



Employee Hiring System Guide



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Tools:

- Sample Individual Development Plans
- Sample Job Ads
- Employment Application
- Interview Guides
- Reference Check Guide

You Will Be Able To:

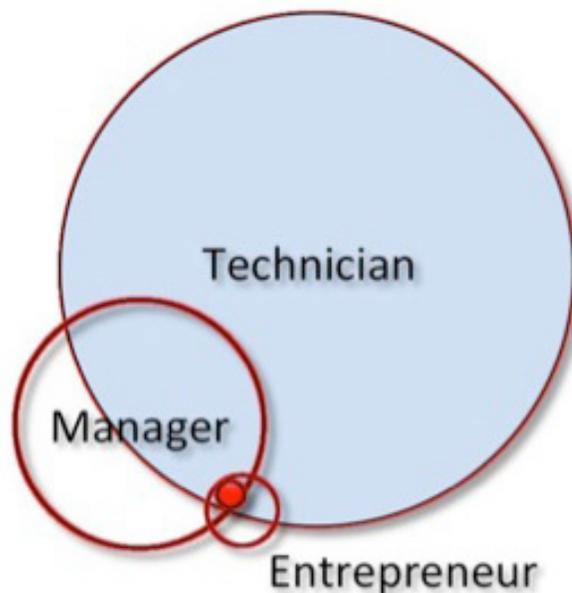
- Recruit “A Players”
- Evaluate and Select the Best Job Candidates
- Make the Right Hire Every Time

Introduction

As someone working to build your business, hiring is one of the most important things you will ever do. Hiring people allows you to move from working at the technician level to becoming a manager, and eventually to an entrepreneur—providing you with the leverage you need to amplify your own results and grow your business.

Never forget this Golden Rule of business success: You want to work on your business, not in it. As Michael Gerber, the author of the bestselling book *The E-Myth* points out,

If your business depends on you, you don't own a business—you have a job. And it's the worst job in the world because...You can't close it when you want to, because if it's closed you don't get paid. You can't leave it when you want to, because if you leave there's nobody there to do the work. You can't sell it when you want to, because who wants to buy a job?



To move out of the technician role, you've got to hire people to help you with your business. To attract and hire the best people possible, you need to know how to **communicate** and **sell** your vision. The most important step, by far, in growing your business is to be able to influence people to align with your vision. You can only attract talented people if you can communicate your vision well. And it's not just about what your commission structure is, the benefits you offer, or if you know what you're doing. It's being able to communicate what your business is about, what's your *why*, and what motivates and drives you.

A Players Wanted!

But you don't want to hire just *anyone*—you only want to hire **A Players**, the men and women who stand far above the rest of the pack. A Players are *stars*, and when you have stars on your team, they attract good things into your business. Unfortunately, today's workforce is riddled with employees who don't meet this high standard of excellence.

The Gallup Organization keeps close tabs on the engagement of millions of American workers in their jobs—that is, how connected they feel to their workplaces. In its most recent survey of American businesses, Gallup found that only 29 percent of American workers—less than one-third—are engaged in their jobs, working with passion and feeling a profound connection to their company. If that wasn't bad enough, Gallup also found that 52 percent of American workers are not engaged in their jobs. They're "checked out" and just going through the motions at work. But here's the *really* bad news: the remaining 19 percent of employees—about one in every five—are actively disengaged from their jobs. Not only are they not happy at work, these people are actively working against the goals of their employers, undermining the good work that their engaged coworkers accomplish.



Remember!

Your business wins by finding, interviewing, and hiring the most talented people available. This Employee Hiring System will allow you to do just that!

The FortuneBuilders Employee Hiring System is based on a proven process called *Topgrading*, which was developed by Dr. Brad Smart to enable the largest, Fortune 500 companies to attract A Players, while screening out the B and C Players. According to Dr. Smart, most organizations have only about a 25 percent success rate—that's just one out of every four—in hiring high-performing, A Player employees. However, organizations that use Topgrading are routinely able to attain a 90 percent success rate in hiring A Players.

Topgrading will enable you to become a manager (and ultimately, an entrepreneur) by hiring A Players who will take on the day-to-day tasks that make your business operate and grow, while avoiding the B and C Players who can drag it down. It works these wonders by providing you with an objective approach for ranking your job applicants instead of just going with your "gut." When you go with your gut, you usually aren't getting enough information and it's all too easy to make a hiring



Remember!

The growth of your business is largely determined by how talented the people are who you surround yourself with. The Employee Hiring System is specifically designed to enable you to find, interview, and hire the most talented people for the job—the people who will help you grow your company. You simply have to use it.

In addition to the A Player traits listed above, here are some of the things you'll want to look out for when you hire this very important person:

- Eager to learn and wants the job versus the money.
- Willing to work out of your home office.
- Lives close to your office.
- Willing to run errands.
- Good on the phone.
- Thinks on their feet.
- Good time-management skills.
- Organized.

And just as there are certain things you're on the lookout for when you hire your Real Estate Assistant, here are some people you'll definitely want to avoid:

- **The Slow Learner.** When you ask this person to do something, all you get in return is a blank stare—he or she just doesn't get it, even after you explain exactly what you want for the fourth or fifth time. Guess what? You don't have the time to micromanage this person.
- **The Beach Bum.** This person is laid back...*too* laid back—and doesn't have a sense of urgency about you, your business, or your customers.
- **The Hand Holder.** This is someone who needs you to hold his hand for every task you need him to do. Instead of taking work off your plate, this person adds to it.
- **The Entitlement Case.** The moment you hire this person, he or she feels entitled to selectively do or not do the things that you need done. Instead of a "can-do" attitude, the Entitlement Case has a "maybe" attitude that can be a real drag on you and your business.
- **The Snob.** This person doesn't like to get his hands dirty or do the kind of grunt work that you need to stop doing yourself.
- **The Slob.** This person is disorganized to a fault, and they leave a mess behind them wherever they go. As the old saying goes, a cluttered desk is a sign of a cluttered mind.
- **The Drama Queen.** This particular person will *look* busy, but they're usually not really doing anything. And the drama that he or she regularly generates will drain the energy right out of your organization—and out of you.
- **The Anti-Systems Guy/Gal.** You've put a lot of work into developing and applying the systems you use to build and grow your business, and this person refuses to work within them. This is a sure way to impede and slow your business down, creating rework and irate clients.
- **The Spy.** In some cases, the Spy is spying for other people; and in other cases, they are spying for themselves. Instead of being there to help your organization, they are there to help their own organization—or that of a competitor. They will take instead of give.

greatly. As the candidates work their way through the hiring funnel, the Employee Hiring System weeds out the B and C Players along the way—leaving you with the A Players.

But, can you afford to pay someone \$10 or \$15 or even \$20 an hour to take some of these technician tasks away from you? That's a lot of money over the course of a year, right? If you think about it, that's the wrong question. The right question is this: Can you afford *not* to hire someone to take some of these technician tasks away from you?

What's *your* time worth?

If you make \$10,000 by doing a wholesale deal, and it takes you 20 focused hours to put that deal together, then how much is your time worth per hour?
\$500 per hour!

And if you work 50 focused hours to make \$10,000 on a deal, then what is your time worth per hour?

\$200 per hour.

If your time is worth *that* much, then why would you waste a minute of it doing routine technician tasks like answering phones, data entry, research, and all the rest—tasks that you can hire someone to do for just \$10 or \$15 or \$20 an hour? Doesn't it make more sense to focus your own time on doing the deals that bring the most money into your business, and hire an assistant to take care of the other miscellaneous tasks?

