



REAL ESTATE SALES AGENCY
RECRUITMENT ESSENTIALS


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WHY RECRUIT?

Real estate agents provide the services of skilled (sales) people to people (sellers) in return for a professional fee. Agents are in business to provide these services with the intention of making a profit for the 'risk and reward' of business ownership.

 How many sellers does the agency need to generate the revenue that will result in the desired level of profit?

The answer to this question will determine how many skilled salespeople the agency require to secure the volume of fee paying sellers.

Successful agencies know how many sales staff they required to achieve their business objectives. They continually SEARCH for staff, they ensure that have procedures in place to SELECT the right people, and they have strategies to develop, engage and RETAIN those people.

Recruitment is not a side issue.

The same amount of effort that is applied to attracting new sellers to the business should be applied to attracting new salespeople to the business



PREPARATING TO RECRUIT

Understanding the Labor Market

As effective recruiters, managers must understand the broader implications of current labor market conditions, and the mind-set of individuals who will present themselves.



Labor Market Overview

- The population is aging, so too is the average age of real estate practitioners – over the coming years, this situation is not likely to change as the retirement age progressively moves toward 70 years of age.
- There is a labor shortage in the sales and service sector, therefore the 'war for talent' is a reality.
- A company's reputation and the level of professional development offered are viewed as more important than the salary or benefits offered.
- In the 'war for talent', small business owners are challenged by corporate and government work opportunities which are perceived as 'safe' havens.
- There are likely to be 4 generations in your work environment - Baby Boomers (early 50's to late 60's), Gen X (late 30's to late 40's), Gen Y (mid 20's to late 30's) and Gen Z (under 25). And look for the next generation Millennials!
- Most of the new salespeople you want are "on-line" right now searching for their next career opportunity.
- Each generation has its own distinct set of behavioural characteristics, values and expectations
- Because of varying differences, generations have varying needs of their employer and manager.
- The largest proportion of our workforce is currently the Baby Boomers who make up around 47% to 50% followed by Gen X (around 30%).
- Gen Z, with their need for variety and stimulation, is now hitting our workforce.

Managing the Generations

From a 'people management' perspective, different generations require a different approach. Managers should take time to explore and understand the perceptions and attitudes each generation, and how each relates to the other, in order that both parties can achieve their objectives with the greatest degree of harmony.

THE RIGHT COMBINATION

Is one combination better than another? Take a basket of agencies across the nation or around the world and there will be plenty of evidence to suggest that age, gender or disability are no barrier to success in real estate sales.



Who should you target?

- New or experienced salespeople
- High End or mid-range salespeople.

IMPORTANT NOTE: You should be fully familiar with any legislative requirements relating to Anti-Discrimination and Equal Opportunity before commencing your recruitment campaign.

New or Experienced?

Do you opt for the anticipated immediate flow of revenue that an 'experienced' salesperson brings together with the accompanying risk of the 'that's not the way I do it..' attitude, or do you take a more medium term approach and sacrifice early revenue to develop a fresh mind to fit the business culture and objectives?

There is no simple answer and, in essence, the selection criteria for both new and experienced prospects is the same, and equally important.

The key to success is maintaining a balanced and ongoing prospecting program targeting both new and experienced recruits. The following thoughts are presented as a summary of the main considerations when reconciling the 'new' or 'experienced' approach.

Experienced Salespeople

The success of your business is significantly reliant on all members of the team playing by 'the rules', working in accordance with the values of the business, and working together toward the clearly defined objectives of the business.



Make sure you know your 'experienced' prospect well: -

- Proven *results and reputation.
- Demonstrated ability to work in a team environment.
- Potential for positive contribution to the business (energy, enthusiasm, leadership support).
- Willingness to accept the 'way things work here'.

***WARNING:** Guard against engaging based on performance only. The trade-off on poor 'fit' may have devastating results to your existing team, or inhibit your ability to grow the team.

Experienced Salespeople are looking for their employer for: -

- Competitive remuneration structure
- Autonomy
- Effective systems and support
- Agent's reputation
- Visible office location / quality premises
- Dominant market share
- Local area image / brand image

Before recruiting an experienced salesperson be sure to know: -

- Why are they leaving their current position (the real answer!)?
- What are they looking for in a new employer?
- Why are they interested in a position with you?
- WILL THEY FIT?

It is worth noting, that in most cases, it's not what you do that causes them to pick up the phone, it's what their current employer does or does not do that makes them want to leave.

New Salespeople

The advantages of beginning with a 'fresh canvass' are well documented. New entrants to the industry commence with little in the way of preconceived ideas, they readily accept ideas presented to them, and yield early results with a good training and support program.



Essentials: Great attitude, good presentation & communication skills, and a sound understanding of the challenges and rewards that a career in real estate sales offers.

