

crawfordthomas

recruiting • staffing



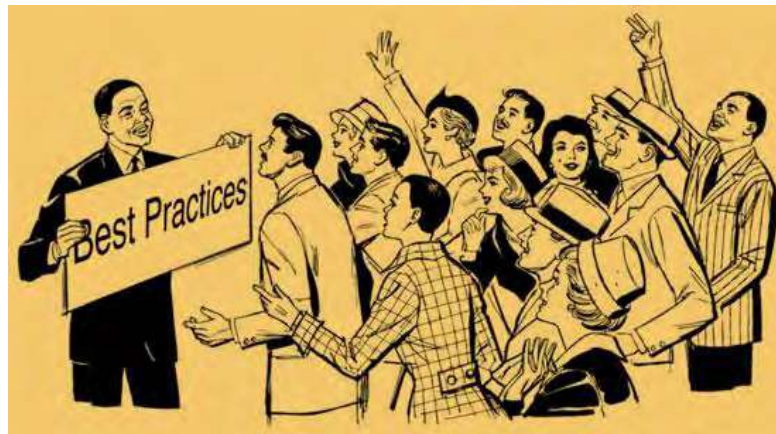
BTA 2013 Fall Colors Retreat

Waynesville, NC

R.Thomas Bruguire, VP Recruitment

Objective:

- To provide you, BTA members with best practices regarding Recruiting, Training, Onboarding, and Retaining Sales Professionals within your organization.



R. Thomas Bruguiera

- Graduate of the University of Utah
- 7 years recruiting in B2B Sales
- Manage 30+ Recruiters
- 500+ placements per year in office automation/Document Management Industry.





- Full Service Recruitment Agency specializing in the fields of Sales, IT, Finance/Accounting, Engineering, and Admin.
- Division dedicated to the recruitment, and staffing of Office Automation Professionals (OEM, Independent Dealer, Ink/Toner Supply, and Document Management Software) throughout North America.
- Sales Professionals, Management, Service Technicians, Admin, and Executive Level.

ALWAYS BE RECRUITING

ABR

Having a bench to draw key players on demand is essential



As Dealer Principals, and Sales Managers, you should always be recruiting, regardless if you have an opening or not.

This Allows You To:

- Maintain headcount
- Retain employees
- Be prepared for attrition
- Guard against Loss of employees
- Better enforce policies
- Better hold sales people accountable

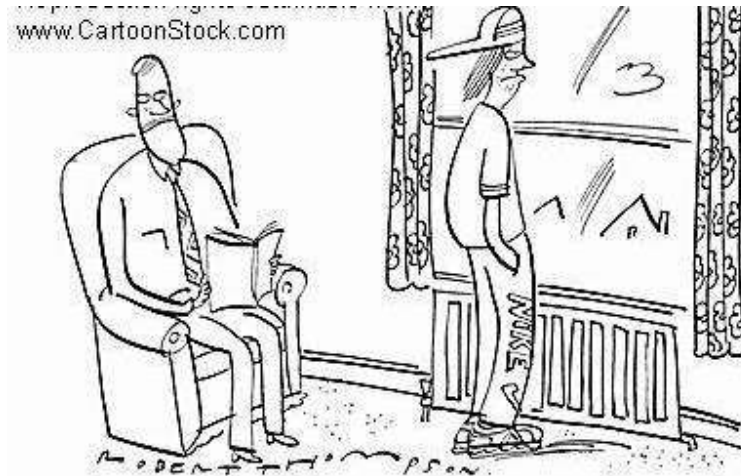


- **How To Attract Top Talent:**



Attracting Top Talent

- As Hiring Managers, and Business Owners you need to take your interview process seriously.
- Have a detailed interview process and stick to it.
- Candidates should not be hired on a first interview.



"You'll have to look harder than that to find a job, son."

Attracting Top Talent



- Candidates should be made to go through multiple steps to validate that they are a good fit for your organization, and your organization is a good fit for their career.
- The more seriously you take your interview process, dictates how seriously candidates will take your organization.

"Good resume, but I just can't see you
succeeding here."

