



AARON WALLIS

HOW TO RECRUIT SALES STAFF

www.aaronwallis.co.uk

Introduction

- **66% of employers** said they experienced negative effects of bad hires in 2012.
 - 37% said the bad hire negatively affected **employee morale**.
 - 18% said the bad hire **negatively impacted client relationships**.
 - 10% said the bad hire caused a **decrease in sales**.
- Finding the right fit for a role is crucial to business success!

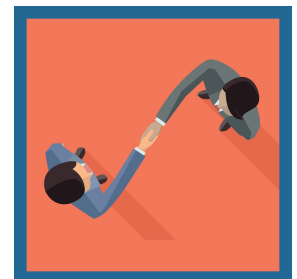


When hiring new staff, it is impossible to get it right 100% of the time - a standard interview & referencing process only has a 26%¹ chance of being a good hire or a success.

Standard recruitment processes risk these bad hires'

Creating a robust recruitment process vastly improves the chances of getting it right.

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!

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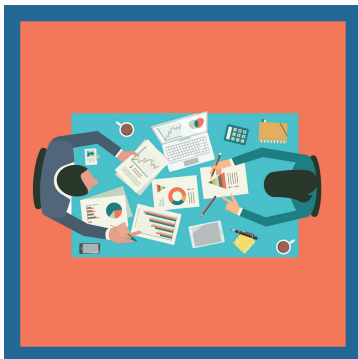
Identifying your Recruitment Goals

1

It sounds really obvious but one of the key mistakes that businesses make in the recruitment process is that they fail to define their target applicants.

This part of our recruitment guide will outline a process, which if followed, will help identify the skills, qualities and attributes of the ideal candidate. This significantly reduces the risk of making a hiring mistake.

Some useful questions to ask yourself might be:



What does the role entail?

Which skills and qualities are needed for the position?

How can we identify these necessary skills?

Once you've asked these questions you should create a job description - to refer back to moving forwards!

**Click here for more
on how the best way
to write a job description!**

Identifying your Recruitment Goals

Devising a Job Specification

The tasks you should identify for a new employee are included in a job specification. A Job specification needs to communicate the roles and responsibilities a candidate can expect to assume.



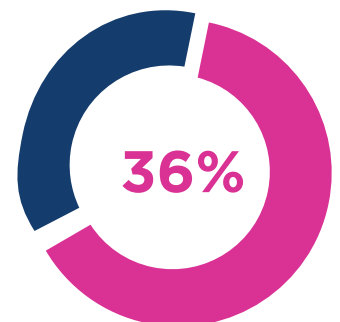
This helps applicants decide whether the vacancy is for them and what to include in their CV and/or cover letter. This document indicates to candidates the calibre of person required for the job and saves time by preventing unsuitable candidates applying and being subsequently screened.

Check out our video and article on:
How to Write a Job Specification



click me!

A recent report by Robert Half found that 36% of labour turnover from 1400 companies was caused by a poor skills match. It is 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 many cases 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, increasing the chances of finding the right team member.



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

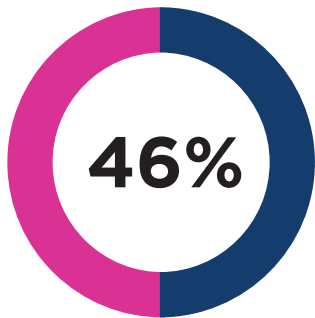
<http://www.aaronwallis.co.uk/job-spec-vs-person-spec.aspx>

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 the quality of performance desired from a new employee.

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, and runs a higher risk of hiring ineffective employees.

Recruitment 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. Could these 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

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 of a job you want doing.



For templates, samples questions and further advice

CLICK HERE



To identify 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. A candidate's competencies can be highlighted by asking to provide an example of when they have used a skill, or give further information about their background.

How many candidates should I shortlist?

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 you will use to assess the strengths of candidates and to find the applicant who is right for your 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 also 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.

CLICK ME!

Check out our
handy recruitment
checklist!

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 100 skills tests to determine if candidates have the competencies required for the vacancy.

For more information on the benefits of psychometric profiling visit:

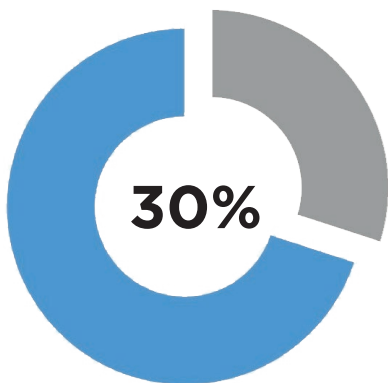
<http://www.aaronwallis.co.uk/benefits-of-psychometrics-and-skills-testing-in-recruitment.aspx>

3

The Perfect Interview

We recommended holding interviews over a minimum of two stages, to get a full judgement of the applicants. You may want to [check out our guide on how to negotiate cultural fit interviews](#), for determining a candidate has the right values & beliefs for your business.

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 (one of which is from a department outside of the vacant position), 3 interview stages and 3 venues to contrast results and avoid bias.



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

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 and contrast candidates against each other to choose who is best for your vacancy and avoid bias.

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.

CLICK ME FOR
SOME TIPS ON
INTERVIEW BEST PRACTICE!

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. It may be a good idea to give more important competencies a higher weighting in interview.



click me!

For the latest advancement in interviewing check out

**VALUE-BASED
INTERVIEWING**

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

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The Offer Stage and Induction



Securing the Candidate

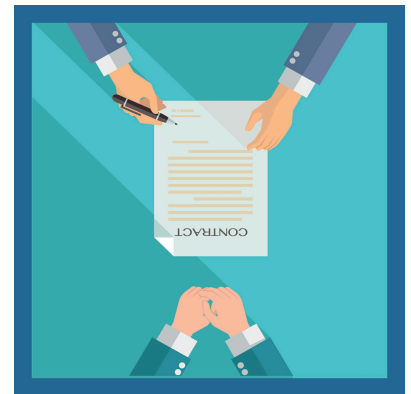
An important thing to remember is that a candidate you find to be a strong fit for your business, is also a strong fit for other businesses, who may also be looking to hire.

Securing the right person once you have found them is crucial to the process - the best 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 your 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 25% of employees who left a job in the first week left due to a poor induction experience.

Useful Links!

www.

How to offer the right salary

www.

How to devise a commission scheme



The induction process should integrate new employees, welcoming them into their role within the team. It is important to introduce a new member of the business to everyone they will be interacting with, including more senior roles.

Your business probably has a large amount of policy and strategy for them to become accustomed to, but 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>

Final Thoughts!

We hope this guide has helped you when it comes to recruiting sales & marketing staff. If you found this useful then you may be interested in visiting us at www.aaronwallis.co.uk for more tips and advice!

And if you ever are looking to hire new staff keep us in mind, we offer an industry-leading 12-month rebate scheme, and our dedicated account managers go above-and-beyond for their clients.



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**

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