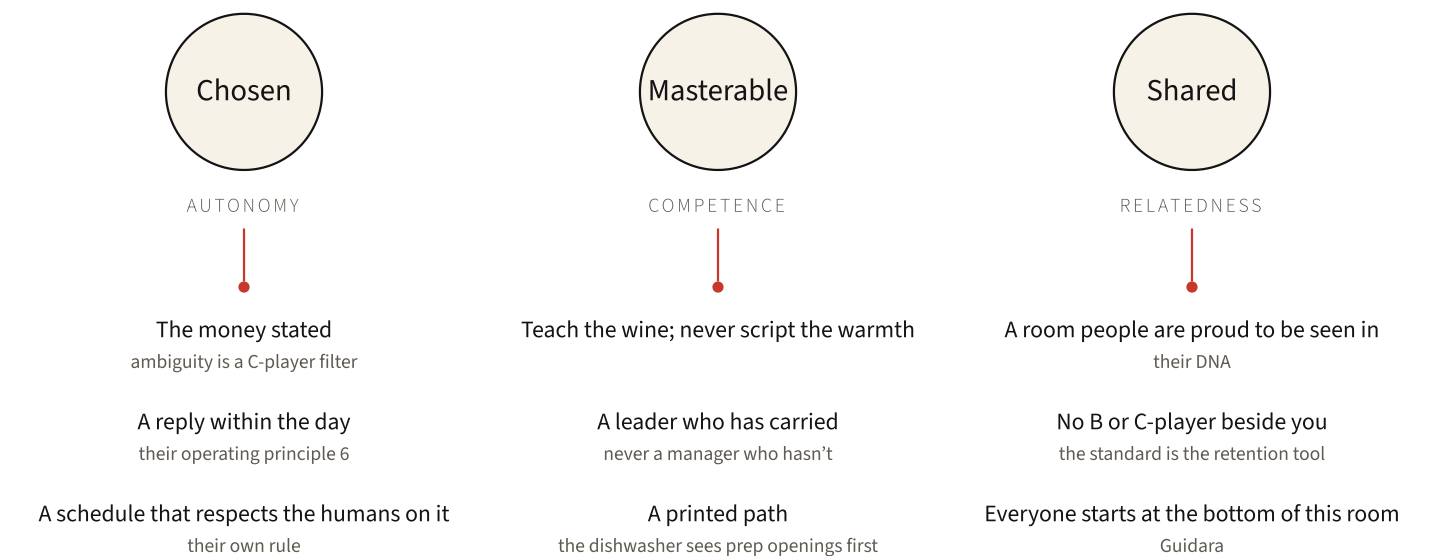
Deci & Ryan Self-Determination Theory: autonomy, competence, relatedness. A meta/review literature (Ryan & Deci; Gagné & Deci) — people stay and excel when the work is **chosen, masterable, and belonging**. “Tricks” that fake those three fail. Matching the opportunity = Schneider ASA: people join rooms that look like them, then the room becomes more like them.

7shifts / restaurant-worker surveys (vendor; treat numbers as directional): widely cited “**65% left at least one restaurant job**”; difficult managers tied with pay; understaffing as a top stressor. **Methodology not re-audited this sitting.** PARTIAL.

NRN labor coverage (theme, not one paper): stop competing on wage alone — schedule, healthcare, a path.

THE THREE NEEDS, AND THE LEVER BARSELLA ALREADY HOLDS FOR EACH

What moves them, drawn



People stay and excel where the work is chosen, masterable and shared. Everything that fakes those three fails.

RYAN & DECI, SELF-DETERMINATION THEORY · THE SEVEN MOTIVES FROM THE RESEARCH, SORTED UNDER THE THREE NEEDS

The three needs the research names — chosen, masterable, shared — and under each, the motives from the table below, sorted. Every lever on this drawing is already in Barsella’s own documents or in an operator the research quotes.

SYNTHESIZED, EACH LINE CITED IN THE RESEARCH

What actually moves an A-player

WHAT MOVES THEM	WHY IT MOVES THEM	WHO ALREADY DOES IT
Pride in the room	They want to be seen in a room they respect	Barsella DNA already: “a room people are proud to be seen in” · noma’s garden/unpretentious · Hillstone standards
A leader who has done the job	Guidara kitchen-server start; In-N-Out managers all hourly-first	Don’t hire a manager who has never carried.
Money stated	Ambiguity is a C-player filter; A-players compare rooms	Carbone lists a band. State the band when Asher has it.
Speed of reply	Barsella operating principle 6 is already this	Jobs/Kawasaki both: recruiting is not done when the letter goes out.
A real path	TJ / In-N-Out / Wolseley promote-from-within	Print the path, not “competitive benefit package.”
Autonomy + mastery	SDT; Meyer “curious intelligence”; noma field trips	Teach the wine, don’t script the warmth.
Not working with B/C	Jobs Lost Interview	The hiring standard is the retention tool.

There is no secret handshake. The “trick” is **matching**: show the actual night (1am slice line, 10pm lounge, TABC, sharp-not-precious) so the people who want *that* show up, and the people who want a quiet lunch room self-select out (Shackleton honesty, even if the ad is a myth).

What most postings do, and what the best do

WHAT MOST POSTINGS DO

WHAT THE BEST DO

“Seeking team players. Competitive pay. Apply within.”

A specific room, a specific night, a specific standard

Duties dumped from a template

A mission the candidate can picture (37signals, noma)

Pay hidden

Band stated when known (Carbone)

40 bullet requirements

3–5 filters that are actually used (Meyer’s five; noma’s unpretentious + 3 years)

Unstructured “vibe” interview

Scorecard + work sample / trail (Schmidt/Sackett)

Hire the first person who can start Tuesday

Guidara: wait, hire 2–4, ask “top two or three?”

Spray Indeed

Network of A-players + industry boards + the room as ad

Ghost the runner-ups

Speed of reply is brand (Barsella already wrote this)

“Family” as a substitute for a schedule

A path and a schedule that respects humans (Barsella DNA)

🔗 The world’s-best-hiring research, 8–9 September 2026, sections 6–7 ¹⁰

WHAT IT IS · WHAT TO STEAL · HOW BARSELLA USES IT

What to steal from the best operators



Union Square Hospitality Group — Danny Meyer’s Hospitality Quotient (HQ)

WHAT IT IS

USHG hires for “hospitality quotient” — the emotional capacity to make other people feel cared for — over technical skill. The mantra: “We can teach you to serve; we can’t teach you to care.”

WHAT TO STEAL

The interview question that reveals HQ. USHG doesn’t ask “tell me about a time you provided great service.” They ask questions that reveal *instinct*: “Tell me about a time you made someone’s day better without being asked.” “What’s the best hospitality experience you’ve ever had, and what made it great?” The answers reveal whether the candidate *feels* hospitality or just *performs* it.

HOW BARSELLA USES IT

Your DNA says it directly: “Anyone can learn steps of service; nobody can be taught to care.” So the interview must be built to find the care, not the resume. Ask the HQ questions. Listen for the light in their eyes when they talk about taking care of someone.



Hillstone Restaurant Group — The Process

WHAT IT IS

Hillstone is famous for a rigorous, almost obsessive hiring and training process. They hire for presence and polish, train for everything else, and hold a standard that never moves. Their restaurants are known for consistent excellence, not because they hire perfect people, but because they *build* them.

WHAT TO STEAL

The standard never moves. Hillstone doesn't lower the bar because they're short-staffed. They'd rather run understaffed than compromise. That's a choice, and it's why their rooms feel the way they feel. Barsella's DNA says the same thing: "The standard is the standard at lunch, at dinner, and at 1:45am." Your hiring process must reflect that. If a candidate doesn't clear the bar, you don't hire them — even if it means running short for a month.

THE DEEPER STEAL

Hillstone's training is legendary because it's *written*. Everything is documented, everything is taught, nothing is left to "figure it out." Your service manuals already do this. The hiring process should be just as documented — the methodology sheet Asher is building is the right instinct. Make it real, make it rigorous, make it repeatable.



Major Food Group — The Brand Is the Bait

WHAT IT IS

MFG (Carbone, Sadelle's, etc.) doesn't recruit with job postings. They recruit with *brand magnetism*. The rooms are so desirable to work in that people line up to be part of them. The brand does the recruiting before the HR department ever sends an email.

WHAT TO STEAL

Make Barsella the room people want to say they work at. This is the Instagram strategy, the slice window strategy, the "look at this room" strategy. The more Barsella looks like a place with a *point of view*, the more the right people will come to you instead of you chasing them. This is a long game — it won't fill your opening team — but it's the compounding asset that makes every future hire easier.



Eleven Madison Park / Will Guidara's Unreasonable Hospitality

WHAT IT IS

Guidara's thesis: hospitality is not about being nice; it's about being *unreasonable* in your attention to the guest's experience. The famous example: a guest mentioned in passing they'd never had a New York hot dog, and the EMP team ran out and bought one from a cart and served it on a silver platter.

WHAT TO STEAL

Hire for the instinct to be unreasonable. In interviews, look for the candidate who tells a story about going too far for a guest and being *proud* of it — not the one who tells a story about following the steps correctly. The steps matter, but the instinct to exceed them is what separates good from great. Barsella's DNA says "a great host reads the table, anticipates what a guest needs, and offers something they did not know to ask for." That's Unreasonable Hospitality in your own words. Hire for it. ---

I4

WHAT GOOD LOOKS LIKE, AND WHAT DOES NOT

The best ads, read

Three ads worth studying



37signals — “a designer who wants to kick our ass”, 2008

You read that right. We’re looking to hire a new designer that can kick our ass. We’re looking for our current aesthetic to be challenged and changed. Redesign 37signals. This is the chance to redefine the look and feel of 37signals. We’re going to start with the product marketing sites. We expect some of that influence to trickle down into the apps over time. But initially this is all about a new design language on our public-facing marketing sites. You’ll have virtual free reign. We want you to take the lead. You’ll have a lot of influence here and across the web design and software design world. We’re looking for someone who understands type, someone who understands color, someone who understands proportion, someone who understands what it takes to give something a distinct style all its own. Bring us a fine art angle. Bring us something hand drawn. Bring us great design. Bring us design that communicates a clear purpose. Design that’s friendly, warm, and inviting, yet elegant, modern, and fresh. Bring us design that feels good. If this is you, share your work and share your thoughts. Tell us why you’re the one for us... This is a full time position.

WHY IT WORKS

the job is a mission with an enemy (stale aesthetic). It asks for work, not a résumé. It is voiced like the company, not like HR.

11



noma — waiter / waitress, May 2026

The news is out: we are coming back to Copenhagen after our residency in Los Angeles, and with that we are looking for new members to join our FOH team. Here at noma we work with a large group of people – international, vibrant, and curious. Our service kitchen is the heart of the restaurant and as a team we flow through the restaurant, a union of chefs and servers that come together and create the most wonderful dining experience for our guests. To keep on our toes, we organize weekly sessions with the waiters to learn more about all the aspects of the place: from field trips to distilleries to sessions with knifemakers and hunters – you name it! As part of our FOH team, you will be with us ensuring a smooth service in our dining room and handling the preparation that goes into the set up before and after. You must be charismatic, positive, unpretentious, and the best teammate. The job comes with a four-day work week, private health care, pension and a beautiful garden to have your staff break in.

Requirements they actually print: minimum 3 years hospitality; fluent English; basics of food and noma; basic wine; curiosity; flexibility. Benefits: five weeks paid vacation, pension, insurance, Danish healthcare plus private (dental, physio, osteopath, psychologist); visa help if out of EU. **Applications only through the portal.**

WHY IT WORKS

a picture of the life (garden, four-day week, field trips) before a duty list. Unpretentious is a filter. The door is one door.



In-N-Out and Trader Joe's — the path is the ad

In-N-Out's employment page says it plainly: never franchised, every store manager started hourly, managers are not hired off the street. Trader Joe's prints Crew, Mate, Captain.

WHY IT WORKS

The advertisement is a career, not a shift. Barsella's equivalent is already written: the dishwasher gets first look at prep openings.

THE HONEST FIVE, THEN THE FIVE THAT FAIL

Ten Dallas postings, read this week

Every one is quoted from the live posting; the links are in the sources.²

THE HONEST FIVE



E1 • Two Hands — Server

Uptown • • expired 2026-08-07

“Part Time • Hourly (\$7.25) plus tips.” “Open availability is required for AM and PM weekend shifts.” “Estimated daily compensation average of \$25-29 per hour (inclusive of \$7.25/hr wage plus tips).” “A 50% employee discount for you and up to four guests.” “High school and college students are also encouraged to apply.”

WHY IT WORKS

cash wage + inclusive range in one breath; weekend truth; student-friendly; discount is a number. Skill-tag soup at the bottom is CA’s CMS, not the employer’s voice.



E2 • June’s All Day — Service Manager

Design District opening • • expires 2026-10-07

“Full Time • Salary (Based on Experience).” “Recruit, onboard, schedule, and mentor FOH staff (servers, hosts, bussers, bartenders) for our grand opening and beyond.” “Active TABC and Texas Food Managers Certifications.” Benefits listed: health, dental, vision, life, PTO, 401k, potential bonuses, dining discounts. 2+ years FOH management.