Yes, it does. And the time to do that is *now*.



Helpful Tip!

The How to Value Your Time Worksheet will help you determine where you're spending your time, and how valuable that time is.

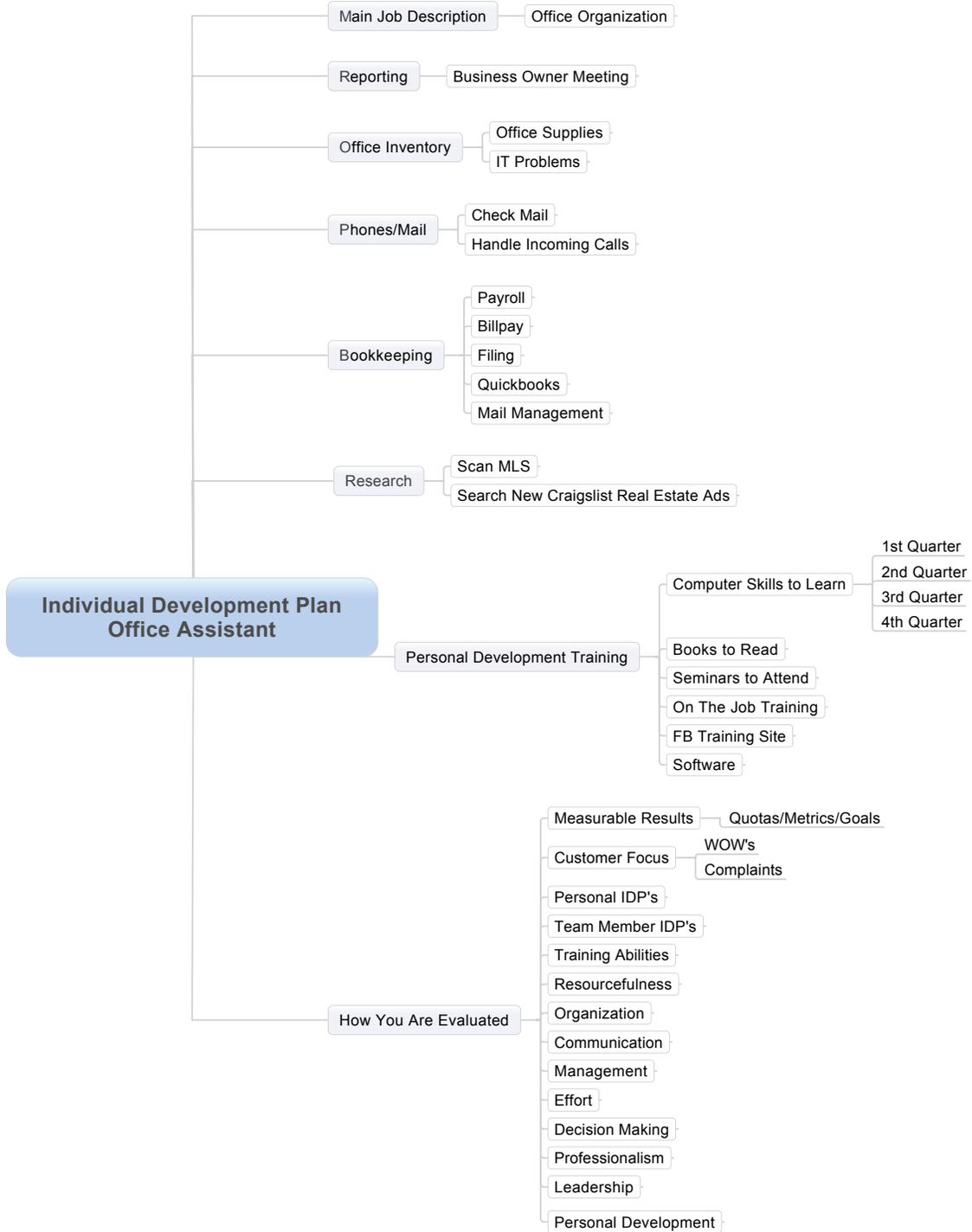
Set aside some time in your day to fill out the *How to Value Your Time Worksheet*, noting what task you're doing during each half-hour time slot. Don't take a week or more to do this exercise—one or two or three days is perfect. After you fill out the worksheet, next organize your tasks or activities into categories ranked in order of the value they bring to your organization. Here are some of the highest-ranking tasks you will accomplish in your business from a real estate perspective.

- **Negotiating.** This is at the top of the list—it's where you earn the most money.
- **Systems.** This is when you're working on the business and putting systems into place.

How To Value Your Time Worksheet

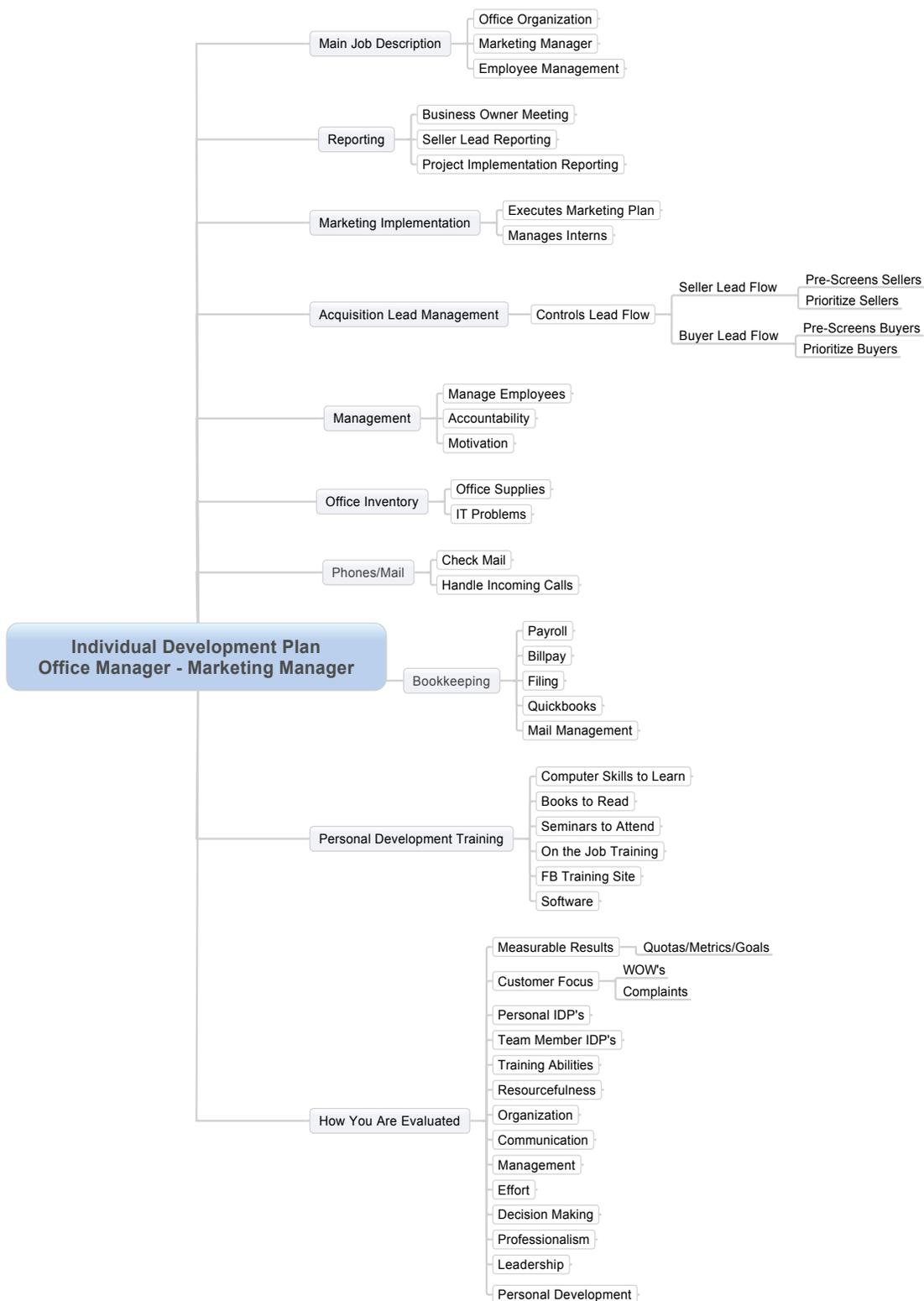
How to Value Your Time Worksheet		
Time	Activity	Replacement \$ Per Hour
1	6:30 AM	
1	7:00 AM	
1	7:30 AM	
1	8:00 AM	
1	8:30 AM	
1	9:00 AM	
1	9:30 AM	
1	10:00 AM	
1	10:30 AM	
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Model Individual Development Plans



