



AARON WALLIS

HOW TO RECRUIT SALES STAFF

www.aaronwallis.co.uk

Introduction

All employers at some stage have made a 'bad hire', whether it be an underperformer, someone who didn't have the skills that first appeared, or simply they were not a good fit for your business. In recruitment, it is impossible to get a perfect idea of how a candidate is actually going to perform if placed in a vacancy. The way we get an impression of how somebody behaves and what skills they have is often only a snapshot, and not the full picture of who they truly are. A standard interview process with standard reference applications has only a 26%¹ chance of being a 'good hire' or a success, suggesting how much of a gamble recruitment can be for a lot of businesses.



Employing the right people for your business is one of the major drivers of success and growth, so it is important to try and ensure that your recruitment process is as robust as it can be. This guide is designed to outline a recruitment process that mitigates and reduces the risk of making a 'bad hire', increasing the likelihood of finding the right candidate. So how can we make sure we find the right fit for the job?



For more information about us check out our video!



click me!

CONTENTS PAGE



Identifying your Recruitment Goals

1

2

Establishing a Recruitment Plan



The Perfect Interview

3

4

The Offer and Introduction Stage



Identifying your Recruitment Goals

1

It sounds really obvious but one of the key mistakes that businesses make in the recruitment process is that they are not fully aware of what, or who, they are looking for.

Too many employers hire the wrong person for the job because they haven't fully considered what type of person they need for their company. This part of our recruitment guide will outline a process, which if followed, will reduce the risk of making a hiring mistake significantly.

The first thing to consider as a business when looking to hire a new employee is to decide what you want from the process. The most useful thing you can do as an employer is to categorically define what the vacancy requires, and the characteristics of the ideal candidate for the role. By doing this you increase the chances of finding a candidate who can help progress your business by working effectively.

Some useful questions to ask yourself might be:



What does the role entail?

Which skills and qualities are needed for the position?

Which type of recruitment process are we after?

Identifying your Recruitment Goals

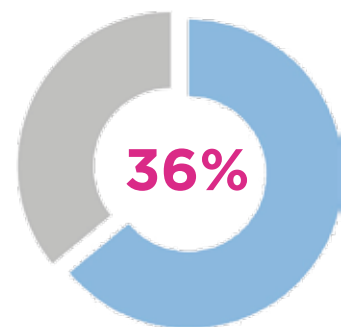
Devising a Job Specification

By considering what you as a business require from the recruitment process, it should be clear what tasks you want your new employee to undertake. These tasks are included in a job specification, and should include all responsibilities and roles of the position, and what candidates can expect to be doing if successful in applying.



This helps applicants decide whether the vacancy is for them, and what they need to include in their CV and/or cover letter to try and get the role. The added benefit of creating this document is that it indicates to candidates the calibre of person required for the job, and saves time of unsuitable candidates applying and being screened.

A recent report by Robert Half found that 36% of labour turnover from 1400 companies was caused by a poor skills match, it's vital to have a clear idea of what you need from a candidate for the vacancy!



Identifying your Recruitment Goals

Creating a Person Specification

In most recruitment processes, a person specification is actually more useful than a job specification. Rather than just listing what the employee will be doing in the role, it outlines what is required for them to be effective in that position. A person specification is different from a job specification as it considers the personality, competencies and experience of your ideal candidate.

Some examples of things included in a person specification may be a specific level of education completed or personal interests that the desired person may have. By doing this you narrow down the type of candidate you are looking for, and increase the chances of finding a candidate who will do a good job.



Our website has a section dedicated to the difference between a person and job specification, and guidance on how to create yours:

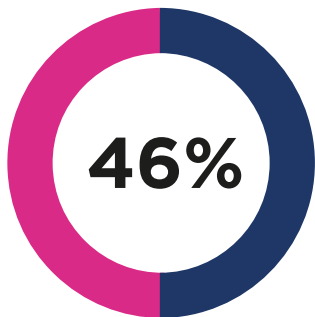
<http://www.aaronwallis.co.uk/job-spec-vs-person-spec.aspx>

The importance of finding a candidate who is effective for the role cannot be stressed enough. 66% of employers said they experienced negative effects of bad hires in 2012. Of these employers, 37% said the bad hire negatively affected employee morale. Another 18% said the bad hire negatively impacted client relationships. And 10% said the bad hire caused a decrease in sales. Finding the right fit for a role is crucial to business success!