WHY IT WORKS

it is an *opening* FOH seat, same problem as Barsella. TABC + Food Manager named. Pay not numbered — still honest about that. Best title-match live ad.



E3 • Two Hands — Restaurant General Manager

Uptown • • expired 2026-03-21

“Full Time • Salary (\$75k - \$80k).” “\$10,000 annual bonus available, paid out biannually.” “Health insurance available after 3 months.” “Paid vacation time / Sick leave.” “50% employee discount... up to four guests.”
Cover letter + three references.

WHY IT WORKS

numbered salary, bonus mechanics, when health starts. **Not the SM seat** — use as the GM ceiling.



E4 • Postino WineCafe — Restaurant Manager

Dallas

“\$58,000 to \$65,000 with 20% bonus potential.” “Conduct Bar Walks to audit wash lines, builds, and jigger use.”
“Manage beverage ordering, pars, promotions, and cost control (COGs).” ServSafe + Responsible Alcohol Service required. Medical/dental/vision, 401k match, PTO, parental leave up to four weeks.

WHY IT WORKS

money + the actual bar-walk job. Closest numbered cousin to a service-led manager who owns the bar.



E5 · Lettuce Entertain You — Restaurant Manager, Aba Dallas

“USD \$55,000.00 - USD \$70,000.00 /Yr.” “Lead pre-shift meetings... reviewing labor sheets and preparing nightly numbers email.” “Work a variety of days and shifts (including early mornings, late nights and weekends).” BCBS medical, dental, vision, 401k, PTO, quarterly bonus, restaurant discounts, EAP.

WHY IT WORKS

numbered band + nights/weekends + labor sheets. Not pizza; still the Dallas salaried-FOH market.

THE FIVE THAT FAIL



P1 · Carbone Vino — Server

Design District · · expired 2026-09-05

“Hourly (\$7.25) plus tips.” “Culinary diploma or equivalent in experience strongly preferred” *for a server*. Benefits: “Competitive Salary” on an hourly tipped job. CA “Required Skills” list is a keyword dump (Customer Service ×3, Multitasking ×3, Referral program knowledge...). Typo in body: “friend veal chop.”

WHY IT FAILS

no inclusive estimate; “competitive salary” on \$7.25; culinary diploma for floor work; AI skill-tag smell.



P2 · Carbone — Captain

expired 2026-09-04

“Hourly (\$7.25) plus tips.” “Minimum of 2-3 years as a Captain... 2 years in a Michelin recognized restaurant preferred.” Same benefits boilerplate as P1. No tip math.

WHY IT FAILS

Michelin preferred + \$7.25 with no take-home. Captains at Carbone may earn well; the ad does not say so.



P3 · Batbox — Lead Bartender

Addison (Village on the Parkway — **not** Uptown)

“Compensation: (\$10/hourly + tips).” “3-5 years experience.” “Ready to work where every shift feels like game day?” “heart of the action.” Benefits: company parties, free uniforms, “wellness resources.”

WHY IT FAILS AS A PEER AD

\$10 + tips for a 3–5 year lead is a sports-pub number. Copy is venue marketing. Useful as the **low** bar-lead quote, not as a Park Cities competitor.



P4 · Carbone Vino — Bartender

(same family, listed on Carbone CA pages 2026-09-08) · CA job 714782

“Vino - Bartender · Full Time • Hourly (\$7.25) plus tips · Require min. 2 years.”

WHY IT FAILS

same \$7.25 hole as the server ad; no inclusive range; 2-year craft bar with no money story. (Full body not separately fetched; the rail quote is enough to score the money hole.)



P5 · LOCAL Public Eatery — Server/Bartender

Henderson

“you’re the ultimate host.” Address 2323 N Henderson. Career.com **estimated** \$11–14 (aggregator, **not** employer quote). Contractor/agency-disclaimer block.

WHY IT FAILS

marketing voice, no employer pay, estimated band from a scraper.

Where the postings go, and in what order

Barsella's recruiting problem is not a scarcity problem. Dallas has deep FOH talent. The problem is **signal** — making Barsella legible as a career move to people who have options, before you have a single review, regular, or reputation.

The strategy below is built on one conviction: **the job posting is a brand piece, and the hiring process is the first service experience.** Every channel choice, every word, every sequence decision should make the same argument — *this is a room where serious hospitality people do their best work.*

The sequence that wins: **Manager first, then Bar Lead, then Servers** — but not for the reason most people think. The manager is not hired to manage; they're hired to *co-recruit*. A great service manager brings their network. A great bar lead brings theirs. By the time you run a server open call, you're not hiring strangers — you're meeting referrals from people the candidates already trust.

Budget reality: \$0 gets you the right *people* if you're disciplined about process. \$2,000 gets you the right *room* — the difference is reach and polish, not candidate quality. The spend that does the most is not a job board; it's a hiring event done well.

The nine channels, at a glance

Tier 1

FIRST · DO THESE WELL

- referrals from the founding team
- Culinary Agents
- Poached
- Instagram — the build

Tier 2

SELECTIVELY

- Dallas industry groups
- the slice-window sign
- wine and bar schools
- rooms you admire

Tier 3

LAST, IF AT ALL

- Indeed · Craigslist · generic boards
- volume, not the room

Where the A-players are, in order: the network first, the industry boards second, the volume boards last if at all.

FIRST — DO THESE WELL

Tier 1



Referral bounties from the founding team — \$500–\$1,000 per hire, paid after 90 days

WHY FIRST The best FOH people in Dallas are not reading job boards. They're working at The Charles, Knox Bistro, Georgie, or one of the rooms you admire — and they move on the word of people they trust. Your founding team knows these people. Asher knows these people. The chef knows these people. This is not a “nice to have” channel; it is *the* channel.

HOW Every founding team member gets a list of the 10 best FOH people they've ever worked with. Personal outreach — text, not email. “We're opening something on SMU Blvd. You should see the room before anyone else does.” Bounty paid only after 90 days of employment, which filters for real recommendations, not just warm bodies.

WHY IT WORKS

Hospitality is a trust economy. A referral from a respected peer carries more weight than any ad. And the 90-day bounty aligns incentives — nobody recommends a friend for a job they won't survive.

2

Culinary Agents (culinaryagents.com) — the industry’s LinkedIn

WHY SECOND This is where serious hospitality people keep their professional profiles, and where Dallas FOH talent actually looks. It’s not a general job board; it’s a hospitality-specific platform with a real Dallas presence. Posting here signals you’re a serious operator, not a Craigslist restaurant.

COST Free to post; paid plans for premium placement. Worth the paid tier for a manager posting.

NOTE The posting must be written differently here — more professional, more career-oriented, less “vibe” than the Instagram version. Same truth, different register.

3

Poached (poachedjobs.com) — the working service industry’s board

WHY THIRD Poached is where hourly FOH people actually look when they’re between gigs or looking to level up. It skews younger, more bar-focused, and more immediate than Culinary Agents. This is your server and bar lead channel.

COST Free to post basic; paid for featured placement.

NOTE Poached postings have a short half-life. Post when you’re ready to interview *that week*, not months out.

4

Instagram + TikTok — the brand channel, not the job board

WHY FOURTH Because it's not a job board. The best FOH people are on Instagram, but they're not looking for jobs there — they're looking at rooms they'd want to work in. The play is not "WE'RE HIRING"; it's "look at this room, look at this bar, look at this pizza." The hiring message is implicit: *this is a place worth being part of*.

HOW Document the build. The bar coming together. The oven arriving. The first test pie. The neon going up. Tag location as SMU Blvd. Use Dallas food media hashtags. The people who DM "when do you open?" are your first candidates — they've already self-selected.

WHY IT WORKS

You're recruiting people who are drawn to the *room*, not just the *job*. That's exactly the filter you want.

SELECTIVELY

Tier 2

5

Dallas hospitality Facebook groups and industry networks

Dallas has active private groups — “Dallas Service Industry,” “DFW Bartenders,” “Dallas Restaurant Workers,” and similar. These are where shift leads and bar leads swap intel on who’s hiring, who’s good to work for, and who to avoid. Posting here is free and reaches exactly the right people, but the culture is skeptical of corporate-sounding posts. Write it like a person, not a company.

CAUTION These groups can be noisy and the quality varies. Use them as a supplement, not a primary channel. And monitor the comments — the industry talks, and what they say about your posting tells you how your brand is landing.

6

The slice window itself — the physical recruiting sign

WHY THIS IS UNCONVENTIONAL AND BRILLIANT

The window is on SMU Blvd, in University Park, across from a campus of 12,000 students, half of whom have worked in restaurants and many of whom want late-night hours that fit a class schedule. A well-designed sign in the window — “NOW HIRING: SERVERS, BARTENDERS, MANAGERS — ASK INSIDE” — catches people who already walk past, already like the look of the place, and already know the neighborhood.

THE DEEPER PLAY

The window is open until 2am. That’s when the *other* restaurants’ staff get off work. They walk past on their way home. They see the sign. They see the room. They see the line. That’s recruiting at the exact moment the candidate is thinking “I could do better than where I am.”

HOW TO DO IT WELL The sign should be designed like everything else Barsella does — sharp, not desperate. No “HELP WANTED” in red letters. Something like: **“Barsella is building the team. Ask inside.”** with the slice pin logo. It should look like an invitation, not a plea.

7

Wine and bar schools — the specialist pipeline

Dallas has real talent pipelines: the Court of Master Sommeliers' Dallas presence, TEXSOM (the largest sommelier conference in the country, held in Dallas every year), local bar programs, and the better restaurant groups' internal training programs. If Barsella wants a bar lead who can actually build a serious cocktail program — not just pour well — these are the rooms where those people gather.

HOW Reach out to instructors and program directors. Tell them what you're building. Ask who they'd recommend. This is a relationship play, not a posting play — it takes time, but it yields the highest-caliber candidates for the bar lead role specifically.

TEXSOM NOTE If timing aligns, TEXSOM is a goldmine. The entire Texas wine and beverage community gathers in one place, and the people there are exactly the people who take their craft seriously. Even just attending and talking to people is worth it.

8

Staff poaching from the rooms you admire — done with etiquette

Let's be clear about what this is and isn't. Poaching — directly recruiting from a competitor's staff while they're on shift — is frowned upon, and it will get you a reputation you don't want before you've even opened. But *networking with* the staff of rooms you admire is not poaching; it's how the industry works.

THE ETIQUETTE

Go to The Charles. Sit at the bar. Talk to the bartender. Don't pitch them. Ask about the room, the program, what they like about it. If they're good, remember their name. Follow up later — not with a job offer, but with “we're opening something on SMU Blvd, I'd love your thoughts on who we should talk to.” The best people will either be interested themselves or will send you someone great. And they'll remember that you treated them with respect, not as a target.

THE LINE

Never approach someone on shift at their own bar with a job pitch. That's a violation of the room you're sitting in. The play is relationship first, opportunity second — and always outside their shift, never during it.

LAST, IF AT ALL

Tier 3

9

Indeed, Craigslist, generic job boards

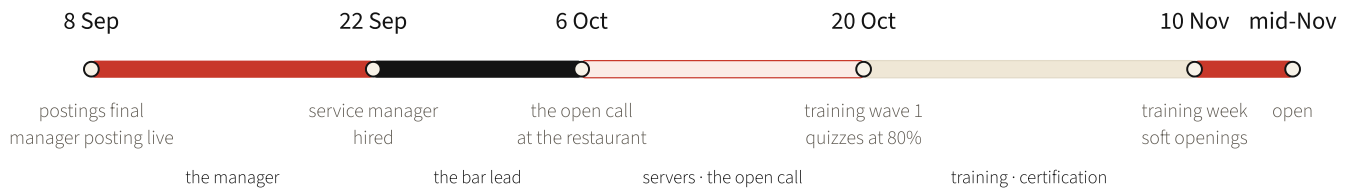
Skip these. They generate volume, not quality. The people you want are not applying to “Server — Upscale Casual Restaurant” on Indeed. They’re being referred, or they’re watching your Instagram, or they’re walking past the window. If you’re desperate for volume late in the process, you can post here — but it should be your last resort, not your first move.