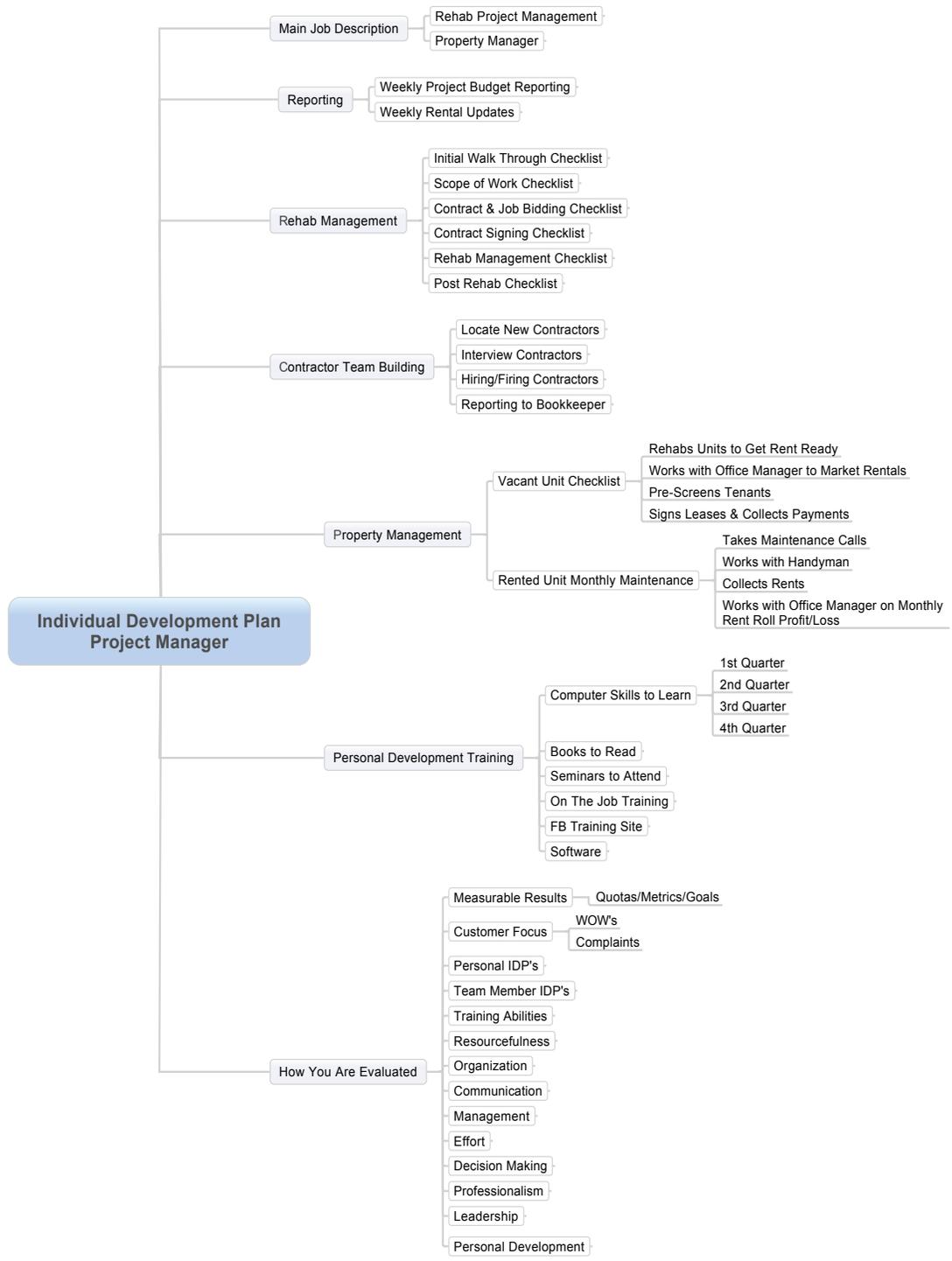
Employee Hiring System

Brainstorm Individual Development Plan

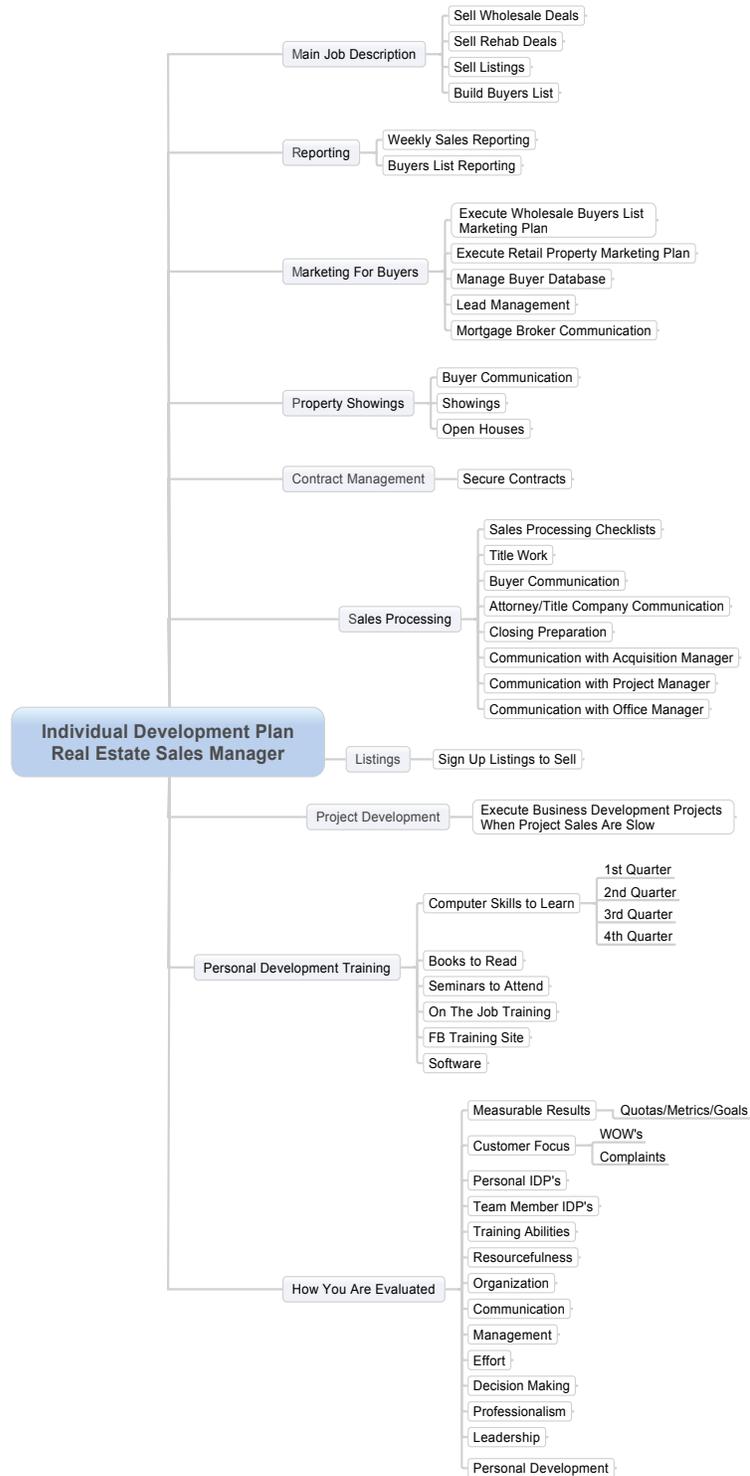


Employee Hiring System