Identifying your Recruitment Goals

Creating a Person Specification

The type of recruitment solution that is right for your business depends on a variety of factors. Choosing whether to approach the process internally or seek external help from a recruitment agency can depend on the role you want filled, and how good a job you want doing. If following the external route another choice is to be made, whether to use a generic 'one size fits all' recruiter, or a specialist such as Aaron Wallis who have experience and expertise in sales recruitment.



46% of UK businesses DO NOT have a formal resourcing strategy!³

Completing the process internally may be cheaper but requires time and staff able to do the job.

Further to this there is a higher chance of employing an ineffective candidate, as agencies can offer a more extensive approach to recruitment through wider assessment and screening of a larger pool of candidates.

Another thing to consider is the opportunity cost of recruiting through your own staff, as perhaps your resources could be utilised in another way that is more productive.

For a more comprehensive guide on choosing a recruitment agency that is right for your business, follow our online guide:

<http://www.aaronwallis.co.uk/how-to-choose-a-recruitment-agency.aspx>

Establishing a Recruitment Plan

2

Creating an Application Process

The type of recruitment solution that is right for your business depends on a variety of factors. Choosing whether to approach the process internally or seek external help from a recruitment agency can depend on the role you want filled, and how good a job you want doing. If following the external route another choice is to be made, whether to use a generic 'one size fits all' recruiter, or a specialist such as Aaron Wallis who have experience and expertise in sales recruitment.



To find out this information, it may be worth implementing a set of questions in the application process that give a profile of a candidate further than that can be found from their CV. These questions can illuminate the basic competencies a person has by asking to provide an example of when they have used a skill, or give further information about their background.

Below is a link to a section in our website providing information on how to shortlist candidates: <http://www.aaronwallis.co.uk/how-to-shortlist-candidates-for-interview.aspx>

Establishing a Recruitment Plan

When establishing your recruitment plan it is worth considering the methods of how you will assess the Strength of a candidate and how to find the applicant who is right for your role. Extensively assessing the people who have applied for the vacancy is the only way to ensure you have not wasted your time and money by hiring a bad fit for the role. The options for assessment vary, and again depend on the type of recruitment process that suits you as a business. Prior to the interview stage, testing can offer further room to sift through candidates as well as identify questions to ask when interviewing that challenge applicants. The Chartered Institute of Personnel and Development state that ability testing is used in just 23% of recruitment processes, suggesting that many businesses are not making hiring decisions based on as much evidence as they could do.



Recruitment agencies can offer an assessment process that accurately measures an individual's suitability for a job by combining psychometric profiling with skills testing. Here at Aaron Wallis we use a range of comprehensive psychometric profilers to give insight into applicants, as well as offering over 1000 skills tests to determine if candidates have the competencies required for the vacancy.

For more information on the benefits of psychometric profiling visit:

<http://www.aaronwallis.co.uk/benefits-of-psychometrics-and-skills-testing-in-recruitment.aspx>

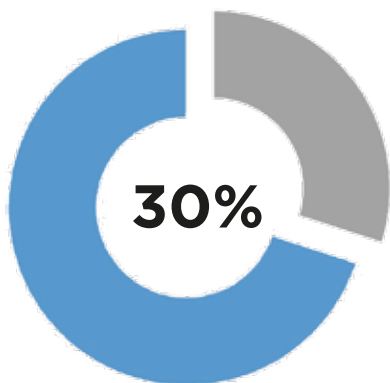
The Perfect Interview

3

The interview stage of the recruitment process is potentially the most useful tool of finding the right candidate for the role. The approach that is most common and which we recommended is to hold interviews over two stages, to get a full judgement of the applicants. For a more accurate and extensive interview process the Brian Tracey 3 x 3 x 3 approach may be worth considering, where the process takes 3 interviewers, 3 interview stages and 3 venues to compare results and ensure validity. Often actually meeting the applicants will enable you as an employer to determine which one is right for the role, but it is important to implement a robust procedure to accurately identify the qualities of each candidate.