New salespeople are looking for their employer for: -

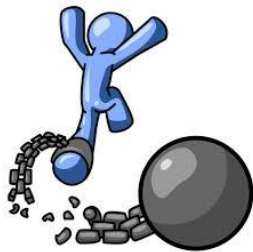
- Supportive Management
- A Leader to follow (mentor)
- Training/keys to success
- Clear Direction/Policies and Procedures
- Name recognition- BRANDING
- Sense of 'team' / place
- Opportunity to Grow Income

Orientation and training is an intensive process, therefore careful consideration needs to be given to the number of new recruits engaged at any one time.

Non-selling operators or businesses employing a full time sales manager are equipped to take on multiple recruits, and there are advantages in terms of team

building, 'friendly' competition, peer support and economies of scale in this approach.

A proven strategy for managing and developing new people is to engage new recruits as Sales Assistants for a period of around six months before transition to an autonomous sales role. At the point of transition, the next recruit takes up the sales assistant role. During this period, the 'sales assistant' should effectively 'pay' for themselves by increasing the productivity of the manager or salesperson/s to which they are assigned to assist during this time. Sales assistants attend appraisals, complete Agency Agreements, manage the database, follow up buyers, cold call, prospect, attend training etc. They do the 'stuff'.



By the end of the initial six month period as a sales assistant, through observation and exposure to real scenarios, new recruits should be well equipped to go it alone.

The key to a successful outcome is a clear understanding of the path. All parties who will work with the new recruit must understand the clearly defined role of the sales assistant and the desired outcome (transition to 'stand-alone' sales at the end of the period). The recruit must be provided with clear direction, close support including a weekly plan, and constant and constructive feedback.

High End or Mid-range Producers?

Be aware of the risk that reliance on one or two high end producers may bring to the business.

High producers bring profile to the business through advertising and local area profile generated by high volumes of signage (for sale), however, this must be weighed against the risks which are inherent in a business heavily reliant on these individuals....



- Departure results in immediate reduction of a large proportion of the business revenue and profile of the business in the local area.
- High producers will often leverage themselves into a higher commission structure to the extent that net profit to the business owner is compromised.
- Concessions made to higher producers may impact on the moral of other members of the sales team.
- Other members of the sales team may be intimidated by the dominance and in-office influence of higher producers.
- The business owner's leadership may be undermined.

Analysis clearly illustrates that a balanced team of 'average' performers yields more profit with less risk and a more manageable and productive work environment.

PRESENTATION & DOCUMENTATION

Preparation and presentation is not an obligation confined to a job applicant.

The applicant will also be assessing the employer in terms of perceptions of leadership, strong direction, a committed plan for the growth of the business and the provision of relevant resources.

Your 'Recruitment Presentation' follows the same principles as a Listing Presentation and is an opportunity to 'sell' the merits of working with your business.

Some of the items you may wish to demonstrate during the first personal interview include: -

- Position Description
- Sample Employment Agreement including KPI's
- Visual Presentation Kit
- Policy & Procedure Manual

In any event, they will be required at the point of formal job offer.

Before you commence your recruitment process, you should be fully conversant with relevant legislation

- Discrimination & Equal Opportunity
- Privacy Act
- Current Award Rates

In particular, and to avoid any nasty surprises, you should be very careful about any representations you make either verbally, implied or in writing that may constitute misrepresentation at a later date.

Position Description

A succinct document describing the position offered including key accountabilities of the job offer, and characteristics of the ideal candidate.

- Position overview
- About the Company (employer) including Vision/Mission statements
- Primary objectives of the role
- Knowledge and Experience requirements
- Remuneration discussion
- Key accountabilities
- Key Performance Indicators
- Further information and contact details

Visual Presentation Aid

The visual support of your verbal presentation to a prospective employee should be professionally presented, up to date and structured covering at least the following elements: -



- Overview of the Business including a Vision and Mission Statement
- History of the business and background of the owner
- The team
- How the business is promoted in the local area
- Unique points of difference
- Training & Support
- Systems and processes
- Additional resources
- Remuneration & recognition
- Employee testimonials

Employment Agreement

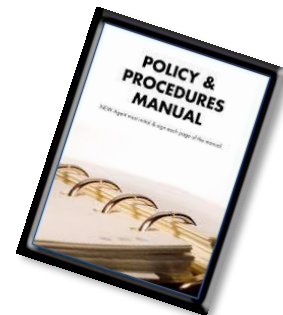
Federal Industrial Relations law requires an employment agreement between the employer and the employee. The agreement clearly sets out the rights and obligations of each party. An important element of an agreement for a salesperson



is the expectation in relation to performance in terms of activity and results – these are commonly referred to as the Key Performance Indicators (KPI's). It is vitally important that the employee fully understands on what basis (what and how often) performance will be measured. Before entering an employment agreement, both parties should fully understand the implication of the agreement and the employer should feel confident that the employee is very clear on implications of the agreement.