The Interview Process

Step By Step

1st Interview

This interview should consist of getting to know the candidate, and having them get to know your organization.

Key Questions

- What research have you done regarding our organization?
- Why have you been successful in sales, and why do you want to continue a professional career in sales?
- Why do you have an interest in our Industry?

2nd Interview

This should be a field ride or observation day

This allows a candidate to see a day in the life, and make sure this is a position, company, and career they want to pursue.

- This also allows your staff to casually interview them to see if any other facts or info comes out
- Candidates often can get comfortable in these situations and reveal more than they would in a normal face to face interview

Final Interview

- This is to ask any last minute questions, and address any last minute concerns.
- Make sure that all of their answers match up from their prior interviews
- You should have a couple objections to ask the candidate to clear up. If you don't you haven't dug in deep enough in the interview process.

Offer Stage

- Before ever putting an offer letter in front of a candidate you must:
- Run a comprehensive background so you know exactly what you are getting with this candidate
- Check a reference from a prior employer/manager
- Once these are complete you can make a clear and easy to understand offer

COMPENSATION PACKAGES

- The Better your compensation package, and total offerings are, will dictate the caliber of candidate you will attract.
- Money is not the ultimate motivator for everyone. Office culture, environment, benefits, and other perks might tip the scale so make sure to sell the **entire package**



SELL YOUR ORGANIZATION (and yourself)

- Share your passion for the business you have created
- Be proud of your organization and illustrate the value of working with you
- Ultimately an interviewer needs to sell themselves just as much as a candidate



I want YOU!

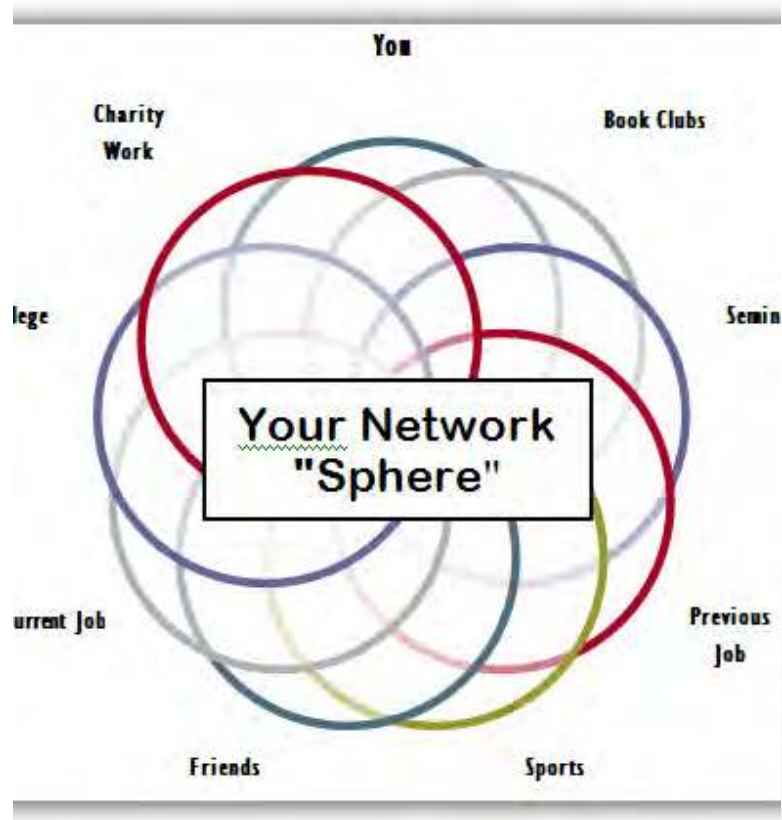
HOW TO FIND TOP TALENT

- SPHERE OF INFLUENCE (SOI)
- EMPLOYEE REFERRAL PROGRAMS
- LinkedIn
- College Recruiting
- Recruiting Agencies



Sphere of Influence

- Sphere of Influence (SOI): The simplest way to locate top talent is to look at the staff around you. Great professionals surround themselves with great people both inside and outside the workplace.



Employee Referrals:

- Create an employee referral bonus program that will boost the morale of your employees, and reward them for referring and locating candidates that may be a great fit for your organization and open positions.