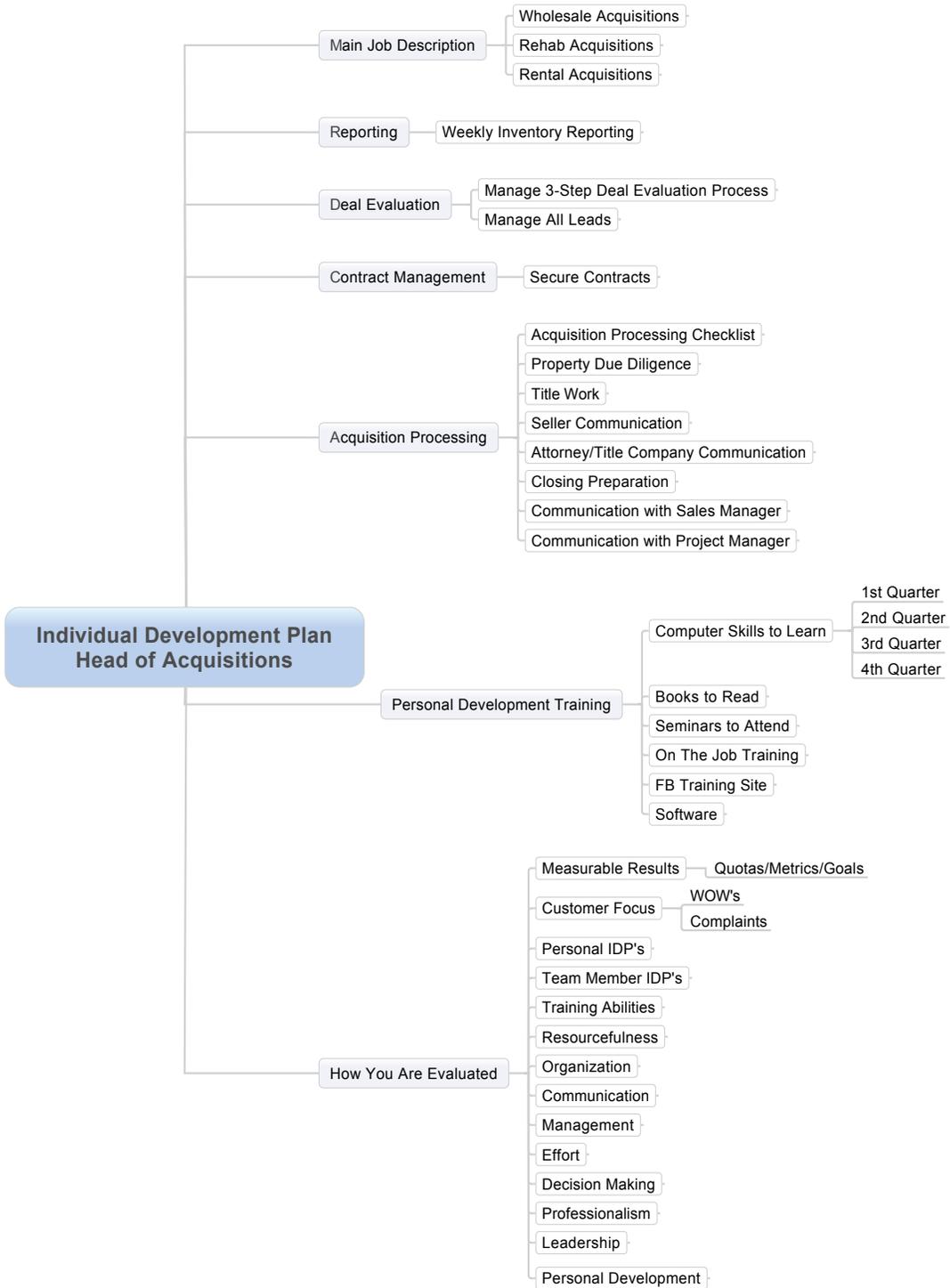
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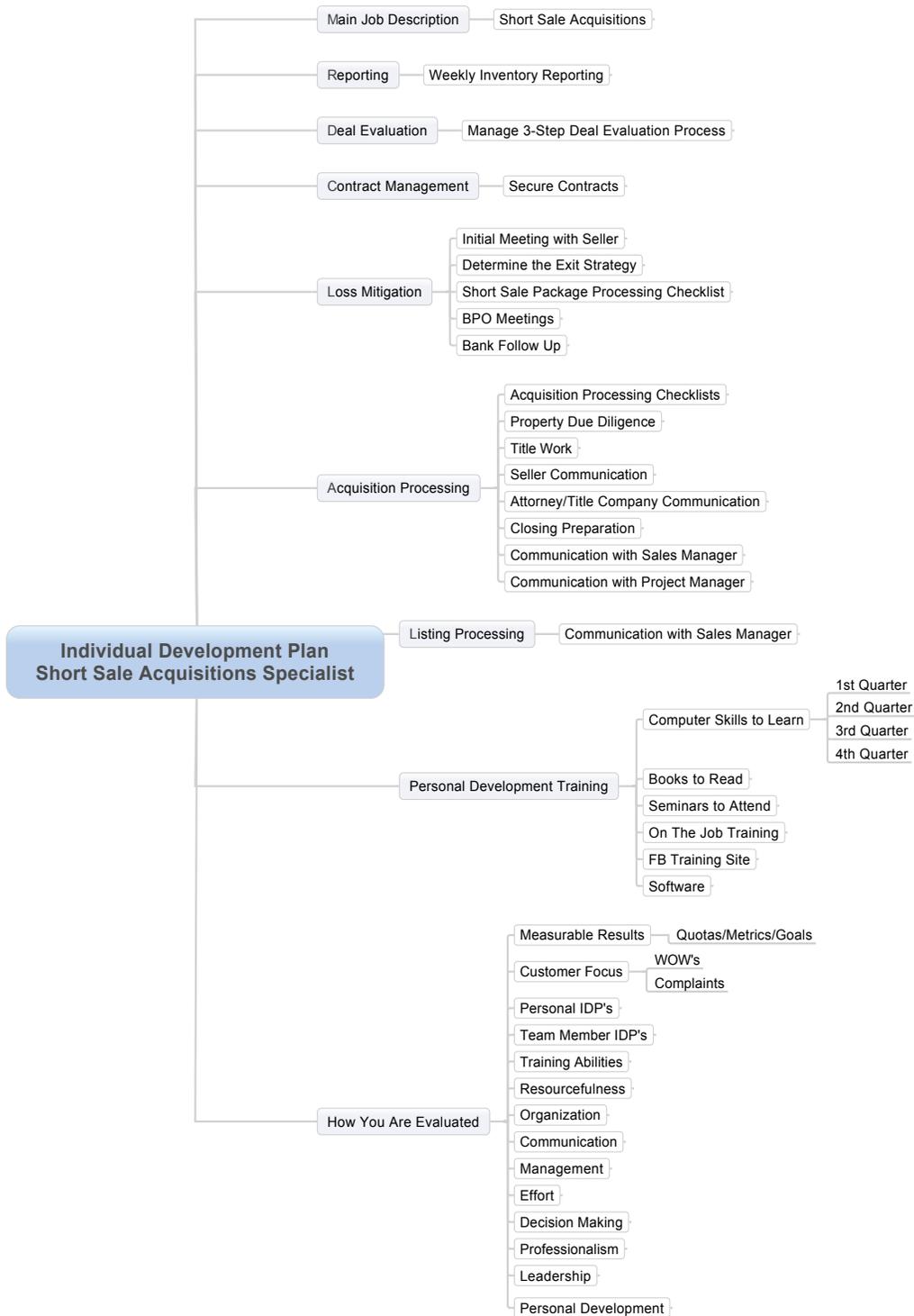
Brainstorm Individual Development Plan