Policy & Procedure Manual

The policies and procedures' of the business generally form part of the employment agreement. The Policy and Procedure Manual of the business explains how the business operates including systems & procedures, and the relationship of employees to each other and where each fits into the process. All questions posed by an employee should have an answer within the Policy & Procedure Manual.



Use the manual during the presentation to demonstrate to the prospect that the business has a clear set of operating systems & procedures.

RECRUITMENT PROCESS

Given the critical nature of the recruitment undertaking, it is highly recommended that employers engage the services of a professional recruitment organization and/or a human resource specialist to assist in the search and selection of candidates, the preparation of documentation and the provision of advice regarding legal obligations.

SEARCHING FOR PROSPECTS



Having satisfied the preliminary considerations and declared yourself 'recruitment ready', it's time to commence the process of SEARCHING for prospective new sales team members.

Depending on the status of the business, the recruitment prospecting strategy and effort will differ.

Successful and more mature businesses have already established a solid 'employment brand' based on reputation built around market success, an effective public relations and general promotion program and an established level of employee satisfaction. These businesses have developed an '**attraction brand**'.

Less mature businesses or those businesses embarking on a regeneration phase will need to work harder to communicate their message to the 'market' of potential recruits.

'Farming'

When an agent sets up a farm area, they begin a series of contacts on a regular basis to those homeowners. After several contacts by phone, email, post mail, and in person, the agent begins to see results. The homeowner does not list their home with a great company who's doing a great job just to give them a listing. Instead, when they are ready to sell, they list with the agent who is doing a great job and keeping in touch.

By definition, farming raises the awareness of a group of people as to who does the best job, who gets the best results, and who they should talk to if they have a need. An agent who understands this, and is patient, will always reap the rewards.



Searching for Experienced Salespeople

Farming for experienced salespeople is the same process. Select a target group, get their attention, raise interest and create desire. Raise awareness of who you are and what your business offers, so that when they are ready to change, they will call you.

In most cases, it's not what you do that causes them to pick up the phone, it's what their existing principal does or does not do that makes them want to leave. Farming pays off by creating options for experienced sales people who may be ready for a change.

You must establish what they want from the relationship, and provide it to them on an ongoing basis.

Prospecting methods: -

- Salespeople 'in conjunction' or 'in association'
- Personally acknowledge award winners from competitor agencies.
- Personally acknowledge the achievements salespeople from competitor agencies.
- Create a contact list of appropriate producers in your market area and communicate with them on a regular basis with e-marketing and direct mail material.
- Attend industry functions and establish personal relationships.
- Join industry bodies and 'keep your ear to the ground' for prospects.

Searching for New Salespeople

Farming for new salespeople follows a similar process. They need to know who the best company is, and where they will get the support they need. The more support you have to offer, the more contact, and the more follow-up you do during the initial process to recruit new salespeople, the more effective you will be at hiring them.

Prospecting methods: -

- Internet advertising (recruitment portals)
- An integrated Social media strategy
 - LinkedIn
 - Facebook
 - Twitter
 - Blog
- Print media advertising
- Close friends (call every 2 months)
- Business acquaintances
- Previous clients (sellers and buyers)

- Current Sellers
- Current Purchasers
- Open inspections
- Window display
- Canvas your local area (e.g. letter drops ... 'we're expanding!')
- Target other sales and service based industries where success requires strong communication skills and a solid work ethic.
- Local area career presentations
- 'Enroll' people in spheres of influence
- Sponsor a school or community newsletter
- Real Estate Institute
- TAFE / Organizations delivering Certificate courses
- Universities, Tertiary – target marketing and business

Constructing an Advertisement

Adopt the AIDA approach.

- Attention
- Interest
- Desire
- Action



An eye-catching headline, followed by an inspiring statement of the opportunity and wrapped up with grand vision and a call for action.

THE BEST REAL ESTATE CAREER OPPORTUNITY IN SMITHVILLE – ONE POSITION ONLY.

The team at GREEN REAL ESTATE know that your success is their success. We're looking for like-minded individuals to grow with us through exceptional training and support and a great working environment.

Imagine a career where opportunities for immediate personal satisfaction and financial rewards can come daily. Imagine taking control of your life where you reap what you sow.

There's a space for you now!
Contact Mary Green now on
222 3333 4444
For a strictly confidential discussion.



Unlimited earnings potential and awesome support!