What each one costs in Dallas, this week

RANK	CHANNEL	COST	CANDIDATE QUALITY
1	Founding-team referrals	\$0 now; bounty later	Highest
2	Culinary Agents Dallas	Free profile posts. Paid ads \$69 / 5-pack \$320 / 10-pack \$590 . Growth \$150/mo includes 4 ads , extra \$59 . Boost to Indeed/Craigslist/LinkedIn extra.	Opening-team, fine dining, Two Hands / June's / Carbone / Monarch live
3	Poached	\$65 / 30-day standard (less in some markets); Premium +\$10; Boost \$25	Industry board; Hai Hospitality + Eataly testimonials on their 2026 employer page
4	Instagram (brand + industry)	Organic \$0; paid boost ESTIMATE (v1 \$500–800 is unverified)	Bar leads + servers who never open CA
5	USBG Dallas	Membership cost not fetched	Bar leads
6	WSET / CMS / TEXSOM	Dallas Wine Education Center WSET L2 \$895 + tax (Blind Bishop, Oct 17–25 2026) · TEXSOM 2026 Aug 23–25 Irving; CMS-Americas is a partner	Relationship play for bar lead, not a job board
7	Dallas College Hospitality	Certificates \$1,248–\$1,782 ; AAS ~\$5,940	Hosts / new managers more than A-servers
8	TRA Greater Dallas	member mixers	Volume / advocacy
9	Indeed	Free + sponsored CPA (Poached's 2023 blog claimed \$65+/app — ESTIMATE , old)	High volume, mixed
10	Craigslist	CA paid boost (cost varies)	Low

🔗 Culinary Agents and Poached employer pricing pages, fetched 8 September 2026; the rest as marked

The order: manager, then bar lead, then servers



Counted back from mid-November. The manager first because the manager co-recruits; the bar lead second because the bar is a late-night product; the servers last, as a cohort, once both leads can be in the room.



Why manager first

The service manager is not hired to manage. They're hired to *co-recruit*. A great service manager brings a network of servers, hosts, and runners they've worked with and trust. They also bring credibility — “I'm building something with [Manager's Name]” is a stronger pitch to a server than “I'm opening a restaurant.” Hire the manager first, and the server hiring gets 10x easier.



Why bar lead second

The bar lead is a specialist. They need to build a cocktail program, not just pour drinks. That means they need time — time to develop the menu, time to source, time to train. And like the manager, a great bar lead brings a network of bartenders and barbacks. Hire them before the server open call, and you'll have bar candidates already in the pipeline.



Why servers last

Servers are the volume hire. You need 15–20 of them. That’s not a posting; that’s an event. And the event works better when the manager and bar lead are already in the room, because candidates can meet the people they’ll actually work for. It also signals “this is a real team, not a help-wanted ad.”

TIMING	ACTION
T-minus 12 weeks	Manager posting live (Culinary Agents, referrals, direct outreach). First interviews begin.
T-minus 10 weeks	Manager hired. Bar lead posting live (Poached, referrals, wine/bar school outreach).
T-minus 8 weeks	Bar lead hired. Both begin network referrals for servers.
T-minus 6 weeks	Server open call / hiring event. Referral bounties announced internally.
T-minus 4 weeks	Final server hires. Training begins (service manuals, certification program).
T-minus 2 weeks	Soft opening with founding team and invited guests.
T-minus 0	Open.

What \$0 and \$2,000 buy

\$0

WHAT IT BUYS

- **Referrals from the founding team** (free, highest quality)
- **Culinary Agents and Poached free postings** (free, decent reach)
- **Instagram/TikTok organic content** (free, builds brand over time)
- **Facebook industry group posts** (free, targeted but noisy)
- **The slice window sign** (cost of printing, effectively free)
- **The hiring event at the restaurant** (cost of pizza, effectively free)

The right *people*, if you're disciplined. Referrals alone can fill an opening team if the founding team's networks are deep. The constraint is *reach* — you'll get fewer candidates, which means you have to be better at converting the ones you get.

\$2,000

WHAT IT ADDS

- **Culinary Agents premium posting** — \$200–\$400 — Top placement for 30 days, more visibility to the professional crowd
- **Poached featured posting** — \$100–\$200 — Top placement for the hourly roles
- **Instagram/TikTok boosted posts** — \$500–\$800 — Targeted reach to Dallas hospitality workers, 25–35 age range, within 10 miles of SMU Blvd
- **Hiring event production** — \$300–\$500 — Printed applications, signage, refreshments, maybe a photographer to document the event for social

A \$500 middle, from the hiring research: one Poached post (\$65) plus one Culinary Agents ad (\$69), the rest as referral bounties paid only on staying, and a light boost of the room's reel. Not a dollar on Indeed spray.¹⁰



The etiquette of rooms you admire

you may admire a room; you do not recruit on their floor; you do not DM a server while they have a 4-top; you invite them to **eat as a guest**, then talk after. This is how A-players judge whether *you* are A.

I6

THE ROOM IS THE INTERVIEW

The hiring event

The open call is where most restaurants fail. They treat it like a cattle call, and they get cattle. Here's how to do it like Barsella:

2 TO 5 PM, AT THE RESTAURANT, THE OVEN ON

The run of show

2:00

Arrival form

One page, on paper, at the door. Can they follow instructions; are they on time.

2:15

The story

Ten minutes from Asher or Gabriel: the DNA, the pillars, the standard. Who leans in stays.



2:30

The conversations

Fifteen minutes each, the same questions for everyone, scored on the card. Not a chat.

4:30

Same-day callbacks

Tell the best they are moving on before they leave. Speed of reply is part of the brand.

4:45

The stay-and-help tell

Invite the unsure to stay and set up for tomorrow. Watch who moves tables.

How it is run



The setup

- Hold it at the restaurant, not a hotel conference room. The room is the pitch.
- Schedule it for a Tuesday or Wednesday afternoon, 2–5pm. Not a Friday night — the people you want are working Friday nights.
- Have the manager, bar lead, and Asher all present. Candidates meet the actual team.
- Serve pizza. Not to candidates — to the room. The smell of the oven is part of the pitch. If the kitchen is test-cooking, let it fill the room.



The process

- Candidates fill out a one-page application on arrival — not online beforehand. The application itself is a filter: can they follow instructions? Is their handwriting legible? Do they show up on time?
- Group introduction: 10 minutes. Asher or the GM tells the Barsella story — the DNA, the pillars, the standard. This is not a pitch; it's a filter. The people who lean in are the people you want.
- Individual interviews: 15 minutes each, with the HQ questions from USHG and the “unreasonable hospitality” stories from EMP. Score against the methodology sheet.
- Same-day callback decisions: tell the best candidates they have the next step before they leave. Speed of reply is part of the brand.



The secret weapon

Invite the candidates you're *not* sure about to stay and help set up for the next day. Watch how they work. The person who volunteers to move tables is the person you want on the floor. The person who checks their phone and leaves is not.

STAGE THREE OF THE FUNNEL

The group hour



WEEK 3-4

Stage 3 of the funnel — Group Interview / Open House

FORMAT 90 minutes, 8-12 candidates at a time. Held at the space (or a nearby room if construction is ongoing).

I7

SPEND THE HOUR ON WHAT TRAINING NEVER FIXES

The interview method

Founding Team Hires: Server · Hourly Bar Lead · Service Manager

One-sheet for the hiring manager in the room. Pre-opening draft — pay rates to be inserted by Asher.

Each question is anchored to one of the four pillars — Excellence, Hospitality, Education, Team. Ask the same questions of every candidate for the same role; that is what makes the scorecard mean something.

I

SECTION ONE

What cannot be taught, and what can

Two lists. The first is what you screen hard for, because no training fixes it. The second is what you verify and move on from.

Cannot be taught — screen hard

TRAIT	WHY IT MATTERS AT BARSELLA	HOW TO TEST IT IN THE ROOM
Genuine love of hospitality	The handbook's one non-negotiable: joy from taking care of people. You can't script warmth at 1:45am.	Ask: <i>"Tell me about a time you made someone's night without being asked to."</i> Watch their face when they answer. If they light up, that's it. If they describe the <i>steps</i> they took and not the <i>person</i> they took care of, that's not it.
Care instinct — the "own the whole room" reflex	Barsella's operating principle: nobody walks past a dirty table or a guest looking around. This is a personality trait, not a training outcome.	Scenario: <i>"You're cut, it's 1:30am, you're walking out. You see a guest at the window looking around for someone. What do you do?"</i> Strong: they stop, help, then leave. Weak: "not my section" or "I'd find whoever's working."
Respect in every direction	A bar until 2am next to a university survives only if respect is enforced — guest to staff, staff to guest, FOH to BOH.	Ask: <i>"Tell me about a time a guest was disrespectful to a coworker. What did you do?"</i> Strong: they intervened or got a manager, didn't laugh it off. Weak: "that's just how it is" or "I ignored it."
Pride in the work	"Excellence stops being a rule and becomes a habit." The person who wipes the rim of the section because <i>they</i> care, not because someone's watching.	Ask: <i>"What's the last thing you did at work that nobody asked you to do?"</i> Strong: specific, recent, small-but-real. Weak: "I always do my job" (that's the baseline, not pride).
Emotional steadiness under pressure	Friday at 8pm, 70 seats full, window line at midnight — the room needs people who get <i>clearer</i> when it's loud, not tighter.	Ask: <i>"Tell me about the worst shift you've ever worked. What happened, and what did you do?"</i> Strong: they describe chaos calmly, focus on what they controlled. Weak: they blame the kitchen, the host, the manager, the universe.

Can be taught — verify, do not over-interview

If it can be taught in a week of training and certification, do not reject for it. Reject for the things training never fixes.

SKILL	BARSELLA STANDARD	QUICK CHECK
Steps of service	Documented in the Service Manuals; 45-second greet, 2-minute spritz offer, written orders, repeat-back.	Ask them to walk you through <i>their</i> sequence at their last restaurant. You're listening for structure, not our exact steps.
Menu knowledge	The recipe guide is the law; servers study wine monthly, kitchen studies in pre-shift.	Ask: " <i>How did you learn the menu at your last place?</i> " Strong: they tasted, quizzed, studied. Weak: "I picked it up over time."
TABC / alcohol service	Non-negotiable, every position that touches alcohol. The 2am license is a privilege the whole building protects.	Verify current certification. Ask one scenario: " <i>A guest at the window at 1:30am orders a third drink, you're not sure how many they've had. Walk me through it.</i> "
Toast / POS	We flag allergies in Toast, tell a manager, every table.	Ask what POS they've used. If they can learn one, they can learn ours.
Spritz knowledge	"Can I start you with an Aperol spritz while you look?" is our signature first offer.	Ask if they know what's in an Aperol spritz. If not, that's a 5-minute training item — not a rejection.

2

SECTION TWO

The structured interview

Six to eight questions per role, the same for every candidate. Strong and weak answer patterns are noted so you can calibrate in the room; score on the anchored scale below.

The scale, anchored

SCORE	WHAT IT MEANS
4 — Exceptional	Shows the trait consistently, with specificity. You’d hire them tomorrow.
3 — Strong	Shows the trait clearly. Solid hire.
2 — Developing	Shows the trait inconsistently. Hire only if other factors compensate.
1 — Weak	Does not show the trait. Do not hire.

7 questions · 45 minutes · the same questions for every candidate for this role

Q1 HOSPITALITY the core question. If they miss this, end early.

“Tell me about a time you made a guest’s night without being asked to.”

STRONG

They name a specific person (not “a table”), describe what they noticed, what they did, and how the guest responded. They enjoyed telling this story.

WEAK

They describe doing their job correctly. “I refilled their water without them asking” is competence, not hospitality. Or they can’t think of one — that’s a red flag in itself.

Q2 HOSPITALITY recovery — the LAST standard

“Tell me about a time something went wrong for a guest — wrong order, long wait, a mistake. What did you do?”

STRONG

They owned it, fixed it on the spot, told a manager, and the guest left happy. They describe the guest’s reaction, not just their own actions.

WEAK

They blame the kitchen, the system, the host. They waited for a manager to fix it. They describe the policy they followed instead of the person they helped.

Q3 EXCELLENCE/PRIDE the standard under pressure

“It’s 9pm on a Saturday, you’re in the weeds, and you notice the table you’re about to drop drinks at has a smudge on the glass. What do you do?”

STRONG

“Wipe it or get a new glass. The table waits 10 seconds.” The standard doesn’t move because we’re busy.

WEAK

“I’d serve it, they probably won’t notice.” Or “I’d apologize and serve it anyway.” That’s the exact moment the brand is won or lost.

Q4 EDUCATION curiosity is not optional

“Tell me about the last thing you learned about food, wine, or service that you didn’t have to learn.”

STRONG

They have an answer immediately.
They read something, tasted something, asked the chef something.
They’re curious by nature.

WEAK

“I don’t really do that outside of work”
or “I know enough to do my job.” At Barsella, that’s not enough.

Q5 TEAM the whole room

“Tell me about a time you helped a coworker who was drowning.”

STRONG

They noticed without being asked, they stepped in, they describe it as normal. “That’s just what you do.”

WEAK

“I stay in my section, that’s how it works at my restaurant.” Or they helped but resent it. Ego has no place here.

Q6 RESPECT the late-night standard

“A guest at the bar is getting loud and disrespectful to another guest. You’re their server. What do you do?”

STRONG

They intervene early, calmly, with warmth — and escalate to a manager if needed. They protect the room. “I’d catch it before it gets there, ideally.”

WEAK

“I’d ignore it unless they complain.” Or “I’d tell them to leave” (that’s a manager’s call, made with grace, not a server’s).

Q7 FIT the room

“Barsella is upscale-casual: sharp service, relaxed guests. Polished without being precious. What does that mean to you?”

