

# Total Assessment<sup>©</sup>

*10 Steps to Smart*

*Recruiting, Interviewing, and Selection*

By

**Gerald D. Phillips**

With

Kevin D. Tennant



**PSD**<sup>3</sup> Strategic Sales Consultants

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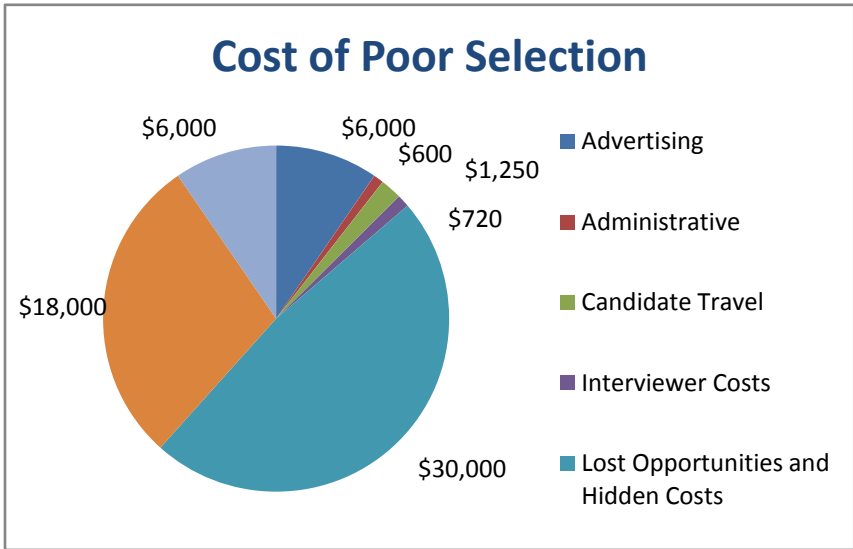
## Introduction

In January 1992, I was the Area Sales and Marketing Manager for Black & Decker during the launch of its very successful DeWalt power tools brand. The team was responsible for creating brand awareness, developing demand, and selling the DeWalt brand to residential construction markets through channel distribution. Recruitment of strong talent became an important imperative to accomplish our lofty goals. From the beginning, Black & Decker launched a recruiting campaign like no other I've experienced. We recruited, hired, and trained more than 300 people in a four-year period, with a turnover rate of less than 10 percent. These results can be attributed to creating and closely following a sequential, consistent, and reproducible process for recruiting talented and successful associates. Over the years, I have continued to perfect this recruiting process and have worked to implement it with companies of different sizes and backgrounds.

Most companies think about recruiting and hiring only in times of emergency, when the position is open and needs to be filled immediately. Because of this, hiring decisions are often made quickly. In fact, many hiring decisions are made in the first four minutes of the interview, based on the resume, the appearance of the candidate, and how we "feel" about the candidate. It is no wonder that most candidates hired under these conditions fail to meet expectations.

It can be painful and costly to hire someone, only to find they under perform. The cost of a single poor selection can exceed

\$62,000. Most companies cannot afford a \$62,000 mistake, much less multiple losses of this magnitude.



The lifeblood of any organization is its people. For companies to thrive, it is vital to implement a process to recruit, interview, and hire talented and productive associates to support the values, goals, and objectives of the organization. This book was created to assist companies like yours develop a successful recruiting and hiring process. Our team of consultants is available to help your organization fine tune the process to accommodate your vision for recruiting, interviewing, and hiring. We invite you to contact us at [recruitingprocess@psd3.com](mailto:recruitingprocess@psd3.com) to discuss an engagement opportunity.