REAL ESTATE SALES CAREER

Green Real Estate

Exceptional opportunity in the SMITHVILLE area.
567 324 344 **greenrealestate/careers**

Regardless of how many salespeople you have or your plans for growth, a consistent prospecting using these methods will ensure that you will always have a bank of prospective recruits.

SELECTION

Having attracted the interest of potential candidates, the recruitment process enters a critical phase.

The selection phase requires structure, time and care. Poor selection due to from lack of effort in this area will result in significant cost to both the employer and the employee when an inevitable employment termination transpires.



Experienced Salespeople

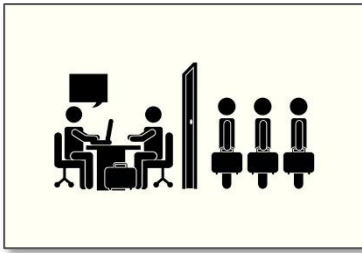
Selection of experienced salespeople will focus primarily on their reasons for leaving their current/former position, their motivation for interest in your agency and the question of 'fit'.

- Why are they leaving their current position?
- What do they like about their current/former work environment?
- What do they dislike about their current/former work environment?
- What are they looking for in a new employer?
- Why are they interested in a position with you?
- WILL THEY FIT?... "what do you feel is important in the agent/client/customer relationship?"

New Salespeople

A marketing campaign designed to attract the attention of new sales recruits is likely to deliver a high level of enquiry therefore, a process is required to narrow the field before the selection of candidates for interview.

Narrowing the Field



Most face to face job interviews that take place should not even have reached this point.

You must develop a system of eliminating those who do not meet your criteria early in the process. Remember that irrespective of how candidates come to you, it is essential that you show them the respect they deserve and respond appropriately.

The use of tools such as the Real Estate Simulator, or other external expertise, will significantly reduce time wastage by assisting you to identify only those candidates who demonstrate a reasonable to high probability of success in a career in real estate sales.

The order in which you do things may vary slightly but you need to assess their strengths and weaknesses early in the process.

In summary, your preliminary assessment will be based on: -

- Telephone interview results (8 key questions).
- Background information (resume)
- Other Assessment results (e.g. Real Estate Simulator)
- Reference checks

What are we looking for in the initial stages?

In summary: -

- Right 'attitude' and perceived 'fit'
- Effective communicator
- Local knowledge and established 'networks'
- Family and financial support
- Ability to influence
- Demonstrate an understanding of the role

Questioning Techniques

The three basic types of interview questions (which you probably already use without realising it!) are

- Closed
- Open
- Behavioral.

➤ ANNEXURE 2: Questioning Techniques

TELEPHONE INTERVIEW

The telephone interview is an opportunity to qualify the suitability of an applicant. Whether or not you are in possession of the applicant's resume, qualifying questions relative to the position should be posed to the applicant prior to a personal interview, and thus the elimination process is commenced.

Generally you are looking for very positive responses to the 8 key questions in the telephone interview.

Do not compromise your standards!

Your interviewing time must be spent with people with a high probability of success!

Once the telephone interview is completed (and the prospect shows promise), request a formal application and resume (if not already in your possession) to complete the initial collection of information.

You will now be in a position make a considered initial assessment and decide whether to proceed to a personal interview.

APPLICATION & RESUME ASSESSMENT

A good resume should incorporate

- A statement on career objective and personal strengths (pointed towards how one is going to achieve a career objective and demonstrate an understanding of real estate)
- Personal information (demonstrate a wide sphere of influence)
- Education/Qualifications/Certificates etc.
- Work History including key achievements
- Referees

Check for structure, grammar and spelling.

Reference Checks

It is generally recommended that at least 2 key reference checks are conducted before the first personal interview. The results may either confirm your decision to proceed or save you a lot of time!

➤ ANNEXURE 4: Reference Assessment Guide

PERSONAL INTERVIEW PROCESS

The purpose of this section is to provide practical advice and an easily understood guide to the interview process to enable you to improve your skills in this area. Interviewing is a learned skill and like any managerial function it can take time to develop. Whilst aimed specifically at the recruitment of real estate salespeople, much of the information can be applied to the recruitment of staff across the business.

Do you proceed to the personal interview stage?

Let's recap on what methods you have used thus far to gather information: -

- Test results (e.g. Real Estate Simulator)
- Telephone interview results (8 key questions).
- Background information (resume)
- Reference checks

....and, what you were initially looking for?

- Right 'attitude' and perceived 'fit'
- Effective communicator
- Established 'networks'
- Family and financial support
- Ability to influence
- Demonstrate an understanding of the role

The decision whether to proceed is yours! Remember, the object is to eliminate those who do not show a reasonable rating in the key areas.

Unsuccessful applicants should be communicated with immediately, if not personally, then by a professionally scripted letter.

