

	Employee Selection Process	
Step in Process	Details	Examples
Business Goals	Why are we hiring? Is this position critical to the business? Why? How?	CEO reviews strategic plan.
Job Specifications	<p>Contains skills, knowledge, behaviors, and competencies.</p> <ul style="list-style-type: none"> • Divide into MUSTS and PREFERREDs. • What is required to be successful in this job? <p>What will be covered in first performance review?</p>	<p>Musts</p> <ul style="list-style-type: none"> • Experience- 5 years sales management. • Skills- Team development. • Traits- Self-starter • Education- BS. <p>Preferred</p> <ul style="list-style-type: none"> • Product/industry knowledge. • Communications & coaching. • Ph.D. - Poor, Hungry & Driven sales training.
Recruit	<ul style="list-style-type: none"> • Select source and process. • Identify where to find candidates who fit job specifications. • Choose a recruiting strategy. 	<ul style="list-style-type: none"> • List industries/companies (competitor, supplier customer) where candidates are. • Create priority list. • Look at networks (internal and external), trade publications, search agencies, advertising, Internet sites, referrals, job fairs, EDD and walk-ins.
Screen	<ul style="list-style-type: none"> • Screen resumes. Yes? Maybe? No way? • Screen out those without MUSTS. • Review applications for revealing information. • Assessment tests (personality, skills, knowledge, abilities (i.e. DISC profiles, Personal Interests Attitudes and values). 	<ul style="list-style-type: none"> • Drop those who have no sales experience and no degree. • Red flags include: lengthy listing of classes, hiding education gaps, too many outside interests and overuse of descriptive adjectives. • Analyze patterns of job changes and employment gaps. • Be aware of unusual company/career progression.
Interview	<ul style="list-style-type: none"> • Involve others, but be sure they are trained on 	<ul style="list-style-type: none"> • Commit time and resources for this stage.

	<p>interviewing.</p> <ul style="list-style-type: none"> • Consider engaging an HR professional for sensitive or key positions. • Collect information necessary to determine fit of candidate's behavior and performance relative to this position. • Review interview chart process by Ray Brun. 	<ul style="list-style-type: none"> • Be thorough and professional. • Get beyond impressions and appearance as impressions are often wrong.
Evaluate	<ul style="list-style-type: none"> • Those who don't meet the musts don't get considered. • Meet with all interviewers for the grading process. • Obtain DMV (if job-related). • Make offer. Arrange physical & drug screen for within 48 hours. 	<ul style="list-style-type: none"> • Discuss with each interviewer judgments for each candidate. • Can the person do the job? Will the person do the job? • How will the person fit into the organization?