Brainstorm Individual Development Plan



Brainstorm Individual Development Plan



Employee Hiring System

Office Assistant

Are you an administrative wizard?

Are you an enthusiastic "A-Player" seeking an opportunity to spread your wings?

Do you have an Entrepreneurial Mindset?

Would you like to learn from the owners of one of the premier real estate investment companies in the **(area here)** whose company was recently voted **(award goes here)**.

If you are a serious Office Assistant with 1+ years experience in general office tasks such as: answering phones and responding to email messages, data entry, creating and organizing files, making travel arrangements, doing online research, handling incoming and outgoing mail and correspondence. Any real estate sales, mortgage, or title experience will definitely be a bonus.

Likewise, if you are interested in surrounding yourself with like-minded entrepreneurs, and playing for something larger than yourself, then read on.

At **(Your Company Name Here)** we are currently growing very quickly and seeking an Office Assistant to head up our expansion efforts.

Your most important asset will be a no excuses attitude toward getting projects completed effectively and efficiently, along with an infinite passion for personal growth and learning how entrepreneurs start and run businesses. Your ability to effectively take ownership of your department and proactively add value will make you an ideal candidate for the position. If you are ready for a challenge and want to be part of a dynamic team with great growth potential, please follow the instructions below to take advantage of this unique opportunity.

Key Skills Required:

Technical Skills: Highly efficient with Google Docs and all Microsoft Office Applications

Department: Candidates must fit in with company culture with and add value through their insights and experience.

Communication Skills: Ability to communicate effectively with all levels of company; be 100% responsible for the effectiveness of your peer to peer communications.

Type of Person: We only hire "A Players"; team players with entrepreneurial mindset; highly motivated self-starters; you proactively seek opportunities to do your job more effectively/efficiently, don't wait to be told what to do; willingness to do what it takes to win; commitment to continuous personal growth; eager to learn more about real estate investment and internet business education industry; reliable, you keep your agreements and are in proactive communication if you need to make a new agreement; understand the importance of systems in a business; you thrive in a fast paced, quick change environment; resourceful "can-do" attitude; drama free

Management: Must have 1+ years experience as an Administrative Assistant; willingness and desire to take ownership; able to take direction AND work independent of management.

Preferred: Ability to work in **(office area here and or remotely at home office)**; occasional travel; you have contacts in type of work hired for; specific experience in the following areas preferred: **(enter other areas here)**.

Salary: (**\$Salary amount here to \$Salary Amount here**) depending on experience and drive.

How to Apply:

Please review our primary website at (www.YourWebsiteHere.com) before filling out the attached application

As we are SUPER busy and attract a lot of attention, PLEASE do NOT apply unless you are qualified and “fired up” for this opportunity. Please then follow the link below to download the application. Please complete the application in full and email the application to:

(Email Address Here)

Incomplete applications will not be considered. Thank you for your diligence and attention to detail.

(Company Name Here) (Please enter a description of your company here and any information that makes you company sound like an exciting place to work and grow at.)

Corporate Headquarters for **(Company Name Here)** is located at **(Office Address or Area)**

Office Manager - Marketing Manager

Are you an office/marketing management *wizard*?

Are you an enthusiastic "A-Player" seeking an opportunity to spread your wings?

Do you have an Entrepreneurial Mindset?

Would you like to learn from the owners of one of the premier real estate investment companies in the **(area here)** whose company was recently voted **(award goes here)**.

If you are a serious Office Manager or Marketing Manager with 3+ years experience in office management, marketing implementation, acquisition lead management, personnel management, bookkeeping, and office systems, and if you're interested in surrounding yourself with like-minded entrepreneurs, and playing for something larger than yourself, then read on.

At **(Your Company Name Here)** we are currently growing very quickly and seeking a Office Manager - Marketing Manager to head up our expansion efforts.

Your most important asset will be a no excuses attitude toward getting projects completed effectively and efficiently, along with an infinite passion for personal growth and learning how entrepreneurs start and run businesses. Your ability to effectively take ownership of your department and proactively add value will make you an ideal candidate for the position. If you are ready for a challenge and want to be part of a dynamic team with great growth potential, please follow the instructions below to take advantage of this unique opportunity.

Key Skills Required:

Technical Skills: Highly efficient with Google Docs and all Microsoft Office Applications

Department: Candidates must fit in with company culture with and add value through their insights and experience. **(insert more information here about the area of the business.)**

Communication Skills: Ability to communicate effectively with all levels of company; be 100% responsible for the effectiveness of your peer to peer communications.

Type of Person: We only hire "A Players"; team players with entrepreneurial mindset; highly motivated self-starters; you proactively seek opportunities to do your job more effectively/efficiently, don't wait to be told what to do; willingness to do what it takes to win; commitment to continuous personal growth; eager to learn more about real estate investment and internet business education industry; reliable, you keep your agreements and are in proactive communication if you need to make a new agreement; understand the importance of systems in a business; you thrive in a fast paced, quick change environment; resourceful "can-do" attitude; drama free

Management: Must have 3+ years experience as an Office Manager - Marketing Manager; willingness and desire to take ownership; able to take direction AND work independent of management.

Preferred: Ability to work in **(office area here and or remotely at home office)**; occasional travel; you have contacts in type of work hired for; specific experience in the following areas preferred: **(enter other areas here)**.

Salary: **(\$Salary amount here to \$Salary Amount here)** depending on experience and drive.