Similarly, you should make early personal contact with those who you have selected to pursue and arrange for the first personal interview, and preferably follow up with a letter confirming the interview date.

Personal Interview Process

It is recommended you conduct 2 personal interviews.

Personal Interview 1: Look for critical success factors.

Personal Interview 2: Getting to know the person.

First Personal Interview

- Face to face assessment of presentation standard
- First face to face assessment of attitude and 'fit' using a structure candidate assessment process.

➤ ANNEXURE 5: Candidate Assessment (Real Estate Sales)

Second Personal Interview

- Final face to face assessment of 'fit'

....and, what you were initially looking for?

- Right 'attitude' and perceived 'fit'
- Effective communicator
- Established 'networks'
- Family and financial support
- Ability to influence
- Demonstrate an understanding of the role

Remember, '**attitude**' and **effective Communication Skills** are the key, skills can be taught.

Ask yourself the following questions:

- What is your interviewing style?
- Is your style consistent from one interview to the next?
- How much background information do you collect on a potential employee prior to an interview?
- What are your expectations of the person you are interviewing in terms of level of presentation, level of knowledge, prior experience, etc.?
- After an interview how do you compare candidates (e.g. notes, observations, by memory etc.)

Interviewing of candidates is a vital component in the selection process and no one component should be used in isolation.

Maintaining Consistency

A successful, effective interview involves an understanding of and commitment to a basic interview structure. By keeping interviews consistent, it is much easier to compare different candidates. Comparisons can only be made if similar types of processes are followed, and the same questions addressed. This does not mean interviews must be identical & regimented. Compare an interview to conducting a property appraisal; there are certain procedures followed each time an appraisal is completed to gather the required information to reach a market value on that property. Each house is different, as is each prospective job seeker, but consistency will assist in reaching a value or opinion each time.

Timing and Structure

A typical interview should not be too long, lasting between 40 minutes to an hour. A typical structure would be as follows:

The Beginning

Expectations are on both parties to make a great first impression. Job seekers are in demand and they expect to be treated with respect. If you were walking into your own company for a job would you be impressed? How does the receptionist greet clients, how is the office presented? The interview is a chance for you as an employer to do what you do best – sell yourself and your company!

As the interviewer:

- Be on time. The person you are interviewing has made an effort to be at the appointment, it is common courtesy to return the favour.
- Pre-arrange and prepare a suitable room to conduct the interview.
- Is there any information that you would like to provide the candidate to read/review during or after the interview.
- Is there any information that you would like to give the interviewee to read/review during or after the interview?
- Adopt a polite, professional approach
- Start evaluating immediately - for example: personal presentation, general attitude, enthusiasm, confidence, ability to make eye contact etc.
- Once in the interview, outline how long you expect the interview to last and a general outline of proceedings. This may include a general chat, a review of the candidate's resume, the interviewer providing a history on the company and overview of the role and time for questions at the end.
- Relax the person you are interviewing with five minutes of "small talk". This may relate to a hobby on their resume, how they came to be in contact with the company, general comments on the industry in general etc. Being interviewed can be very nerve-racking! The more relaxed a person is, the more likely it is you will see their true personality.

The Middle

- This is the body of the interview where both parties can collect, verify and interpret information.
- Ask appropriate questions that you have prepared before the interview. What is vitally important that you find out from this person before they leave your office?
- Take notes that you can review later. This does not have to be 'War & Peace', and taking copious notes can be distracting for both parties. Record important point such as comments that really impress you, answers that may raise concerns or information you would like to follow up on later. Remember that

you should be able to compare notes between different people you have interviewed so what is it you are most likely to review at a later date?

- Listen for meaning in answers.
- Clarify any points/answers you are unsure of – after all you are running the interview. Don't be argumentative, but don't be afraid to clarify an answer or ask a question in a different way if you think the candidate has misunderstood you.
- Allow the candidate to ask questions. It shows good preparation for a candidate to have questions they would like answered, that haven't been addressed as part of the interview. Some questions may seem basic or unimportant, but they can also reveal the personality or motivations of the candidate.

The End

Close – final impressions are 'lasting' impressions

- Wrap up so that the candidate knows there is a defined end to the interview, after having the opportunity to ask any final questions
- Thank the person appropriately for their time
- Where appropriate explain next steps that you will take and an approximately time frame of proceedings from this point.

FIRST PERSONAL INTERVIEW

During this interview we seek to firm our initial promising assessment of the key areas critical to success, such as motivators, communication and presentation skills, work ethic, family and financial support and the ability to build trust and establish long term personal relationships.

It is certainly recommended that you revisit all of the initial TELEPHONE INTERVIEW questions and re-confirm the candidate's answers to those 8 vital questions!