STRONG

They can articulate it in their own words: precise execution, warm delivery. They understand the difference between fine dining stiffness and sharp warmth.

WEAK

“I don’t know, I just work here.” Or they describe either extreme — too formal or too casual.

SECTION TWO · THE QUESTIONS · ROLE 2 OF 3

Hourly Bar Lead

8 questions · 50 minutes · the same questions for every candidate for this role

Q1 HOSPITALITY the bar's version of the core question

“Tell me about a regular you had at your last bar. How did they become a regular?”

STRONG

They describe learning the person — their drink, their story, their name. The regular came back because of how they were *treated*, not just what was poured.

WEAK

“I made good drinks, people came back.” That’s craft, not hospitality. We need both.

Q2 EXCELLENCE/PRIDE the rail standard

“You’re three deep at the bar on a Friday. A ticket prints for a cocktail you know you made slightly off — the spec calls for 2oz, you poured 1.75. What do you do?”

STRONG

“Remake it. The rail waits 30 seconds. The standard is the standard.” No hesitation.

WEAK

“It’s close enough, nobody will know.”
At Barsella, the recipe guide is the law.
“Close enough” is not a standard.

Q3 ALCOHOL JUDGMENT hard floor question — see Section 3

“It’s 1:15am. A guest at the bar has had three drinks over two hours. They’re not slurring, but they’re loud and they order a fourth. Walk me through it.”

STRONG

They read the whole picture — food, water, time, behavior — and make a call with grace. “I’d slow it down, offer water and a slice, check in with them. If I’m not comfortable, I’d get a manager. But I’d never make it a scene.”

WEAK

“They’re not drunk, I’d serve them.” Or “Three drinks is fine, the limit is four.” There’s no formula — there’s judgment, and they need to show it.

HARD FLOOR

If the answer is *anything* resembling “I’d serve them if they’re not obviously drunk,” that’s a fail on this question regardless of everything else. The 2am license is a privilege the whole building protects.

Q4 ALCOHOL JUDGMENT ID standard

“A guest at the window looks 25. They order a beer. What do you do?”

STRONG

“ID them. Under 30, every time. The window at 1am doubly so.” No negotiation, no “they looked older.”

WEAK

“If they look old enough, I don’t bother.” Automatic fail. TABC standards are hospitality, not bureaucracy.

Q5 EDUCATION the craft

“Tell me about a cocktail you’ve been working on, or one you’re proud of. Why does it work?”

STRONG

They can talk about balance, technique, why the specs matter. They’ve thought about it. They taste what they make.

WEAK

“I just follow the recipes.” Or they can’t describe why a drink works. A bar lead needs to *know*, not just *do*.

Q6 TEAM bar + floor integration

“The service well is backed up, servers are waiting on drinks, and a guest at the rail is trying to order. What’s your move?”

STRONG

They prioritize the service well (tickets are guests too), acknowledge the rail guest verbally (“I’ve got you in one minute”), and communicate with servers. They run the bar as part of the room, not a separate island.

WEAK

“The rail guest is right in front of me, I’ll take them first.” That’s how servers drown and the floor turns on the bar.

Q7 RESPECT late-night authority without ego

“A cocktail server tells you a guest at table 14 is getting handsy. What do you do?”

STRONG

“I believe them, I get a manager immediately, and I keep an eye on it. Nobody gets to make our staff uncomfortable.” Immediate, serious, no hesitation.

WEAK

“What did she do?” or “Are you sure?” — any version of questioning the report instead of acting on it. Respect runs in every direction, and that’s non-negotiable.

Q8 FIT the room changes at 10pm

“Barsella turns into a late-night lounge at 10pm — same room, different energy. What does that shift ask of a bar lead?”

STRONG

They understand the bar sets the tone. The energy, the volume, the pace — the bar lead is the conductor. “The room follows the rail.”

WEAK

“I just make drinks, the room is what it is.” A bar lead who doesn’t read the room can’t run the room.

Service Manager

8 questions · 60 minutes · the same questions for every candidate for this role

Q1 HOSPITALITY leadership version

“Tell me about a time you had to hold a team member accountable for a hospitality failure. What happened?”

STRONG

They addressed it directly, privately, with the standard — not the person — as the issue. They describe the conversation, the follow-up, and the outcome. “I told them what I saw, asked what happened, and we agreed on what ‘right’ looks like.”

WEAK

“I just did it myself” (that’s not leadership, that’s martyrdom). Or they avoided the conversation. Or they made it personal.

Q2 EXCELLENCE/PRIDE the manager’s standard

“A server drops a pizza at a table and it’s slightly off — not wrong, but not right. The guest hasn’t noticed. What do you do?”

STRONG

“I catch it before it leaves the pass if I can. If it’s already down, I’d have it remade and handle the table myself. The guest should never know it happened, but the standard doesn’t slip.”

WEAK

“If they didn’t notice, it’s fine.” The food is the truth — the manager is the last line of defense for that truth.

Q3 EDUCATION developing others

“Tell me about someone you trained or developed. How did you approach it, and what happened?”

STRONG

They describe a method — shadowing, quizzing, feedback loops, certification. They took the person’s development seriously and can point to a result. “She went from host to server in three months.”

WEAK

“I just showed them the ropes.” Or they’ve never meaningfully developed anyone. A Barsella manager teaches — that’s in the job description.

Q4 TEAM the FOH/BOH bridge

“It’s a busy Friday. The kitchen is in the weeds and a server is frustrated, complaining about ticket times. What do you do?”

STRONG

They address both sides: calm the server, support the kitchen, communicate with the GM. They understand the manager is the bridge, not the referee. “I’d check the board, see what’s actually happening, and be honest with the floor.”

WEAK

“I’d tell the server to be patient” (dismissive) or “I’d go yell at the kitchen” (destructive). Neither builds the one-unit culture the handbook demands.

Q5 RESPECT enforcing the standard

“A guest is being rude to a host — not abusive, but dismissive and condescending. You overhear it. What do you do?”

STRONG

They step in immediately, with warmth toward the guest and support for the host. “I’d introduce myself, take over the interaction, and check on the host after. Nobody talks to our people like that in our room.”

WEAK

“The host can handle it” or “that’s just how guests are sometimes.” Respect runs in every direction, and the manager enforces it.

Q6 OWNERSHIP the whole room

“It’s 11pm, you’re closing out the night. The slice window line is long, the bar is full, and a server calls out. What do you do?”

STRONG

They jump in — window, bar, floor, wherever the need is. A Barsella manager is not a title that sits above the work. “I’d cover the floor, ask the bar lead what they need, and worry about closeout after.”

WEAK

“I’d call someone in” or “I’d let the team handle it.” The manager owns the whole room, every hour it’s open.

Q7 JUDGMENT the late-night call

“It’s 1:30am. A group at the bar is getting loud, but they’re spending money and they’re not technically over-served. A nearby table looks uncomfortable. What do you do?”

STRONG

They read the room, not just the tab.
“I’d have a quiet word with the group — warm, but clear. ‘Folks, I love the energy, but the room’s turning late-night quiet. Let’s bring it down a notch.’ If it doesn’t work, I’d close them out gracefully. The room matters more than the check.”

WEAK

“They’re spending money, let them be.”
That’s how a 2am license dies and a neighborhood institution never gets built.

Q8 FIT the founding team

“We’re opening this restaurant from scratch. The manager development manual says founding managers build the plane while flying it. What does that mean to you?”

STRONG

They’re energized by it — building systems, hiring their team, writing the playbook while running it. “That’s why I want this job, not a job like it.”

WEAK

They want a playbook to follow, not one to write. That’s a fine manager for a mature restaurant, but not for a founding team.

I8

ONE CARD PER ROLE, WEIGHTED

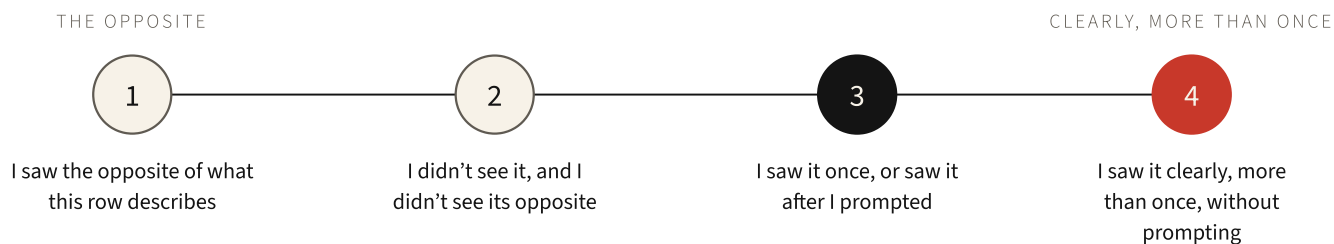
The scorecards

How to use it

Score each row 1 to 4. You are scoring evidence you saw in the room, not your feeling about the person. If you got no evidence on a row, score 2 and write “no signal” — do not give a 4 because the person was likable. Total the weighted score at the bottom. Hard floors are pass or fail and are never averaged.

SCORE WHAT YOU SAW

The anchored scale



Four stops, anchored to evidence. A 2 is not a bad score; it is “no signal” — write it down and move on.

WEIGHTED SCORECARD

Server

#	TRAIT	WEIGHT	WHAT A 4 LOOKS LIKE	SCORE
S1	Hospitality instinct	×3	Leans into the guest's experience without being asked; remembers a detail; makes <i>you</i> feel hosted in the interview	
S2	Menu curiosity	×2	Asks about Gino's recipes, the pizza style, the spritz program; can describe a food or drink they love and <i>why</i>	
S3	Steps-of-service fluency	×2	Can walk a table from greet to check-drop in order, in their own words, without sounding scripted	
S4	Grace under volume	×2	Describes a real shift that went sideways and what <i>they</i> did; no blame, no hero story	
S5	Sales without pushing	×1	Can describe a time they read a table and adjusted the approach; knows the difference between guiding and selling	
S6	Cleanliness as reflex	×1	Mentions mise en place, station reset, or pre-bussing without being asked about it	

HARD FLOOR — HOSPITALITY (S1):

Must score 3 or 4. A 2 on hospitality ends the candidacy regardless of total. This is the one thing Barsella cannot train.

PASS LINE: 36 WEIGHTED POINTS

(out of 44 possible). Below 36, do not hire. At 36–40, hire if the manager is confident. Above 40, hire and move fast.

WEIGHTED SCORECARD

Hourly Bar Lead

#	TRAIT	WEIGHT	WHAT A 4 LOOKS LIKE	SCORE
B1	Hospitality instinct	×3	Same bar as the server — makes you feel hosted, not served	
B2	Alcohol-service judgment	×3	Can describe a real moment they cut someone off, how they said it, and what happened after; speaks TABC language without being prompted	
B3	Speed behind the rail	×2	Can describe their setup, their well, their mis en place; knows their pour counts and their build order	
B4	Cocktail craft + curiosity	×2	Can talk about balance, dilution, or a drink they're proud of; asks about the Barsella spritz program	
B5	Team lift	×2	Describes helping a server, a barback, or a new hire in a way that shows they see the whole room, not just their rail	
B6	Close discipline	×1	Can describe a real close — counts, locks, logs, the boring stuff — without being asked twice	

HARD FLOOR — ALCOHOL-SERVICE JUDGMENT (B2):

Must score 3 or 4. A 2 on judgment ends the candidacy. The 2am license is the single most valuable asset on the P&L, and one bad call can kill it.

HARD FLOOR — HOSPITALITY (B1):

Must score 3 or 4. Same rule as the server. A bar lead who doesn't love people will build a cold bar.

PASS LINE: 36 WEIGHTED POINTS

(out of 44). Same line as the server. At 36–40, hire if the manager is confident. Above 40, move fast.

WEIGHTED SCORECARD

Service Manager

#	TRAIT	WEIGHT	WHAT A 4 LOOKS LIKE	SCORE
M1	Hospitality instinct	×3	Same bar as everyone else — this role sets the temperature of the whole room	
M2	People development	×3	Can describe a specific person they made better — what the person was like before, what they did, what the person was like after; names the person	
M3	Accountability without cruelty	×2	Can describe a real conversation where they held a standard with someone they liked; no villain, no martyr	
M4	Shift command	×2	Can walk a shift from pre-shift to close in order; knows what they're checking, when, and why	
M5	Labor + numbers literacy	×2	Can read a labor percentage, a sales-per-labor-hour number, or a schedule against sales; asks about Barsella's numbers	
M6	Standards protection	×1	Can describe a moment they protected a standard when it would have been easier to let it slide	

HARD FLOOR — PEOPLE DEVELOPMENT (M2):

Must score 3 or 4. A manager who cannot name a specific person they made better is not a manager — they're a supervisor.

HARD FLOOR — HOSPITALITY (M1):

Must score 3 or 4. Same rule as every role in the building.

PASS LINE: 36 WEIGHTED POINTS

(out of 44). Same line. At 36–40, hire if the GM is confident. Above 40, move fast. Below 36, do not hire — this is the one role where a wrong hire costs six figures in turnover and culture damage.