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Corporate Headquarters for **(Company Name Here)** is located at **(Office Address or Area)**

Project Manager

Are you a real estate project management *wizard*?

Are you an enthusiastic “A-Player” seeking an opportunity to spread your wings?

Do you have an Entrepreneurial Mindset?

Would you like to learn from the owners of one of the premier real estate investment companies in the **(area here)** whose company was recently voted **(award goes here)**.

We are looking for a serious Project Manager with real estate experience in either residential or commercial rehab project management or 3+ years of general contractor experience.

On the job, you will have to oversee multiple residential construction projects and manage our team of contractors and subcontractors that we have been working with. Good communication, team building, and management skills are necessary. So if you're interested in surrounding yourself with like-minded entrepreneurs, and playing for something larger than yourself, then read on.

At **(Your Company Name Here)** we are currently growing very quickly and seeking a Project Manager to head up our expansion efforts.

Your most important asset will be a no excuses attitude toward getting projects completed effectively and efficiently, along with an infinite passion for personal growth and learning how entrepreneurs start and run businesses. Your ability to effectively take ownership of your department and proactively add value will make you an ideal candidate for the position. If you are ready for a challenge and want to be part of a dynamic team with great growth potential, please follow the instructions below to take advantage of this unique opportunity.

Key Skills Required:

Technical Skills: Highly efficient with Google Docs and all Microsoft Office Applications

Department: Candidates must fit in with company culture with and add value through their insights and experience. **(insert more information here about the area of the business.)**

Communication Skills: Ability to communicate effectively with all levels of company; be 100% responsible for the effectiveness of your peer to peer communications.

Type of Person: We only hire “A Players”; team players with entrepreneurial mindset; highly motivated self-starters; you proactively seek opportunities to do your job more effectively/efficiently, don't wait to be told what to do; willingness to do what it takes to win; commitment to continuous personal growth; eager to learn more about real estate investment and internet business education industry; reliable, you keep your agreements and are in proactive communication if you need to make a new agreement; understand the importance of systems in a business; you thrive in a fast paced, quick change environment; resourceful “can-do” attitude; drama free

Management: Must have 3+ years experience as a Project Manager; willingness and desire to take ownership; able to take direction AND work independent of management.

Preferred: Ability to work in **(office area here and or remotely at home office)**; occasional travel; you have contacts in type of work hired for; specific experience in the following areas preferred: **(enter other areas here)**.

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Real Estate Sales Manager

Are you a real estate sales management wizard?

Are you an enthusiastic “A-Player” seeking an opportunity to spread your wings?

Do you have an Entrepreneurial Mindset?

Would you like to learn from the owners of one of the premier real estate investment companies in the (area here) whose company was recently voted (award goes here.)

If you have real estate sales experience or 3+ years of sales experience in a like-type industry, then this position may interest you.

The position duties include: marketing for buyers, property showings, contract management, sales processing, listings, and project development.

We have an excellent team, so if you’re interested in surrounding yourself with like-minded entrepreneurs, and playing for something larger than yourself, then read on.

At **(Your Company Name Here)** we are currently growing very quickly and seeking a Real Estate Sales Manager to head up our expansion efforts.

Your most important asset will be a no excuses attitude toward getting projects completed effectively and efficiently, along with an infinite passion for personal growth and learning how entrepreneurs start and run businesses. Your ability to effectively take ownership of your department and proactively add value will make you an ideal candidate for the position. If you are ready for a challenge and want to be part of a dynamic team with great growth potential, please follow the instructions below to take advantage of this unique opportunity.

Key Skills Required:

Technical Skills: Highly efficient with Google Docs and all Microsoft Office Applications

Dept: Candidates must fit in with company culture with and add value through their insights and experience. **(insert more information here about the area of the business.)**

Communication Skills: Ability to communicate effectively with all levels of company; be 100% responsible for the effectiveness of your peer to peer communications.

Type of Person: We only hire “A Players”; team players with entrepreneurial mindset; highly motivated self-starters; you proactively seek opportunities to do your job more effectively/efficiently, don’t wait to be told what to do; willingness to do what it takes to win; commitment to continuous personal growth; eager to learn more about real estate investment and internet business education industry; reliable, you keep your agreements and are in proactive communication if you need to make a new agreement; understand the importance of systems in a business; you thrive in a fast paced, quick change environment; resourceful “can-do” attitude; drama free

Management: Must have 3+ years experience as a Real Estate Sales Manager; willingness and desire to take ownership; able to take direction AND work independent of management.

Preferred: Ability to work in **(office area here and or remotely at home office)**; occasional travel; you have contacts in type of work hired for; specific experience in the following areas preferred: **(enter other areas here)**

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Corporate Headquarters for **(Company Name Here)** is located at **(Office Address or Area)**

Head of Acquisitions

Are you a real estate acquisitions *wizard*?

Are you an enthusiastic “A-Player” seeking an opportunity to spread your wings?

Do you have an Entrepreneurial Mindset?

Would you like to learn from the owners of one of the premier real estate investment companies in the (area here) whose company was recently voted (award goes here.)

If you have real estate sales experience or 3+ years of sales experience in a like-type industry, then this position may interest you.

The position duties include: taking leads from sellers, researching and performing due diligence on residential properties, making offers, negotiating contracts, and deal processing.

We have an excellent team, so if you’re interested in surrounding yourself with like-minded entrepreneurs, and playing for something larger than yourself, then read on.

At **(Your Company Name Here)** we are currently growing very quickly and seeking a Head of Acquisitions to head up our real estate expansion efforts.

Your most important asset will be a no excuses attitude toward getting projects completed effectively and efficiently, along with an infinite passion for personal growth and learning how entrepreneurs start and run businesses. Your ability to effectively take ownership of your department and proactively add value will make you an ideal candidate for the position. If you are ready for a challenge and want to be part of a dynamic team with great growth potential, please follow the instructions below to take advantage of this unique opportunity.

Key skills required:

Technical Skills: Highly efficient with Google Docs and all Microsoft Office Applications

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Management: Must have 3+ years experience in real estate sales or a like-type industry; willingness and desire to take ownership; able to take direction AND work independent of management.

Preferred: Ability to work in **(office area here and or remotely at home office)**; occasional travel; you have contacts in type of work hired for; specific experience in the following areas preferred: **(enter other areas here)**.

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(Company Name Here) (Please enter a description of your company here and any information that makes you company sound like an exciting place to work and grow at.)

Corporate Headquarters for **(Company Name Here)** is located at **(Office Address or Area)**

Short Sales Acquisitions Specialist

Are you a short sales acquisitions *wizard*?

Are you an enthusiastic “A-Player” seeking an opportunity to spread your wings?

Do you have an Entrepreneurial Mindset?

Would you like to learn from the owners of one of the premier real estate investment companies in the **(area here)** whose company was recently voted **(award goes here)**.

We are looking for someone who has 1+ years of experience either negotiating short sales, doing loan modifications, or working at a bank as a loss mitigator. We will also consider people who have 3+ years of real estate sales experience and understand the short sale process.

The position duties include: evaluating real estate deals and performing due diligence on residential properties. Likewise, the position entails working with homeowners in pre-foreclosure, putting short sale packages together, negotiating with banks, and managing our pipeline of short sale deals.

We have an excellent team, so if you’re interested in surrounding yourself with like-minded entrepreneurs, and playing for something larger than yourself, then read on.

At **(Your Company Name Here)** we are currently growing very quickly and seeking a Short Sales Acquisitions Specialist to head up our expansion efforts.