It is also recommended that at this point you go through a candidate's resume in detail with them to establish their personal credentials, employment background, educational achievements and other details.

➡ ANNEXURE 4: First Personal Interview Questions

The first personal interview is your first opportunity to assess grooming and personal presentation.

Assessment Tools

If you are using assessment tools such as the Matrix Simulator or Future Champions, you will have a detailed report to discuss with the candidate covering all aspects of what is required for someone to have a high probability of success in the role.

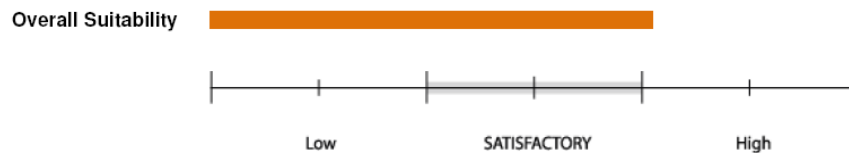
Tools like the Matrix Simulator provide an on-line assessment service using video simulation technology, intelligence testing and personality profiling to assess the probability of success of new sales recruits.

The output provides an overall assessment of the suitability as well as a detailed assessment of key characteristics.

RESULTS

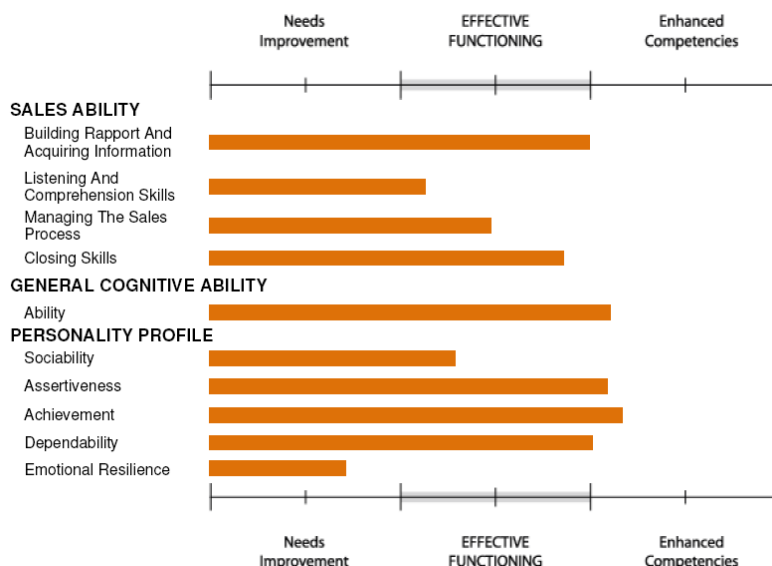
Summary

The following graph reveals how closely Cain Cooke's responses match up to those of top performers.



Cain Cooke's responses closely match those of top performing agents. This indicates that Cain's sales skills and abilities are highly developed. Cain appears well suited for a career in real estate sales. If Cain is not a successful agent already, Cain has the capacity to become one. For more information, please review the Detailed Results below.

Detailed Report



If you are not using an assessment tool, then you need to form an opinion on many areas relating to potential sales ability and personality traits and characteristics to establish one's probability of success in the role.

The following areas are of importance:

- Sales Ability
- Personality Traits
- Attitudes and Values of High Achievers

Where appropriate explain the next steps that you will take and an approximate time frame of proceedings from this point. Make your assessments and decide how to proceed.

➤ **ANNEXURE 4:** First Personal Interview Questions

➤ **ANNEXURE 5:** Candidate Assessment (Real Estate Sales)

SECOND PERSONAL INTERVIEW

This interview is normally more about the person than the person's capabilities. If you get to this stage it is sometimes good to involve other team members to help assess the candidate's fit within the organisation.

Is the candidate going to work well with your existing team?

Culturally is the candidate going to relate well to your marketplace?

Take a walk, have a coffee and generally observe the pace and level of someone's activity and their responses to interaction within your environment.

This time is more about forming opinions than asking more questions but certainly give the candidate the opportunity to ask whatever he/she needs to know. The likelihood is that if you have reached this stage the candidate may well be "in demand" and be assessing which offers of employment may be forthcoming and which one to accept.

THE FINAL ASSESSMENT

You should now be in possession of enough information to make an informed decision on whether to hire your candidate.

Again, let's recap on what methods you have used thus far to gather information:

-

- Test results (e.g. Real Estate Simulator)
- Telephone interview results (8 key questions).
- Background information (resume)
- Reference checks
- Personal Interviews and Structured Assessment form.

Review the required characteristics of your candidate based depending on whether they are new to the industry or moving from another agency.

Above all, think about their attitude and the reasons why they want to work in real estate sales for you.

Finally, will they FIT and do they reflect the VALUES of the business?