LinkedIn.com

- LinkedIn is a powerful and FREE networking tool that can assist you in finding qualified candidates not only throughout your Industry, but geographical region as well.
- Largest resume database on the planet!



College Recruiting:

- Your local College, or University can offer you an excellent talent pool of entry level candidates looking to build a professional career in sales.



College Recruiting:

- Career Services Departments are motivated to assist businesses like yourself in hiring their students.
- Most Universities now even have Professional Selling programs that groom students for careers in sales after graduating. These are great programs to sponsor and become a part of, that produce some of the best and brightest candidates that you can mold and develop into your next sales superstar.



Recruiting Agencies:

- Partner yourself with a recruiting agency that understands your industry, and how to recruit sales professionals.
- Successful recruiters are willing to take on your openings with no upfront fee on contingent basis (100% free unless you decide to hire)





ONBOARDING AND TRAINING



Offer Letters

- Always present a written offer letter
- A formal offer letter enhances the formality of the process
- Offer letters set the stage and eliminate confusion
- Help solidify a candidates commitment to your company



Start Dates

- Vital to the retention of your employees (sooner the better)
- Have a game plan ready for when a candidate starts
- set a schedule for their first day/week/month of employment.

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Can you start immediately?

Orientation:

- All new hire paper work should be completed Day 1
- Go over your organization's benefits with candidates in detail



Training:



- Have a set schedule of training ready for any new candidate you hire.
- Online training modules, self study, co-travel field days with other Sales Representatives, and in the field training are all important training tools to utilize.

Final Thoughts On Onboarding

- Understand that the more you train, the better employee you will have. Having the mentality of “sink or swim”, and “throwing candidates to the wolves” is a waste of your organization’s time, money, and resources.





RETENTION:

Recognition

- All Sales people love to be recognized
- Make an effort to recognize every salesperson both individually and in group setting with their peers
- You can do this by offering rewards, bonuses, group goals, or open praise.

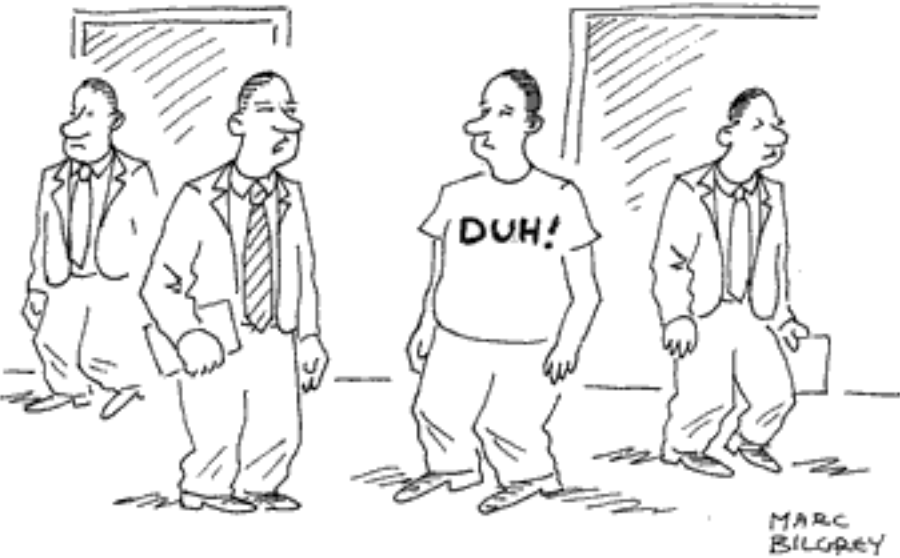


One on Ones

- Make an effort to meet with each of your Sales Reps on a weekly or monthly basis
- Even if things are going well
- Solve issues before they become problems



Culture/Environment:



“Perkins, we need to talk about your understanding of company culture.”

- Create a culture, and work environment that is both inviting, and motivating for your employees.
- By creating an environment where your employees feel valued and empowered will allow you to retain them for years to come.



CONCLUSION



QUESTIONS

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r e c r u i t i n g • s t a f f i n g



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