I9

THE SECOND HALF OF THE ONE-SHEET

The trail shift, references, red flags, and the Texas rules

THREE PAID HOURS IN THE ROLE

The trail shift

The rules: Three paid hours. The person works the role, not a shadow of it. Pay them the agreed hourly rate for all three hours, in cash or payroll, same day. If they're not good enough to pay, they're not good enough to hire. Score each behavior 1–4 on the same anchored scale. A trail shift score of 3 or higher on 70% of the behaviors is a pass; anything less, thank them and move on.

Server — on the floor (3 hours, 8 behaviors)

☐ Greets a table within ten seconds of approach

You don't have to tell them to. It's reflex.

☐ **Reads the table's pace**

Slows down for the couple lingering, speeds up for the family with kids. Adjusts without being told.

☐ **Knows the menu or asks smart questions**

If they don't know Gino's menu, they should be asking the trainer between tables — not guessing.

☐ **Pre-busses without being asked**

Empty glasses, finished sections, crumpled napkins — gone before the guest notices.

☐ **Sells one thing naturally**

A second spritz, a side, a dessert — not a pitch, a suggestion that fits the moment.

☐ **Keeps their section organized**

Table numbers straight, tickets read, no auctioning food.

☐ **Handles a curveball**

A wrong order, a spilled drink, a guest complaint — watch how they react in the first five seconds.

☐ **Checks back after food lands**

Two minutes or two bites, whichever comes first. The food is right, or they fix it now.

Hourly Bar Lead — behind the rail (3 hours, 9 behaviors)

☐ **Sets up the well before service**

Bottles in order, jigger in reach, garnish ready. No searching mid-ticket.

☐ **Pours accurately without thinking**

Counts are consistent. No over-pours, no under-pours.

☐ **Builds drinks in the right order**

Ice, spirit, modifier, finish — the sequence is automatic.

☐ **Keeps the rail clean while working**

Wipes, resets, no sticky bottles. Clean-as-you-go is visible.

☐ **Calls the room**

Eyes up between tickets. Sees a guest waiting, a server needing a drink, a spill.

☐ **Communicates with servers**

Calls tickets back, flags 86s, doesn't make servers beg for drinks.

☐ **Checks an ID without making it weird**

Natural, quick, confident. The guest doesn't feel policed.

☐ **Handles a cutoff or a complaint**

Watch the tone: firm, kind, final. No apology for doing the right thing.

☐ **Closes the well properly**

Counts, labels, covers, logs — the boring stuff done without being reminded.

Service Manager — running a pre-shift and a mock service (3 hours, 10 behaviors)

☐ **Runs a pre-shift that's actually useful**

Not a lecture. Specifics: who's on, what's 86'd, what the night looks like, one thing to focus on.

☐ **Assigns sections with logic**

Strong server on the big party, new person where they can be watched. Not random.

☐ **Checks the room before service**

Tables set, music right, lights right, bathrooms clean. They see it before you point it out.

☐ **Reads a labor number**

Can look at the schedule and sales forecast and tell you if you're over or under.

☐ **Coaches in the moment**

A server does something wrong — watch how they correct it. Private, specific, kind, immediate.

☐ **Holds a standard without drama**

A plate goes out wrong. They catch it, fix it, and the guest never knows. No yelling.

☐ **Handles a guest complaint**

They take ownership, fix it now, log it later. The guest leaves glad they said something.

☐ **Supports without taking over**

They help a struggling server without doing the job for them.

☐ **Keeps the shift moving**

They're not in the weeds. They're watching the room, adjusting, staying ahead.

☐ **Closes with a debrief**

Five minutes, end of shift: what went well, what broke, what we fix tomorrow.

AND HOW TO READ THE PAUSE

The five reference questions

I

Q1. “What was [name]’s role when they worked for you, and what dates?”

Why: Confirms the basics. If the dates don’t match the resume, that’s a red flag before you ask anything else.

2

Q2. “What was [name] best at — the thing you could always count on them for?”

Why: Opens with the positive. People relax. You learn what the person actually does well, not what they claim.

3

Q3. “What did you have to stay on [name] about — the thing you had to manage closely?”

Why: The real answer. Everyone has a thing. If the reference says “nothing, they were perfect,” they’re not telling you the truth or they didn’t manage them closely.

4

Q4. “On a scale of 1 to 10, how likely would you be to rehire [name] tomorrow?”

Why: The money question. Anything below 8 is a no. An 8 or 9 with a pause is a 7. A 10 with specific reasons is a yes.

5

Q5. “If you were me, what would you make sure to set up for [name] so they succeed here?”

Why: Tells you what the person needs. If the answer is “structure,” you better have structure. If it’s “freedom,” you better not micromanage.



How to read the pause

A pause before Q4 is information. A pause before Q3 is a warning. A pause before Q2 is a red flag — they're trying to find something nice to say. A reference who says "let me think" before "would you rehire them" is telling you no without saying it. Write down the pause. It's data.

Red flags that end a candidacy, whatever the score



They talk about guests as the enemy.

"Customers are always trying to get one over on you." "Guests don't know what they want." If they don't like people, Barsella cannot fix them.



They badmouth a previous employer by name.

"My last manager was an idiot." "That place was a shitshow." The specifics don't matter. The pattern does: they'll say the same about you in six months.

3 

They can't name a single mistake they've made.

Or they name a fake one. "I care too much" is not a mistake. Anyone who can't own a real error can't be coached.

4 

They're vague about dates or gaps.

"I was doing some stuff." "I took some time." Legitimate gaps have stories. Vague gaps hide something.

5 

They ask about comp before they ask about the restaurant.

One question about pay is normal. A first interview that's mostly about money, breaks, and how late they'll actually have to stay is a signal about priorities.

6

They're rude to anyone who isn't you.

The host, the barista, the person at the front desk. Watch how they treat people they don't need. That's how they'll treat the dishwasher.

7

They can't describe a single guest interaction they're proud of.

For any FOH role. If you can't remember a moment you made someone's night, you haven't been paying attention.

8

They say "I'm just here until..."

Until their band takes off, until law school, until they find something real. Everyone has a life. But if they're already halfway out the door, don't invest in them.

9 

They won't do a trail shift.

Or they want to be paid for it before they've done it. The trail is the interview. If they won't work three paid hours to show you who they are, they're telling you who they are.

IO 

Your gut says no, and you can't explain why.

Write down what you saw. Sleep on it. If it's still there in the morning, trust it. The scorecard is a tool, not a substitute for judgment.

IN THE INTERVIEW, ON AN APPLICATION, OR IN WRITING

The questions you never ask

NEVER ASK
ABOUT

WHAT THAT MEANS IN THE ROOM

Age	Don't ask how old they are, when they graduated high school, or anything that pins down age. You can ask "Are you 18 or older?" because you need to know they can legally work the role. Nothing more.
Family	Don't ask if they're married, have kids, are planning to have kids, or who takes care of the kids. Don't ask for an emergency contact until after they're hired.
Pregnancy	Don't ask, don't comment if they're visibly pregnant, don't ask about plans. If they bring it up, say "Congratulations" and move on. You cannot make a hiring decision based on it.
Religion	Don't ask what church they go to, if they go, or what holidays they observe. If they bring it up, you can discuss scheduling accommodations after they're hired — not before.
National origin	Don't ask where they're from, where their name is from, or what their accent is. You can ask "Are you legally authorized to work in the United States?" — that's it.
Disability	Don't ask if they have a disability, what medications they take, or anything about their health. You can ask "Can you perform the essential functions of this role with or without reasonable accommodation?" — and nothing more.
Arrest record	Don't ask about arrests. In Texas, you can ask about convictions, but not arrests, and even convictions should be reviewed for job relevance. If you run a background check, do it after a conditional offer, and follow the FCRA process. Confirm with counsel.
Salary history	Don't ask what they made at their last job. It's restricted in some Texas cities (not statewide as of this writing, but it's moving), and it's a bad practice regardless. Pay for the role, not their history.

The Texas rules, plainly



TABC certification and the 2am license

Every person serving or selling alcohol in Texas must have a current TABC Seller-Server Certificate. It's a \$10–15 online course, takes about 2 hours, good for 2 years. The person must have it before they serve — not “working on it.” The bar lead and the manager should have it before day one. Servers can get it during onboarding if they haven't served alcohol before, but they cannot touch the bar or take a drink order until it's done.

The 2am license is not automatic. Barsella's late-night service depends on the license staying clean. One sale to a minor, one over-service that leads to an incident, and the license is at risk. The bar lead is the guardian of that license. The manager is the guardian of the bar lead. This is not a training issue — it's an existential one.



At-will language for the offer letter

Texas is an at-will employment state. The offer letter should say, in plain English: “Your employment with Barsella is at-will. This means either you or Barsella can end the employment relationship at any time, with or without cause, and with or without notice. This at-will relationship cannot be changed except in a written agreement signed by you and the owner.” Don't add “probationary period” language that suggests otherwise. Confirm the exact wording with counsel.



Tipped wage and tip pool basics

Texas follows federal law: the tipped minimum wage is \$2.13 per hour, and the tip credit can cover the difference up to the federal minimum of \$7.25. If a tipped employee's tips plus \$2.13 don't average \$7.25 per hour for the workweek, Barsella must make up the difference. This is not optional.

Tip pooling: Barsella can run a tip pool among tipped employees (servers, bar leads, bussers, food runners) as long as it's structured correctly. Managers and supervisors generally cannot participate in the tip pool under federal rules. The exact structure — who is in, who is out, and how it is split — is written down before the first shift and confirmed with counsel.

Where a rule is nuanced the row says so; confirm with counsel before the offer letters go out.

FIVE STAGES, SIX WEEKS

The hiring funnel for an opening

Stage 1 · Sourcing & Application

WEEK 1-2

Stage 2 · Screening Call

WEEK 2-3

Stage 3 · Group Interview / Open House

WEEK 3-4

Stage 4 · Trail Shift

WEEK 4-5

Stage 5 ·
References &
OfferWEEK
5-6



WEEK 1-2

Stage 1 — Sourcing & Application

CHANNELS THAT WORK IN DALLAS FOH Poached (the dominant platform for upscale-casual), Culinary Agents, Indeed (broad but high volume), Instagram (Barsella's own account — the room is the pitch), word of mouth from the opening team's networks.

APPLICATION ASKS Resume + the specific prompt in each posting (why you want to open a restaurant / best shift you've run / a shift that went sideways). The prompt does the first filter — generic applications get deprioritized.

RESPONSE SPEED 48 hours max to every applicant. This is in the DNA: "Speed of reply is part of the brand." Candidates talk.



WEEK 2-3

Stage 2 — Screening Call

WHAT YOU'RE SCREENING FOR Availability match (especially late-night), TABC status, the "why Barsella" signal, and whether they can hold a conversation — warmth is audible.

THE ONE QUESTION THAT MATTERS "Tell me about a time you took care of someone." Listen for joy, not just competence.



WEEK 3–4

Stage 3 — Group Interview / Open House

FORMAT 90 minutes, 8–12 candidates at a time. Held at the space (or a nearby room if construction is ongoing).



WEEK 4–5

Stage 4 — Trail Shift

FORMAT 3–4 hours, paid. For servers: shadow a training service scenario (or, pre-opening, run a mock service with the team). For bar leads: work the well during a mock service or training session. For managers: run a mock floor with a trainer observing.

WHAT YOU'RE EVALUATING Do they move with purpose? Do they ask good questions? How do they handle a deliberate mistake (wrong order, a “guest” complaint)? Do they clean as they go?

THE REAL TEST Watch how they treat the dishwasher, the busser, the person with the least power in the room. That's the tell.



WEEK 5-6

Stage 5 — References & Offer

REFERENCES Two minimum, at least one former manager. Ask the specific question: “Would you rehire this person tomorrow?” Listen for the pause.

OFFER Verbal first, then written. Include start date, pay, training schedule, and the certification path.

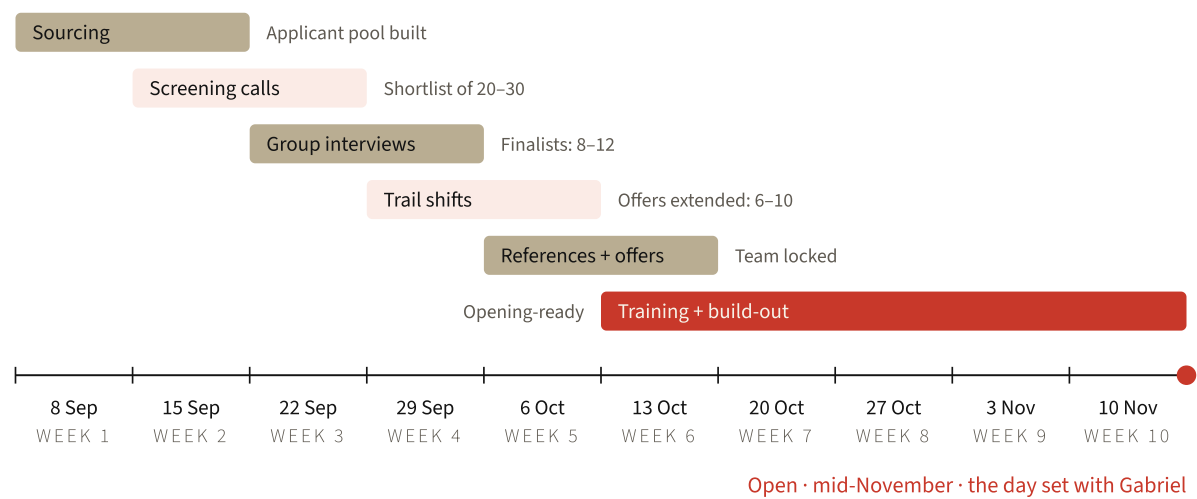
START DATES Staggered — first wave 3–4 weeks before opening (training + build-out support), second wave 2 weeks before (intensive training), final wave 1 week before (final certification + soft opening).