## Cost of Poor Selections

Activity	Cost
<b>Advertising</b>	\$6,000
Number of ads <u>3</u> x cost per ad <u>\$2,000</u>	
<b>Administrative Costs to Process All Candidates</b>	\$600
Total number of administrative hours <u>20</u> x average hourly salary plus benefits <u>\$30</u> . (Estimate will vary depending on position and number of applicants).	
<b>Candidate Travel Costs (if applicable)</b>	\$1,250
Average airfare <u>\$500</u> + average hotel rate <u>\$125</u> x number of trips <u>1</u> x number of candidates from out of town <u>2</u> .	
<b>Interviewer Costs</b>	\$720
Number of interviewers <u>3</u> x hours per candidate <u>2</u> (includes data integration) x average hourly salary plus benefits <u>\$40</u> x number of candidates interviewed <u>3</u> .	
<b>Lost Opportunities/Hidden Costs</b>	\$30,000
Revenue lost from incomplete projects, lost sales, disrupted customer service, other resources filling in while position is vacant, etc. (Estimate will vary depending on the open position and how long it remains vacant.)	
<b>Training</b>	\$18,000
Number of months training time <u>3</u> x monthly salary	

plus benefits \$6,000

**Severance Pay** \$6,000

Based on company policy. For example, one month's pay \$6,000

**Total Cost of Poor Selection for One Person** \$62,570  
(Add previous rows)

**Total Cost of Poor Selection for This Job Category Over One Year** \$375,420

Total cost of poor selection for one person \$62,570  
x number of people hired in this job category per year 6

The table is provided to help you calculate the financial impact of a poor hiring decision on *your* organization. Use the costs in the example above as a guideline.

# **CHAPTER ONE: Defining the Position**

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To begin the recruiting process, you must first understand the position and role for which you are hiring. While this sounds obvious, most job descriptions tend to be generic and non-specific. The more clearly the role is defined, the better the odds of finding the right person.

Begin by reviewing the scope of the job, key success factors for the position, and training requirements as you develop a strong and specific job description. Also, consider the following questions:

- Does the position require someone with experience?
  - A strong internal initial training program is necessary if the candidate has little or no previous experience.
- What type of experience is required to do the job?
  - College education or specific degree?
  - A specific number of years experience in a given field?
  - Computer or technical training?
- What are the basic responsibilities of the position?
  - Management
  - Sales
  - Computer
  - Reporting
  - Travel
- Does the specific job title match the scope of the job and its responsibilities? What behaviors are required for the individual to be successful? (See “Behavior Profiles” in Chapter Four)
  - Task Oriented
  - Self Starter
  - Decision Maker

By clearly defining the position and developing a concise and specific job description, you will attract more qualified candidates, elevate the quality of resumes, and make it easier to screen out poorly suited candidates that apply. Vague or generic job descriptions rarely catch the attention of well-suited, experienced candidates.

### ***Generic Sales Job Description***

- XXX, Inc is one of Kansas City's premier marketing firms. We are an outsourced marketing firm that specializes in sales and client acquisition; we are looking for fresh talent. Our established client list includes a leading company in the telecom industry.
- We are interviewing for entry-level positions, all of which have the opportunity for advancement. The perfect candidate must possess enthusiasm, a strong work ethic, and a willingness to learn. We also value great people skills, ambition, and integrity. Full training is provided for the right people. This job involves face-to-face sales of services to new business prospects. Compensation is based on individual performance. Promotions are based on merit.

### ***Specific Sales Job Description***

#### **Sales Representative/Sales Manager**

Sells the organization's products and services by interacting with established distributors and customers while developing new customers. Recommends and implements company sales strategy for increasing sales and profits. Responsible for calling on customers, establishing product distributors, developing dealer sales presentations, and ensuring adequate sales service. This position requires a broad knowledge of the organization's products, services, and marketing techniques.

Job functions and responsibilities:

Service nationwide distributor network (approximately 20):

- 50% travel required
- Daily interaction with distributors
- Visit dealer's key customers

Service local, two-state sales territory on a direct basis

Develop sales quotations

Provide in-service on new sales

Provide sales training to distributors

Continuously update and distribute competitive information

Work closely with engineering and manufacturing on new product requirements

Be a "problem solver" for customers and dealers

Required experience:

Three to five years in outside sales

Four-year college education in business or marketing, masters preferred

Proven track record of sales performance

Strong understanding of Word, Excel, and CRM management tools