If you are uncertain, seek the advice of another trusted and qualified person.

Remember, if you are uncertain, do not make the selection at that time. Reconsider it at a later date.

If you are certain, it's time to present the job offer.

PRESENTING THE JOB OFFER

You should have already prepared most of the information and documentation required for the formal appointment.

- Position Description
- Employment Agreement (e.g. AWA) including KPI's
- Policy & Procedure Manual

Assemble all documentation in a professional manner and ensure you have thoroughly reviewed all the information.

Don't assume anything! The formal presentation of the offer should clearly define the expectations of each party in order to reduce, if not eliminate, the possibility of problems arising through misunderstanding.

Thoroughly review the Employment Agreement and the Policy & Procedure Manual with the candidate.

It is acceptable practice for the candidate to request a review of the documents 'off-site' for a period of time, perhaps seeking third party advice. Make sure you re-appoint a time before the candidate leaves.

During the signing of the Agreements, you may wish to have a third party present, such as a senior employee or an Industrial Officer from the Real Estate Employers Federation.

Ensure the new employee has copies of all the documentation and then clarify the program for the immediate period ahead, particularly your 'orientation program'.

A special 'welcome' gathering for the new employee will set the tone for a healthy integration into the team. Ensure that the induction process provides the new employee with a thorough understanding on where things are and how things operate in the business.

Congratulations – you have a new sales producer!

Of course, the process doesn't end here. Retaining new employees means ensuring they are engaged, supported, trained and recognized. These strategies are beyond the scope of this publication.

The completion of the appointment is an ideal time to reflect on your recruitment experience and identify where you can improve the process.

ANNEXURE 1: Reference Assessment (page 1 of 2)

Candidate:

Referee:

Position Held:

Company:

Contact Number:

Confirmation:

Working relationship with candidate:

Period Candidate was employed:

Position Held:

Main Duties:

How well was the job done?

Knowledge of technical aspects?

Were objectives, KPI's etc. met?

How well did s/he plan/prioritise?

How did s/he cope with pressure/deadlines

Level of drive/initiative

Opinion of motivation & attitude

What were his/her principal strengths/achievements?

What were his/her principal weaknesses/limitations?

Punctuality

Grooming

ANNEXURE 1: Reference Assessment (page 2 of 2)

How would you describe his/her relationship with: -

Clients/Customers

Managers/Supervisors

Colleagues

Subordinates

Were there any personality conflicts?

Did they show leadership qualities?

What were the reasons for he/she leaving?

Do you know where s/he went?

Would you re-employ?

Would you recommend?

Describe position applied for:

How do you consider s/he would perform in this role?

Is there a type of position they are best suited to?

Are there any factors not covered we should know about?

ANNEXURE 2: Questioning Techniques (page 1 of 3)

The three basic types of interview questions (which you probably already use without realising it!) are

- Closed
- Open
- Behavioral.

The differences are summarized as being:

Closed questions

Can be answered with a YES or NO or with a simple statement of fact. The answers are typically brief for example: -

Question: Are you seeking full time work?
Answer: Yes

Open questions

Are questions that allow the person being interviewed to put forward their own thoughts, feelings and interpretations of facts and issues. They typically start with:

- How...
- When...
- Why...
- Where...
- What...
- Which...

For example: -

Question: Why does a career in real estate appeal to you?

Answer: I would love the opportunity to assist people, interact with a wide group of individuals and have control over my own destiny!

ANNEXURE 2: Questioning Techniques (page 2 of 3)

Behavioral based questions.

These types of questions probe past 'behaviors' as a means of predicting future behavior and attitudes. They are used as a screening and selection tool in that they focus on:

- Context
- Action and
- Result

(hence the acronym CAR)

For example: -

Question: Can you tell me about a time when you had to resolve a conflict over charges to a client's account

Answer:

Context: A client felt our high fee wasn't justified because we could solve their problem very quickly.

Action: I explained that the fee was all the more relevant because it saved the client time in the long run and they received exceptional service

Result: The client agreed to pay the fee on time and realised they had in fact received a very high level of service from our company.

Examples

The following examples of non-behavioral and behavioral questions highlight the difference.

Open, Non behavioral question

This job involves teamwork. How do you feel about that?

Open, Non behavioral question

We need someone that is flexible. How flexible are you?

ANNEXURE 2: Questioning Techniques (page 3 of 3)

Behavioral questions: -

C. Tell me about a time when a colleague/manager asked you to do something outside of your normal workload.

A. What did you say and how did you feel?

B. What was the outcome?

The most effective interviews will include a combination of these types of questions in a format designed to provide information on the candidate covering personal details, background and credentials as they relate to the requirements of the position. An interview where the candidate answers are entirely yes and No will reveal very little information about personality, career aspirations etc.!