Your most important asset will be a no excuses attitude toward getting projects completed effectively and efficiently, along with an infinite passion for personal growth and learning how entrepreneurs start and run businesses. Your ability to effectively take ownership of your department and proactively add value will make you an ideal candidate for the position. If you are ready for a challenge and want to be part of a dynamic team with great growth potential, please follow the instructions below to take advantage of this unique opportunity.

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Management: Must have 1+ years experience as a Short Sales Acquisitions Specialist; willingness and desire to take ownership; able to take direction AND work independent of management.

Preferred: Ability to work in **(office area here and or remotely at home office)**; occasional travel; you have contacts in type of work hired for; specific experience in the following areas preferred: **(enter other areas here)**.

Salary: **(\$Salary amount here to \$Salary Amount here)** depending on experience and drive.

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As we are SUPER busy and attract a lot of attention, PLEASE do NOT apply unless you are qualified and “fired up” for this opportunity. Please then follow the link below to download the application. Please complete the application in full and email the application to:

(Email Address Here)

Incomplete applications will not be considered. Thank you for your diligence and attention to detail.

(Company Name Here) (Please enter a description of your company here and any information that makes you company sound like an exciting place to work and grow at.)

Corporate Headquarters for **(Company Name Here)** is located at **(Office Address or Area)**

Step 4: Have Candidates Who Respond to the Job Ad Complete the “Employment Application”

One of the reasons that the Employment Hiring System works so well is because it requires job candidates to jump through a number of hoops before you’ll seriously consider them for employment. The very first hoop in your prospective new hire’s path is the *Employment Application*.

This form is specifically designed to do two things.

First of all, the *Employment Application* is very long and very detailed—your job candidates will have to be seriously motivated to complete it. This provides you with a great initial screening mechanism—only serious candidates will complete the application and return it to you. Fewer B and C Players will even bother.

Second, the *Employment Application* will provide you with the detailed information you need to do an initial “sort” on your candidates. This is particularly important, because if you’re advertising for an assistant (or most any other position), you’ll probably be flooded with applications. You need enough information to quickly separate the very best candidates from the also-rans.



Warning!

According to experts, the vast majority of bad hires are the result of three specific reasons: dishonesty, insufficient information, and lack of verifiability.

- **Dishonesty.** C Players will often fudge their resumes and fake their interviews to try to make themselves look like they’re A Players.
- **Insufficient information.** Few companies conduct extensive, detailed interviews before hiring someone.
- **Lack of verifiability.** Some candidates use their friends or relatives as references, or don’t provide any references at all. And some companies don’t bother to check references, even if they are provided.



The Employee Hiring System is your secret weapon for weeding out bad hires before they have a chance to rise to the top of your list.

Here’s a short description of each of the sections of the *Employment Application* and why they are important:

- **Introduction.** This includes the candidates’ personal information—name, address, phone numbers, email address—and the position applied for, expected salary range, and how they heard about the job opening. You’ll need this information to contact your job candidates.

Employment Application

First Name	Last Name	Middle Name	
Home Address	City	State	Zip Code
Cell Phone	Office Phone	Home Phone	
Email Address			

Position you are applying for? _____

Expected salary range? _____

How did you hear about this job opening? _____

Work Experience Section

1. Work/Business Experience: (Please start with most recent)

Business Name: _____ Business Address: _____

City: _____ State: _____ Zip Code: _____ Phone: _____

Start Date (Month/Year): _____ End Date: (Month/Year): _____

Type of Business: _____ Number of Employees: _____

Your Title: _____ Total People Who Reported to You: _____

Name of Your Supervisor: _____ Supervisor Title: _____

Supervisor Email Address: _____ Supervisor Phone: _____

What did you like most about this job? _____

What did you like least about this job? _____

Why did you leave or consider leaving? _____

Employment Application

Salary When You Started Working \$ _____	Base Salary \$ Comission \$ Bonus \$ Other \$	Salary When You Ended Working \$ _____	Base Salary \$ Comission \$ Bonus \$ Other \$
---	--	---	--

How many hrs/week do you normally work now? _____
How many hrs/week are you willing to work if you got this job? _____
Please describe your typical day and week at your current or most recent job: _____

What is/was your most recent company's value proposition? Why do customers come to you?

What is your competitor's value proposition? How do they differ from your company?

What do you like most about your boss/supervisor now? _____

What do you like least about your boss/supervisor now? _____

What would your boss/supervisor say are your strengths? _____

What would your boss/supervisor say are your strengths? _____

What motivated you to start looking for new opportunities for employment? _____

What specific characteristics are you looking for in a new company and in a new role and why?

What attracted you to this role within our company? Why is our company the best fit for you as a company and why are YOU the best fit for this role?

Please describe what "entrepreneur" means to you and explain why you feel that you are entrepreneurial using examples from your life. _____

2. Work/Business Experience:

Business Name: _____ Business Address: _____
City: _____ State: _____ Zip Code: _____ Phone: _____
Start Date (Month/Year): _____ End Date: (Month/Year): _____
Type of Business: _____ Number of Employees: _____
Your Title: _____ Total People Who Reported to You: _____
Name of Your Supervisor: _____ Supervisor Title: _____
Supervisor Email Address: _____ Supervisor Phone: _____
What did you like most about this job? _____

What did you like least about this job? _____

Why did you leave or consider leaving? _____

Salary When You Started Working \$ _____	Base Salary \$ Comission \$ Bonus \$ Other \$	Salary When You Ended Working \$ _____	Base Salary \$ Comission \$ Bonus \$ Other \$
---	--	---	--

3. Work/Business Experience:

Business Name: _____ Business Address: _____

City: _____ State: _____ Zip Code: _____ Phone: _____

Start Date (Month/Year): _____ End Date: (Month/Year): _____

Type of Business: _____ Number of Employees: _____

Your Title: _____ Total People Who Reported to You: _____

Name of Your Supervisor: _____ Supervisor Title: _____

Supervisor Email Address: _____ Supervisor Phone: _____

What did you like most about this job? _____

What did you like least about this job? _____

Why did you leave or consider leaving? _____

Salary When You Started Working \$ _____	Base Salary \$ Comission \$ Bonus \$ Other \$	Salary When You Ended Working \$ _____	Base Salary \$ Comission \$ Bonus \$ Other \$
---	--	---	--

Education Section

High School

High School Name: _____ Location: _____

Approximate Number in Graduating Class: _____ Rank from the Top (Est): _____

Grade Point Average: _____

Extracurricular Activities: _____

Awards, Offices, Honors: _____

Part Time/Summer Work: _____

College/Graduate School

Name / Location	Date From	Date To	Degree Earned	Major	GPA	Honors

What courses did you enjoy most? Why? _____

What courses did you enjoy least? Why? _____

How was your education financed? _____

Part time/summer jobs? _____

What did you like most about college? _____

Current Activities Section

Member in job or professional organizations: (You may exclude groups that indicate race, color, religion, national origin, disability, or other protected status)? _____

Professional licenses, designations, patents, special honors, publications? _____

What abilities or qualifications will help you succeed in this job? _____

What are your weak points you need work on? _____

Goals Section

Please list your goals for this year

Financial:

1. _____
2. _____
3. _____

Business/Career:

1. _____
2. _____
3. _____

Personal:

1. _____
2. _____
3. _____

Hobbies & Interests Section

Please list any activities/clubs/interests you have that are not work related? _____

What are your favorite personal development books and why? What impact have they had on your life? _____

Career Needs

Are you willing to relocate? Yes _____ No _____ Explain? _____

How many days a month of travel would be acceptable? _____

What are your career objectives? _____

Reference/Background Check

Are you authorized to work for any employer in the United States? Yes _____ No _____

Have you ever been convicted of fraud, larceny, or a felony? Yes _____ No _____

If so, please explain... _____

Would you be willing to arrange reference calls with supervisors you've had in the past decade, as a last step before a final job offer? Yes _____ No _____

I certify that answers given in this Employment Application are true, accurate and complete to the best of my knowledge. I authorize investigation into all statements I have made on this Form as may be necessary for reaching an employment decision. I understand that I may be asked to arrange reference calls with managers I've worked for.