Timeline summary

WEEK	STAGE	OUTPUT
1–2	Sourcing	Applicant pool built
2–3	Screening calls	Shortlist of 20–30
3–4	Group interviews	Finalists: 8–12
4–5	Trail shifts	Offers extended: 6–10
5–6	References + offers	Team locked
6–8+	Training + build-out	Opening-ready

THE SAME SIX STAGES ON A CALENDAR

Counted back from opening night



The six stages laid on the weeks from today to mid-November. Training and build-out runs to the door; the day itself is set with Gabriel.

21

AND HOW THESE POSTINGS AVOID THEM

The five mistakes first-time restaurateurs make



Hiring for competence, not character

THE MISTAKE

The posting lists skills (“3+ years experience, POS proficiency, wine knowledge”) and the interview screens for those. You hire someone who can do the job but doesn’t love taking care of people. The room feels correct but cold.

HOW BARSELLA’S POSTINGS AVOID IT

Every posting leads with the room and the standards, then asks the candidate to show their character — “tell us why you want to open a restaurant,” “tell us about the best shift you’ve ever run.” The DNA says it plainly: “Anyone can learn steps of service; nobody can be taught to care.” The postings hire for the thing that can’t be trained.

2 ⚠️

Hiding the hard parts

THE MISTAKE

The posting sells the dream — “exciting new concept, great team, growth opportunity” — and omits the reality: late nights, the 2am close, the schedule that flexes with sales, the certification quizzes. Candidates show up and quit in week three because nobody told them.

HOW BARSELLA’S POSTINGS AVOID IT

The schedule truth is in the posting. The late-night shift is named. The certification program with its 80% pass bar is named. The “schedule against last week’s sales” is named. The right candidates read this and think “that’s the room I want.” The wrong ones self-select out — which is exactly what you want.

3 ⚠️

Generic growth promises

THE MISTAKE

“We promote from within!” with no specifics. Candidates have heard it before. It means nothing.

HOW BARSELLA’S POSTINGS AVOID IT

The growth path is specific because it’s real. “The dishwasher gets first look at prep openings.” “The best dining room servers get first look at cocktail server training.” “Every manager starts in the kitchen.” These are Barsella’s actual operating principles, and they’re more compelling than any vague promise.

4

Hiring managers for title, not for the full operator path

THE MISTAKE

The posting says “Restaurant Manager — 5+ years experience, P&L ownership, scheduling, inventory.” You hire someone who wants to manage but doesn’t want to operate. They spend their shifts in the office, never touch the line, and the team reads it instantly: the manager doesn’t know the work they’re being asked to do.

HOW BARSELLA’S POSTINGS AVOID IT

The manager posting says it outright: every manager starts in the kitchen. BOH immersion first — before scheduling, before inventory, before any office work. The founding team gets management from day one, which means the first managers are building the systems they’ll run, not inheriting someone else’s. A candidate who wants the title but not the kitchen reads that and moves on. A candidate who wants to earn the room reads it and applies.

5

Posting to fill a slot instead of build a team

THE MISTAKE

The posting lists three open positions — server, bar lead, manager — as separate jobs with separate requirements. Candidates apply to one. Nobody sees how the roles fit together, and you end up with three people who each do their own job but don't share a standard.

HOW BARSELLA'S POSTINGS AVOID IT

The postings name the room as one thing: the same 45-second greet, the same spritz by name within 2 minutes, the same 3-4 table sections, the same 80% quiz bar with redo the same day, the same shadow before solo, the same TABC before the first shift. The lounge turning at 10pm and the window running to 2am are everyone's shift, not one person's problem. A candidate reading the server posting sees the manager's world; a candidate reading the manager posting sees the server's. That's the point — Barsella isn't hiring three positions, it's hiring one opening team that holds one standard.



The ten mistakes of the money, in one line each

one P&L for three dayparts; prime as a feeling; org-chart labor; recipe as vibe; L.A.S.T. without a log; owner in the pass; GM as only adult; founding pay as leftover; build-out as identity; no plug date.

 The restaurant-business research, section 2.5

WHAT TO WRITE ON THE MONEY LINE

Dallas pay and benefits, with their flags

Numbers carry the research window's own flags: **VERIFIED** means a live posting or a public dataset was quoted with its link in the sources; **ESTIMATE** means no Park Cities source was found. Asher's numbers replace the placeholders; these are the floor.

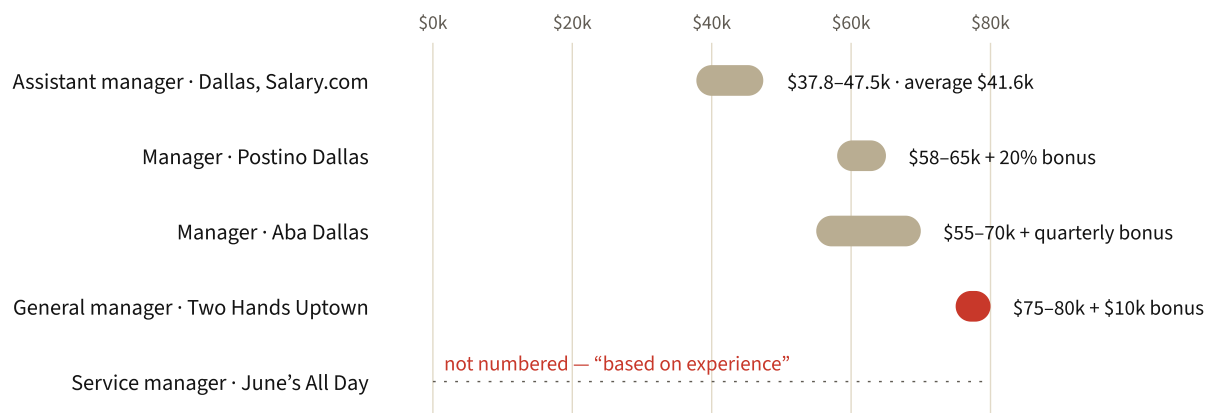
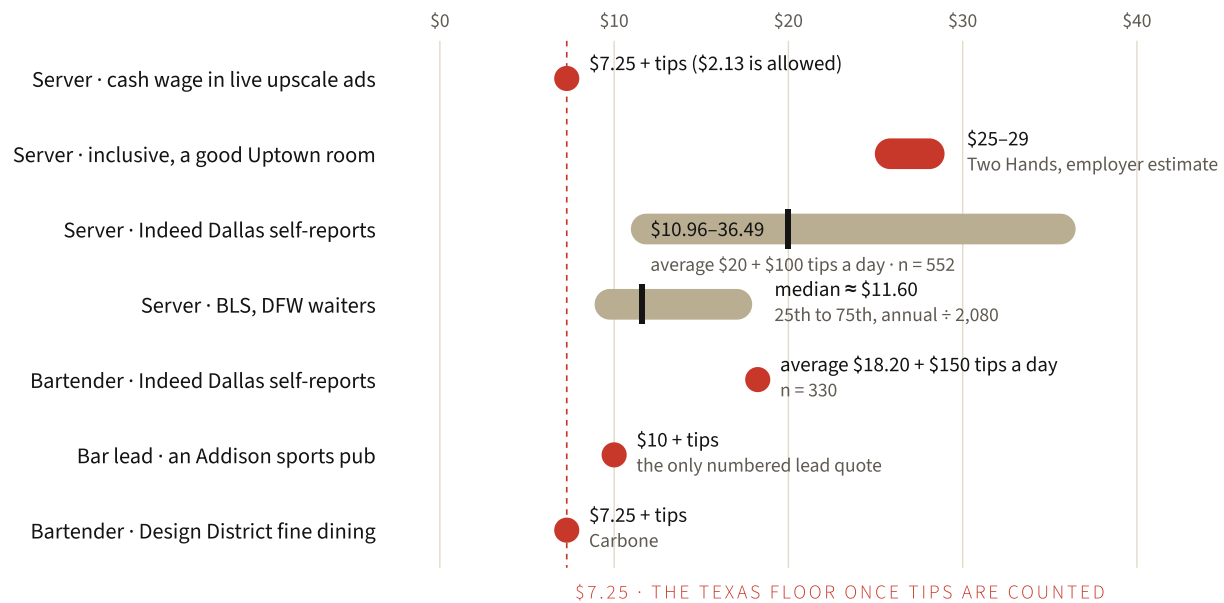
The three roles on one page

ROLE	CASH / SALARY TO POST	INCLUSIVE / TOTAL	BENEFITS THAT SHOW UP IN DALLAS ADS	FLAG
Server	\$7.25/hr + tips (legal \$2.13 is allowed; live upscale ads use \$7.25)	\$25–29/hr in a good Uptown room (Two Hands). Park Cities ESTIMATE : at or above that if the room turns	50% dining (you + guests), health if full-time at group scale, student-friendly schedule	VERIFIED cash + inclusive at Two Hands; Park Cities tip ESTIMATE
Hourly Bar Lead	\$10 + tips is the only numbered <i>lead</i> quote (Batbox, wrong room type). Fine-dining bartend \$7.25 + tips	Inclusive for a serious Park Cities bar: not found . Do not invent	TABC, craft, nights/weekends, dining, health at group scale	VERIFIED low quote; Park Cities premium not found
Service Manager	Title-match ads: pay not numbered (June's). Numbered RM cousins: \$55–70k (Aba) · \$58–65k + 20% bonus (Postino). GM ceiling \$75–80k (Two Hands)	Bonus 0–20%	Health/dental/vision, PTO, 401k, dining, TABC + TX Food Manager	VERIFIED bands are RM/GM; SM is a gap

HOURLY, THEN SALARIED

The market, drawn

Points are single quotes; bars are ranges; the dark tick inside a bar is the average or median the source printed. The dashed line is the Texas floor once tips are counted.



FROM LIVE DALLAS ADS, NOT THEORY

What actually moves people



Posting law from the ten ads

say the cash wage *and* a real inclusive range, say weekends, say TABC, say whether it is an opening.
“Competitive salary” on a tipped job is how Carbone’s server ad failed.

The pay bands, role by role

ROLE	RANGE	FLAG	SOURCE
Server cash wage, Dallas upscale-casual	\$7.25 + tips (sometimes \$2.13 + tips)	VERIFIED as the legal floor + live ads	Two Hands, Carbone, DOL FS #15
Server inclusive (good Uptown room)	\$25-29/hr	VERIFIED employer quote	Two Hands CA #707293: "Estimated daily compensation average of \$25-29 per hour (inclusive of \$7.25/hr wage + tips)"
Server Indeed Dallas "average"	\$20.00/hr + \$100 tips/day ; n=552, updated 2026-07-04; low \$10.96 high \$36.49	VERIFIED as self-report mix (often includes tips in "base")	https://www.indeed.com/career/server/salaries/Dallas
Server BLS DFW waiters SOC 35-3031	median \$24,160/yr (~\$11.60/hr); 25th \$18,520; 75th \$37,280	VERIFIED via Hyring citing BLS OEWS 2025	https://hyring.com/jobseeker-toolkit/salary/server-salaries-dallas
Park Cities / HPV / Knox tip premium vs metro	higher than DFW median	ESTIMATE — no Hillstone/Georgie/Honor Bar tip sheet found	

ROLE	RANGE	FLAG	SOURCE
Bartender Indeed Dallas	avg \$18.20/hr + \$150 tips/day; n=330, updated 2026-06-22	VERIFIED as self-report mix	https://www.indeed.com/career/bartender/salaries/Da
Hourly bar lead (Addison sports-pub)	\$10/hr + tips; 3–5 yrs	VERIFIED	Batbox WayUp
Hourly bar lead, Design District fine dining	\$7.25 + tips; 2 yrs	VERIFIED (Carbone Vino Bartender, CA related jobs on Carbone pages)	no inclusive estimate
Assistant restaurant manager (Salary.com Dallas, May 2025)	\$37,824–\$47,469 (avg \$41,572)	VERIFIED aggregator	https://www.salary.com/research/salary/benchmark/a-restaurant-manager-salary/dallas-tx
Restaurant Manager (Postino Dallas)	\$58,000–\$65,000 + 20% bonus	VERIFIED	Paylocity #4421394