Competency Interview

At Aaron Wallis we believe that the most effective form of interviewing is an assessment of an applicant's competencies. By gathering information on a person's skills, experience and personal qualities it is easy to compare candidates against each other and choose who is best for the vacancy. By combining skills and psychometric testing with information from competency based interviewing you can make a hiring decision based on evidence, rather than 'gut feeling'. On the next page you will find how to carry out an effective competency interview.



Over 30% of businesses do not plan an interview format!³

The Perfect Interview

By asking your shortlist of applicants competency based questions you can score each person on a specific quality and then compare them to the other candidates. Giving each person a numerical score for each competency is a useful tool to get an overview of how an applicant performs across the board for the vacancy, and it may be a good idea to give more important competencies a higher weighting in interview.



Before starting the interview, it can be useful to refer back to your person specification, to think about which competencies you are looking for. The next step is to prepare questions to assess whether the applicants have the competencies you are looking for. For example if your role requires leadership qualities from a candidate some useful questions to ask might be:

Describe how you would generally go through the process of making a decision?

What do you believe is the most important quality for a leader?

Can you give us an example of when you have demonstrated this quality?



A more detailed guide on how to competency interview can be found here:

http://www.aaronwallis.co.uk/how_to_cbi.aspx

The Offer Stage and Induction

4



Securing the Candidate

An important thing to remember once you have found the candidate that fits your business, is that if they are a strong candidate for your business, they are likely a strong candidate for others. Every employer is looking to find top talent to progress their organisation, so securing the right person once you have found them is crucial to the process.

It is worth remembering that a strong candidate may be considering job offers for roles other than your own.

The way to do this is to really sell your business in the interview stage and in correspondence with the applicant. You need to provide a case for why the applicant would want to join your business, backing it up with positive information on salary, opportunities for progression and what they can expect to be doing day to day. Gaining verbal agreement and completing an offer letter (subject to references and checks) as quick as you can will decrease the chances of losing out to another business.



Here at Aaron Wallis we have also produced a video guide on the importance of securing candidates, and how to 'sell' your business and the role to them:

<http://www.aaronwallis.co.uk/how-to-not-lose-the-best-candidates.aspx>

The Offer Stage and Induction

Implementing an Induction Program

The final step in the recruitment process once finding the right candidate and securing them is to introduce them to your business in a way that will make them comfortable and effective in their role. Research conducted by the Internal Recruitment Division at Parker Bridge reports that 1 out of every 25 employees has left a job in the first week due to a poor induction experience. For this reason it is very important to ensure that your new employee has a good induction!



The induction process should integrate new employees to make them feel welcome into their place in the team, it is important to introduce a new member of the business to everyone they will be working with, even the 'big dogs'. Your business probably has a large amount of policies and strategies for them to become accustomed to, and sharing these in an informative but engaging way can be a challenge

Our website has a section dedicated to providing a guide on how to create an induction programme for your business, and implementing it:

<http://www.aaronwallis.co.uk/devising-a-sales-induction-training-programme.aspx>



AARON WALLIS

Aaron Wallis is a specialist sales recruitment offices with offices in Bristol, Leeds, Cambridge and Milton Keynes. Offering a unique recruitment service that includes:

- **An unprecedented 12 MONTH REBATE SCHEME, 52 weeks protection on your investment in new staff.**
- Psychometric profiling on all candidates - to ensure they have the traits to succeed in your business.
- **Bespoke Interview questions - to help you quickly get to the core of each interview.**
 - Candidate ability testing and skills testing.
- **Dedicated experienced Account Manager - a single point of contact throughout your recruitment campaign.**
- Fixed Price Recruitment Service - fixed from the outset of the recruitment campaign to ensure you remain in control of your recruitment budget.
- **Rates are highly competitive at 20% of basic salary or 15% based upon a fair period of exclusivity**

CONTACT

Milton Keynes
01908 061400

Cambridge
01223 370057

Leeds
0113 366 3006

Bristol
01454 203363

FOLLOW US