There is no rule to having a certain amount of each type question in an interview but bear in mind if a prospective employee is giving you a lot of yes/no answers you may be asking many closed questions.

Attitudes, characteristics, goals and motivators are often best sought through behavioral type questions. The competency based behavioral part of the interview focuses on specific past situations candidates have faced and how they have responded to them. These situational questions are also useful to establish what applicants would do if faced with specific hypothetical situations.

ANNEXURE 3: REAL ESTATE SALES – TELEPHONE INTERVIEW (page 1 of 2)

Name:
Address:
Contact Details:

INTERVIEW QUESTIONS

1. What is your preferred geographic area of work?

Areas of local knowledge – suburbs, property values, schools, shops, transport etc. **You are seeking someone who knows your area.**

2. What have been your previous work roles? How long?

People contact roles, customer service, selling, new business development etc. Education?

What do you know about Real Estate as a career? What is your motivation to become a salesperson?

3. Are you an outgoing friendly person with a wide circle of friends and business associates? How do you build long term relationships?

Local clubs, sporting & community groups, other networking activities? Listing – How will you get properties to sell? What about prospecting/cold calling? While it is good that someone is prepared to do “the hard yards” those that don't have a strong network rarely survive!

4. Can you give me some examples of your ability to build trust and influence people?

Selling their home is a major decision!

5. Communication and negotiation skills are important. Give me a recent example of where you were able to move someone to your way of thinking and achieve your desired outcome?

Have you had any formal training or education in the area of negotiation?

ANNEXURE 3: REAL ESTATE SALES – TELEPHONE INTERVIEW (page 2 of 2)**6. Do you have stability in your life and the support of your family?**

Long hours are the norm! Do you own your home? How long there?

7. You may not earn commissions for a few months? Can you cope with this financially?

New trainees must have the capacity to handle a dip in income!

8. What are your income expectations?

What have you been earning? What do you want to earn?

People with low expectations will often achieve them!

Other General Questions:

License Eligibility?

Driver's License? Car?

Criminal Convictions?

We really explore personality/characteristics more in personal interviews.

ANNEXURE 4: FIRST PERSONAL INTERVIEW QUESTIONS (page 1 of 1)

NAME:		DATE:
What is your motivation to become a real estate agent?		
How do you plan to get properties to sell? (day to day activities)		
Throughout your working history, which jobs/parts of a job have you enjoyed: Most: Least:		
What motivates you in the workplace (i.e. role, duties, surroundings)?	What frustrates you in the workplace?	
What type of agency would you like to work within (size, location, group member etc.?)		
What type of role do you prefer (autonomous, team based etc.) & what type of person do you want to work for?		
WORK STYLE		
What are your strengths, how do you apply these in the workplace?		
Are there any areas personally or professionally that you would like to improve on?		
What is the most difficult negotiation situation you have had to resolve?		
Explain to me how you handle rejection? Are you a persistent person?		
What has been your greatest achievement in any type of sales to date?		
Describe your approach to listing a new property for sale. Would you expect yourself to be a successful lister? Why?		
ASPIRATIONS & GOALS		
What is your current salary package and what are you seeking to earn in your next role?		
What is your approach & attitude to goal setting and achieving those goals?		

ANNEXURE 5: CANDIDATE ASSESSMENT (page 1 of 1)

Rate each of the character traits: 0-very low / 10-exceptional	/10
SALES ABILITY	
Build Rapport	
Acquire Information	
Listen and Comprehend	
Manage Sales Process – Negotiation Skills	
Closing Skills	
PERSONALITY TRAITS	
Sociability	
Outgoing	
Confident	
Self-Accepting	
Warm	
Empathetic	
Assertiveness	
Influencing	
Certain	
Tolerant	
Emotional Resilience	
Optimistic	
Persistent	
ATTITUDES AND VALUES OF HIGH ACHIEVERS	
Goal Orientated	
Self-Improving	
Self-Motivating	
Go beyond previous levels of achievements	
Know what they want & have clear and specific goals for getting it	
Have a high tolerance for uncertainty – deal well with confused situations	
Have few distinctions between work and play	
Rarely be sick or take a day off	
Solve problems rather than look for blame	
Confidently take risks after weighing up the worst consequences	
Avoid comfort zones	
Responsible for own success/failure while being a team player	
	/280
	%

Given the variation in rating approach between one assessor and another, it is difficult to establish a definitive assessment based on these scores. This assessment should therefore be used in conjunction with other information gathered by the assessor, such as the results from specialist assessment tools (e.g. Real Estate Simulator) references, resumes and past history. It would be reasonable, however, to expect that a rating **above 70% would suggest a strong chance of success.**