ROLE	RANGE	FLAG	SOURCE
Restaurant Manager (LEYE Aba Dallas)	\$55,000–\$70,000 + quarterly bonus, BCBS, PTO, 401k	VERIFIED	https://hiring.camp/job/KVNV04
GM (Two Hands Uptown)	\$75,000–\$80,000 + \$10k bonus available, health after 3 months, PTO, 50% dining	VERIFIED	CA #679523 (expired 2026-03-21, still citable)
Service Manager (June’s All Day, opening)	salary based on experience	VERIFIED posting, pay not numbered	CA #714140
CalcFi “restaurant manager median \$30k”	ignore	wrong SOC mix	do not use

The Texas floor

FACT	NUMBER	FLAG
Federal / Texas cash wage for tipped employees	\$2.13/hr	VERIFIED (statutory)
Maximum tip credit	\$5.12	VERIFIED
Floor if tips + cash wage fall short	employer must make up to \$7.25/hr	VERIFIED
Tip pool	managers / supervisors cannot take a share	VERIFIED
TABC seller/server certification	not required by state law ; many employers require it	VERIFIED
Safe Harbor (TABC Code §106.14)	all sellers/servers and their immediate managers certified within 30 days of hire ; written policies; seller holds current cert; not owner/officer; no encouragement to violate; fewer than three such violations in 12 months	VERIFIED
Cert validity	2 years	VERIFIED
Sale to a minor	Class A misdemeanor: up to \$4,000 + 1 year jail (the <i>seller</i> is charged even if Safe Harbor protects the permit)	VERIFIED
Course fee	TABC does not publish a state fee	not found on TABC.gov (commercial schools set their own)
Late Hours (alcohol to 2am)	Late Hours certificate + local ordinance; standard last call is midnight (1am Sat)	ESTIMATE of the structure; University Park LH status for this address: not confirmed this sitting — counsel

FACT	NUMBER	FLAG
Opioid-overdose course	TABC page fetched 404 this sitting	not found at the URL tried

 Department of Labor Fact Sheet 15 · TABC certification FAQ · the Dallas research, 8 September 2026 ²

23

A DATED CHECKLIST, WEEK BY WEEK

The road to opening

From today to mid-November, the deck's three stages — “building the foundation”, “into the space”, “bringing it to life” — laid out week by week. Every line has an owner and waits on the one above it.

WEEK	WHAT GETS DONE	OWNER	DONE
Week of 8 Sep	Postings final (Asher's numbers in) · manager posting live · the founding team's referral lists written · Instagram documents the build	Asher · Gabriel	☐
Week of 15 Sep	Manager interviews (the scorecard) · bar lead posting live · wine and bar school outreach	Asher · Gabriel	☐
Week of 22 Sep	Service manager hired · bar lead interviews · trail shifts paid	Asher · Gabriel	☐
Week of 29 Sep	Bar lead hired · server postings live · referral bounties announced to the founding team	Asher · the new manager	☐
Week of 6 Oct	The open call at the restaurant (Tuesday or Wednesday, 2–5 pm, the oven on) · same-day callbacks	Asher · Gabriel · the bar lead	☐
Week of 13 Oct	Trail shifts · references · offers with start dates in writing	Asher	☐
Week of 20 Oct	Training wave 1: managers and the bar lead · training materials built from Gabriel's notes (the manual's founding responsibility)	Asher · Gabriel	☐
Week of 27 Oct	Server training wave 1 · certification quizzes at 80% · shadow before solo	Asher · trainers	☐
Week of 3 Nov	Wave 2 · cross-training every position · the building readied (the deck's 'into the space')	the whole founding team	☐

WEEK	WHAT GETS DONE	OWNER	DONE
Week of 10 Nov	Training week · soft openings with invited guests · final certifications	the whole founding team	☐
Mid-November	Open. Set the day with Gabriel.	everyone	☐

The opening playbook, in order

I 🔍

Service manager (under GM)

scorecard first (Meyer five + “could be top 2–3” + has carried). Multiple eyes. Paid trail in a peer room or mock service. **Do not post this on Indeed first.** Call people the founding team already respects. Timeline: this person should be **in** before the server blast.

2 🍷

Hourly bar lead

same, plus TEXSOM/Dallas bar network. The bar is a late-night product; this hire sets the 10pm room. Trail behind the stick, not a chat about “passion for mixology.”

3

Servers

after 1 and 2 can **name names**. Referrals + one CA or Poached post + open house. Trails on the floor with the new manager scoring the card. Hire a **cohort** (Guidara 2–4), not a drip of one.

4

Hosts / support

after the server cohort's standard is visible, so they walk into a culture, not a vacuum.

 The world's-best-hiring research, section 8; the sequence itself is Jobs plus the referral evidence 10

What Genesis brings beyond the ask



Postings



Scorecard



Offer



The numbers



Funnel



Trail shift



Training & certification

The hiring machine as one line. Their own documents already describe the rest: the recipe guide as law, the schedule that follows sales, the guest-recovery log.

A posting is one gear. Genesis builds the whole machine for Barsella, and for every room after it.



The restaurant brain, in a page

A restaurant brain that sits on the stack and makes **this house's DNA mechanical**: recipe law (weigh, photo, three signatures, 80% gate, shadow-before-solo); hiring as hospitality; schedule vs last week's **daypart** sales with humans as constraints; one morning page a first-time owner can read; L.A.S.T. that writes the log. Who pays: the operator, after the seed. Who it is for: this FOH first, then every independent. What we will not do: replace Toast, fake a POS, or ship a dashboard that does not refuse a bad shift.

Next, when Barsella wants it



A board and a calendar for the opening

The road to opening as live cards; interviews booked from one link; run for Asher on our own systems.



A Barsella specialist, one door away

An assistant that has read every document Barsella has ever written, for the questions that come at 11 pm.



The brand carried through

The next section is the first read; the website as the room online would follow it.



The other way round

Bring us anything Barsella already does — a system, a supplier, a process — and it gets read against the same method, with the improvements written down.

IDEAS ON THE TABLE, NONE BUILT, EACH ONE A CONVERSATION

Future enhancements and possibilities

What Genesis could set up around this package to assist Asher — the candidate's side, the back office, and the intelligence between the two. Every one of these respects the never-ask list and the Texas rules in section 19; nothing here runs a background check outside the FCRA process, and nothing here scores a person by anything but the four pillars.

I

The invitation questionnaire

Instead of a form, an invitation: a page in Barsella's voice that is fun to fill in — the best night you ever worked, the guest you still remember, what you would put on a spritz menu, when you can work. Embedded in it, quietly, are the qualifying questions: TABC status, late-night availability, the four-pillar tells from the interview method. Every reply lands in the funnel already scored, and Asher reads people, not applications.

2

The candidate brief, before the call

For each shortlisted person, a one-page brief from public sources: the rooms they have worked and what those rooms are known for, how those rooms are reviewed, what they show of themselves in public. It suggests who to call first and where the fit questions are. It never touches age, family, religion, health or anything on the never-ask list, and a background check happens only after a conditional offer and through the FCRA process — the brief is context, never a verdict.

3

The alignment schema

One ranked view per role: the questionnaire, the interview scorecard, the trail shift and the references, each scored against Excellence, Hospitality, Education and Team, with the hard floors that end a candidacy whatever the total. Asher sees the whole class of candidates on one page and the reason behind every rank.

4

The scheduling calendar

A booking link for the screening call and the trail shift, built from Barsella's own hours, so a candidate picks a slot the same day and Asher's week fills itself. Confirmations and reminders go out in the house voice; no-shows are logged as the data they are.

5

The candidate page

Where the postings send people instead of a job board: the room, the standard, the path from dishwasher to prep to the floor, the training program with its 80 percent gate, in Barsella's design. Speed of reply is part of the brand; the page answers before Asher does.

6

The hiring-event kit and the reference log

Printed scorecards, the walk of the room, the name cards, the five reference questions with a place to write the pause — everything the open call and the reference calls need, on paper, in the design, so the event runs like the room will.

7



The first ninety days

Every hire's certifications, shadow shifts and quizzes tracked against the manuals' own gates, with the day each one clears. Retention starts the day the offer is accepted; this is where the service manager sees it.

25

A PROPOSAL — THEIRS TO ACCEPT OR NOT

Their brand, carried through

Their documents already carry a whole brand: the colours of the uniform, the one pop of red, the neon that says SPRITZ, the friend who moved back from New York. This keeps every one of those decisions and gives them a lighter hand.

WHAT WE FOUND

The name

Barsella is an Italian family name — the records place it in Italy above any other country, and no dictionary we could find gives it a meaning of its own. To the ear it carries *bar* and an Italian ending, and it reads the way it should: a house with a name over the door. What the owners meant by it is theirs to tell, and worth one line in the manager onboarding.

The mark



As it stands: a martini glass whose bowl is a slice — pizza and cocktails in one shape. Theirs, kept.



The mark this package carries: the glass in a circle of their red, the olive a thin ring on its pick. One mark, small, everywhere — the pin, the window, the corner of the menu.

LIGHT AND DARK, REVERSE AND INVERSE

The mark in its states



on the paper: their red, the glass in cream



the glass alone, in their red



on ink: the circle in cream, the glass in red



the glass alone, in cream



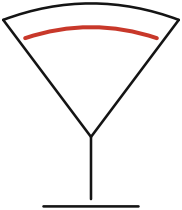
on their red, as the cover carries it



the glass alone on red — the apron pin, the neon

THOUGHT FROM THEIR LOGO AND THEIR BUSINESS — NOT THE CHOICE, A SET TO REACT TO

Three more, as options



The slice glass, thin. Their own idea kept — a martini glass whose bowl is a slice — with a hairline instead of a heavy fill, and the crust as one red line. For the sign and the menu cover.



The B and the pick. The initial in the light serif with the olive resting on it. The smallest mark of the set: the apron pin, the matchbook, the corner of a check.



The neon line. The glass drawn as one tube of light, in their red, from the SPRITZ neon already in the room. For the window at 1 am and the takeout box.

The badge, redrawn



As it stands.



The same words, set light and even around the ring; the glass at the centre. It prints on a coaster, a window, a takeout box.



the badge on ink



the badge on their red

A second read — pizza and martinis carried all the way, as one idea — waits for a sitting of its own. Until then the circle is the option on the table, and the three above are there to react to.

The colours — already theirs



cream — the paper, the walls, the section



ink — the uniform, the type



tomato — the pin, the neon, one accent at a time





grey — captions, the quiet lines

The type

Barsella

NY PIZZA + COCKTAILS · SHARP WARMTH — POLISHED WITHOUT BEING PRECIOUS

A light serif for the name and the headlines; a clean sans for everything read at length. This package is set in that pairing.

The words — from their own service manual

NEVER SAY

ALWAYS SAY

“No problem”

“My pleasure” · “Absolutely”

“Are you still working on that?”

“May I clear this for you?”

“Do you need change?”

“I’ll be right back with your change”

“We’re out of that”

“Tonight I’d steer you to [the alternative] — it’s outstanding”

“I don’t know”

“Great question — let me find out for you”

“What do you want?” (the window)

“What can I get going for you?”

Guests should describe the room as lively, warm, confident, stylish, unpretentious — never stuffy, sceney, sloppy, or trying too hard. Every posting in this package was written to that list. ¹

Sources

Every superscript in the package is a link to a line here. Where the research could not verify something, the word is “not found”, never a guess.

1. Barsella’s own documents (July–September 2026 drafts): Restaurant DNA · Culture & Standards · Service Manuals · Uniform Standards · Manager Development Manual · Manager Onboarding deck.
2. The Dallas front-of-house market research (G8, 8 September 2026): live postings and public datasets, each quoted with its link below.
3. Steve Jobs, oral history interview with Daniel Morrow, Smithsonian Institution / Computerworld Awards program, 20 April 1995 — <https://americanhistory.si.edu/comphist/sj1.html> (mirrored transcripts match).
4. Steve Jobs, *The Lost Interview* (Robert X. Cringely, *Triumph of the Nerds*, 1995) — transcript <https://sameerbajaj.com/jobs/>.
5. Tom Zito, “How to Hire Insanely Great Employees”, Folklore.org — a memory of a September 1983 Macintosh team meeting: https://www.folklore.org/How_to_Hire_Insanely_Great_Employees.html.
6. Danny Meyer, *Setting the Table*, “The 51 Percent Solution”, excerpted in Nation’s Restaurant News, 5 February 2007 — <https://www.nrn.com/restaurant-labor/meyer-51-percenters-have-five-key-emotional-skills-necessary-to-provide-excellent-hospitality>.
7. Will Guidara, *Unreasonable Hospitality* (Optimism Press, 2022), quoted via published recaps.
8. Chick-fil-A operator selection: Business Insider (2019), The Post and Courier, CNBC Make It (2018).
9. Schmidt & Hunter (1998), *Psychological Bulletin* 124(2); Sackett, Zhang, Berry & Lievens (2022), *Journal of Applied Psychology* 107(11); Burks, Cowgill, Hoffman & Housman (2015), *QJE* 130(2); Friebe, Heinz,

Hoffman & Zubanov, NBER 25920; Geoff Smart, *Who*; Brad Smart, Topgrading.

10. The world's-best-hiring research (G9, 8–9 September 2026): the file that separates Jobs's recorded words from the retellings and carries every citation above.
11. Jason Fried, 37signals, 10 June 2008 — <https://signalvnoise.com/posts/1076-were-looking-for-a-designer-who-wants-to-kick-our-ass-and-change-our-game>.
12. noma, Waiter/Waitress, 28 May 2026 — <https://noma-holding.teamtailor.com/jobs/7814704-waiter-waitress-at-noma>.
13. The restaurant-business research (G10, 8 September 2026): NRA 2026 State of the Industry; Fields, *Restaurant Success by the Numbers*; Meyer; Bourdain; the systems stack with 2026 prices.
14. Five Genesis specialist consults — food & beverage, HR & talent (twice), copy & voice, marketing — 8 September 2026, and the food-and-beverage follow-up of 9 September; on file.

Links quoted by the Dallas research

Federal / Texas cash wage for tipped employees · **\$2.13/hr** · **VERIFIED** (statutory) · DOL WHD Fact Sheet #15, <https://www.dol.gov/agencies/whd/fact-sheets/15-tipped-employees-flsa>

Floor if tips + cash wage fall short · employer must make up to **\$7.25/hr** · **VERIFIED** · same. Texas has no higher state or Dallas local minimum (Texas preemption). Secondary: <https://texaspayrollguide.com/blog/texas-minimum-wage-2026>

TABC seller/server certification · **not required by state law**; many employers require it · **VERIFIED** · <https://www.tabc.texas.gov/faqs/abc-certification-faqs/>

Hillstone · 8300 A Preston Rd · YES — brand hours live · <https://hillstonerestaurant.com/locations/dallas-parkcities/> · Park Cities flagship service culture · **not found**

Olivella's (by SMU) · 3406 McFarlin · YES — 7 nights · <https://www.olivellas.com/locations/by-smu> · Pizza + wine, across from campus; closest pizza peer · **not found**

Frenchie · 8420 Preston Center Plaza · YES — brand site · <https://frenchiedallas.com/> · Travis Street / Davallion all-day brasserie · **not found**

Il Bracco · Park Cities Italian · YES — brand site · <https://www.ilbraccorestaurant.com/> · Italian upscale-casual · **not found**

Honor Bar · 26A HPV. Brand hours: Sun 10:30am–9pm, Mon 11–9, Tue–Sat 11–10. GM Emily Steele listed on brand page. · YES — <https://honorbar.com/locations/dallas/> · Hillstone family; **not found** on FOH postings

Mi Cocina · 77 HPV · YES — <https://www.micocina.com/mexican-restaurants/tx/dallas/highland-park-village/> · **not found**

Sadelle's · HPV · Major Food Group · YES — pastry-cook posting Sep 2026, 75205, medical/PTO/tuition/dining/unlimited referral · <https://www.jobtarget.com/jobs/jt-wrez4nob0t/pastry-cook-dallas-texas> — BOH, not FOH, but proves MFG benefits in 75205

Mister Charles · 3219 Knox #170 · Duro · YES — Sun–Thu 4:30–10, Fri–Sat 4:30–11 · <https://themistercharles.com/> · **not found**

Georgie · 4514 Travis · Davallion leads · YES — Mon closed; Tue–Thu 4:30–10, Fri–Sat 4:30–11, Sun brunch · <https://georgiedallas.com/> · **not found**

Sister · Duro · old Grape · YES — 7 nights · <https://sempresister.com/> · **not found**

Carbone · 1617 Hi Line · YES — open since 2022; hiring captains/servers 2026 · \$7.25 + tips, **no tip estimate** (quoted \$2) · <https://carbonedallas.com/>

Server Indeed Dallas “average” · **\$20.00/hr + \$100 tips/day**; n=552, updated 2026-07-04; low \$10.96 high \$36.49 ·

VERIFIED as **self-report mix** (often includes tips in “base”) ·

<https://www.indeed.com/career/server/salaries/Dallas--TX>

Server BLS DFW waiters SOC 35-3031 · median **\$24,160/yr** (~\$11.60/hr); 25th \$18,520; 75th \$37,280 ·

VERIFIED

via Hyring citing BLS OEWS 2025 · <https://hyring.com/jobseeker-toolkit/salary/server-salary-in-dallas>

Bartender Indeed Dallas · avg **\$18.20/hr + \$150 tips/day**; n=330, updated 2026-06-22 · **VERIFIED** as self-report mix · <https://www.indeed.com/career/bartender/salaries/Dallas--TX>

Assistant restaurant manager (Salary.com Dallas, May 2025) · **\$37,824–\$47,469** (avg \$41,572) · **VERIFIED**

aggregator · <https://www.salary.com/research/salary/benchmark/assistant-restaurant-manager-salary/dallas-tx>

Restaurant Manager (LEYE Aba Dallas) · **\$55,000–\$70,000** + quarterly bonus, BCBS, PTO, 401k · **VERIFIED** · <https://hiring.camp/job/KVNV04>

E1. Two Hands — Server · Uptown · <https://culinaryagents.com/jobs/707293-Server> · expired 2026-08-07

E2. June's All Day — Service Manager · Design District opening · <https://culinaryagents.com/jobs/714140-Service-Manager> · expires 2026-10-07

E3. Two Hands — Restaurant General Manager · Uptown · <https://culinaryagents.com/jobs/679523-Restaurant-General-Manager> · expired 2026-03-21

E4. Postino WineCafe — Restaurant Manager · Dallas · <https://recruiting.paylocity.com/Recruiting/Jobs/Details/4421394>

E5. Lettuce Entertain You — Restaurant Manager, Aba Dallas · <https://hiring.camp/job/KVNV04>

P1. Carbone Vino — Server · Design District · <https://culinaryagents.com/jobs/714021-Vino---Server> · expired 2026-09-05

P2. Carbone — Captain · <https://culinaryagents.com/jobs/713644-Carbone---Captain> · expired 2026-09-04

P3. Batbox — Lead Bartender · Addison (Village on the Parkway — **not** Uptown) · <https://www.wayup.com/i-j-Lead-Bartender-Batbox-308872361850426/>

P5. LOCAL Public Eatery — Server/Bartender · Henderson · <https://www.career.com/job/local-public-eatery/server-bartender-local-henderson/j202507051806508540321>

National accommodation & food services, 2025 total separations: 65.5% — **VERIFIED** as Escoffier Global citing BLS JOLTS series JTS7200000000000000TSR, accessed Mar 2026. <https://escoffierglobal.com/blog/restaurant-and-hospitality-industry-annual-turnover-rate/> · FRED monthly (May 2026: 5.7): <https://fred.stlouisfed.org/series/JTS7200TSR>

Fall 2025: **7,545** undergraduate / **12,544** university. **VERIFIED** <https://www.smu.edu/provost/assessment/university-decision-support/statistics/factsheets/fall2025facts/studentenrollment2025>

Class of 2030 incoming >**1,800**: **VERIFIED** <https://www.smu.edu/news/latest/smu-welcomes-largest-class-of-new-mustangs-this-fall>

2 · **Culinary Agents Dallas** · Free profile posts. Paid ads **\$69** / 5-pack **\$320** / 10-pack **\$590**. Growth **\$150/mo** includes 4 ads, extra **\$59**. Boost to Indeed/Craigslist/LinkedIn extra. · Opening-team, fine dining, Two Hands / June's / Carbone / Monarch live · <https://culinaryagents.com/business/plans-and-pricing> · fetched 2026-09-08.
This is where the excellent ads in \$2 actually live.

3 · **Poached** · **\$65 / 30-day** standard (less in some markets); Premium +\$10; Boost \$25 · Industry board; Hai Hospitality + Eataly testimonials on their 2026 employer page · <https://poached.com/how-it-works-for-employers-25/> · **Dallas live FOH listing sample: not fetched this sitting** — do not claim it is dominant here

6 · **WSET / CMS / TEXSOM** · Dallas Wine Education Center WSET L2 **\$895** + tax (Blind Bishop, Oct 17–25 2026) <https://dallaswinecenter.com/wset-level-2-course-and-examination/> · TEXSOM 2026 Aug 23–25 Irving; CMS-Americas is a partner · Relationship play for bar lead, not a job board

7 · **Dallas College Hospitality** · Certificates **\$1,248–\$1,782**; AAS ~\$5,940 <https://www.dallascollege.edu/study/hospitality-management/> · Hosts / new managers more than A-servers · Employer career-fair cost: **not found**

8 · **TRA Greater Dallas** · member mixers · Volume / advocacy · <https://www.txrestaurant.org/dallas> · Chair Tim Williams. Levy AAC job fair **2026-09-30** 4–7pm — venue FOH, not Park Cities A-players

DOL tipped employees · <https://www.dol.gov/agencies/whd/fact-sheets/15-tipped-employees-flsa> · 2026-09-08

TABC certification FAQs · <https://www.tabc.texas.gov/faqs/abc-certification-faqs/> · 2026-09-08

Two Hands Server · <https://culinaryagents.com/jobs/707293-Server> · 2026-09-08

June's Service Manager · <https://culinaryagents.com/jobs/714140-Service-Manager> · 2026-09-08

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Postino RM · <https://recruiting.paylocity.com/Recruiting/Jobs/Details/4421394> · 2026-09-08

LEYE Aba RM · <https://hiring.camp/job/KVNV04> · 2026-09-08

Carbone Vino Server · <https://culinaryagents.com/jobs/714021-Vino---Server> · 2026-09-08

Carbone Captain · <https://culinaryagents.com/jobs/713644-Carbone---Captain> · 2026-09-08

Batbox Lead Bartender · <https://www.wayup.com/i-j-Lead-Bartender-Batbox-308872361850426/> · 2026-09-08

CA pricing · <https://culinaryagents.com/business/plans-and-pricing> · 2026-09-08

Poached employer pricing · <https://poached.com/how-it-works-for-employers-25/> · 2026-09-08

SMU Fall 2025 enrollment · <https://www.smu.edu/provost/assessment/university-decision-support/statistics/factsheets/fall2025facts/studentenrollment2025> · 2026-09-08

JOLTS 65.5% (Escoffier citing BLS) · <https://escoffierglobal.com/blog/restaurant-and-hospitality-industry-annual-turnover-rate/> · 2026-09-08

Honor Bar Dallas hours · <https://honorbar.com/locations/dallas/> · 2026-09-08

Mister Charles · <https://themistercharles.com/> · 2026-09-08

Georgie · <https://georgiedallas.com/> · 2026-09-08

Hillstone Park Cities · <https://hillstonerestaurant.com/locations/dallas-parkcities/> · 2026-09-08

Olivella's by SMU · <https://www.olivellas.com/locations/by-smu> · 2026-09-08

Links quoted by the business research

Source (): <https://www.restaurant.org/research-and-media/research/restaurant-economic-insights/analysis-commentary/raised-costs-continue-to-pressure-restaurant-profitability/> — fetched 8 Sep 2026.

Source (): <https://restaurant.org/research-and-media/research/restaurant-economic-insights/analysis-commentary/restaurant-occupancy-costs-were-more-than-5-of-sales-in-2024/> — fetched 8 Sep 2026.

Source (): <https://restaurant.org/research-and-media/research/restaurant-economic-insights/analysis-commentary/new-association-report-helps-operators-gauge-their-restaurant-performance/>

Parsa et al., *Cornell Hotel and Restaurant Administration Quarterly* (2005), “Why Restaurants Fail”: **26.16% of independent restaurants failed in year one** in the Columbus sample (1996–1999 Health Dept. turnover). Three-year ownership turnover ~57–61%. DOI: <https://doi.org/10.1177/0010880405275598>

Luo & Stark, “Only the Bad Die Young” (arXiv:1410.8603, BLS QCEW microdata, western US, 81,000 full-service shops): **~17% of independently owned FSR startups failed in year one**, vs **~19%** for other service startups. Median restaurant lifespan **~4.5 years**. <https://arxiv.org/abs/1410.8603>

Significance (RSS, 2015): same authors, “Nine out of 10 restaurants fail? Check, please.” <https://rss.onlinelibrary.wiley.com/doi/full/10.1111/j.1740-9713.2015.00813.x>

Official pricing page (PulseSignal change-log, last verified 2 Aug 2026): **Starter Kit / \$69 POS list dollars were removed**. Live page now **Starter Package / Pay-as-You-Go / custom — contact sales**. Official: no public dollars. <https://pos.toasttab.com/pricing>

MarginEdge · \$350/location/month flat; +\$Freepour \$500/loc/mo — vendor homepage, fetched 8 Sep 2026 (). <https://www.marginedge.com/> · Invoice OCR, daily food cost, theoretical vs actual. · No native GL, payroll, or scheduling. Sits beside QuickBooks.

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