In the event I am employed, I understand that any false or misleading information I knowingly provided in my Employment Application or interview(s) may result in discharge and/or legal action. I understand that if employed, I am required to abide by all rules and regulations of the employer and any special agreements reached between the employer and me. Signature: _____ Date: _____

Please complete this form and email to:

GOALS: Our company is committed to the growth of its team members.

Please describe what you are currently doing to better yourself.

Review goals for this year

Financial:

- 1. _____
- 2. _____
- 3. _____

Business/Career:

- 1. _____
- 2. _____
- 3. _____

What are you currently making for income?

Personal:

- 1. _____
- 2. _____
- 3. _____

HOBBIES/INTERESTS

What are the activities/clubs/interests you have that are not work related?

What are your favorite personal development books and why? What impact have they had on your life?

If good so far, say:

“We only hire A Players at our company. This is an opportunity to be an integral part of a super-fast-growth company with some of the most successful entrepreneurs in the country; an opportunity to surround yourself with like-minded entrepreneurs who are committed to personal growth, making a difference, and contributing to something much larger than any one person. You seem like a great fit. Let’s schedule an in-person interview.”

Notes:

Employee Hiring System

“Work History Interview Guide”

Applicant: _____

Interviewer: _____

Date: _____

Resume (y/n) _____ Application (y/n) _____

COLLEGE

So that I can get a good feel for your background, first your education and then your work experience, let's briefly go back to your college days and move forward chronologically, up to the present. Then we'll talk about your plans and goals for the future.

I see from the application you attended _____ (college). Would you please expand on the information provided and give me a **brief rundown** on your college years, particularly events that might have affected later career decisions. We'd be interested in knowing about **work experiences**, what the school was like, what you were like back then, the curriculum, activities, how you did in school, high and low points, and so forth.

1. Give us a feel for what kind of school it was, and generally, what your college years were like. _____

2. What was your major? (change majors?) _____

3. What school activities did you take part in? (note activities listed on application and elaborate). _____

4. What sort of **grades** did you receive, what was your class standing, and what were your study habits like?

a. GPA: _____ / _____ (scale)

b. Study Habits: _____

5. What people or events during college might have had an influence on your career? _____

6. Were there any class offices, awards, honors, or special achievements during your college years?

7. What were the high points during your college years? (Look for leadership, resourcefulness, and particularly what competencies the interviewee exhibits now while discussing those years.) _____

8. What were low points, or least enjoyable occurrences, during your college years? (Again, what happened back then is only important in relation to what is revealed about the interviewee now.) _____

9. Give us a feel for any jobs you held during college – the types of jobs, whether they were during the school year or summer, hours worked, and any high or low points associated with them. (if no jobs, ask how summer months were spent) _____

GRADUATE SCHOOL

Note: If graduate school occurred later in life, complete this section later. Stay in chronological order.

School: _____ Degree: _____

1. Why did you attend this school and pursue this degree? _____

2. High Points _____

3. Low Points _____

4. Work Experiences:

a. _____

b. _____

c. _____

5. Career Thoughts/Opportunities _____

WORK HISTORY

Now we would like you to tell us about your work history. There are a lot of things we would like to know about each position. Let me tell you what these things are now, so I won't have to interrupt you so often. We already have some of this information from your application and previous discussions. Of course we need to know the **employer, location, dates** of employment, your **titles**, and **salary** history. We would also be interested in knowing what your **expectations** were for each job, your **responsibilities/accountabilities**, what you **found** upon entering the job, what major **challenges** you face, and how they were handled. What were your most significant **accomplishments** as well as **mistakes**, and what were the **most enjoyable** and **least enjoyable** aspects of each job? What was each **supervisor** like and what would you **guess** each really felt were your strengths and weak points? Finally we would like to know the circumstances under which you left each position.

Use the application to go through these questions. Elaborate on areas unaddressed in the application

Work History Form 1:

1. Restate name of employer, location, dates of employment. Tell me about this company. Include revenues, products/services, number of employees, etc. _____

2. Restate job title and levels of compensation. What were your expectations for this job? _____

3. Elaborate on your responsibilities and accountabilities. _____

4. What did you **find** when you arrived? What shape was the job in—talent, performance, resources, and problems? What major **challenges** did you face? _____

5. What results were achieved in terms of successes and accomplishments? How were they achieved? _____

6. We all make mistakes – what would you say were mistakes or failures experienced in this job? If you could wind the clock back, what would you do differently? _____

7. All jobs seem to have their pluses and minuses; what were the most enjoyable or rewarding aspects of this job? _____

8. What were the least enjoyable aspects of this job? _____

9. What circumstances contributed to your leaving? _____

10. What was your supervisor's name and title? Where is that person now? May we contact him/her? (ask permission to contact supervisors in the past 10 years, in order to understand the candidate's development patterns.) _____

11. What is/was it like working for him/her and what were his/her strengths and shortcomings as a supervisor, from your point of view? _____

12. What is your best guess as to what (supervisor's name) honestly felt were/are your strengths, weak points, and overall performance? _____

Work History Form 2:

1. Description of business _____

2. Expectations of Job _____

3. Responsibilities/Accountabilities _____

4. Major Challenges Found _____

5. Successes/Accomplishments (how achieved?) _____

6. Failures/Mistakes (why?) (do differently?) _____

7. Most Enjoyable _____

8. Least Enjoyable _____

9. Reasons for Leaving _____

10. Supervisor's Name _____ Title _____ Where Now _____
_____ Permission to contact _____
11. Appraisal or Supervisor
 - a. Strengths _____
 - b. Shortcomings _____
12. What is your best guess as to what (supervisor's name) honestly felt were/are your strengths, weak points, and overall performance? _____

Work History Form 3:

1. Description of business _____

2. Expectations of Job _____

3. Responsibilities/Accountabilities _____

4. Major Challenges Found _____

5. Successes/Accomplishments (how achieved?) _____

6. Failures/Mistakes (why?) (do differently?) _____

7. Most Enjoyable _____

8. Least Enjoyable _____

9. Reasons for Leaving _____

10. Supervisor's Name _____ Title _____ Where Now _____
_____ Permission to contact _____

11. Appraisal or Supervisor

a. Strengths _____

b. Shortcomings _____

12. What is your best guess as to what (supervisor's name) honestly felt were/are your strengths, weak points, and overall performance? _____

PLANS AND GOALS FOR THE FUTURE

1. Let's discuss what you are looking for in your next job. (note career needs section of application). _____

2. What are other job possibilities, and how do you feel about each one? _____

3. Describe your ideal position and what makes it ideal. _____

4. How does this opportunity square with your ideal position? What do you view as opportunities and advantages as well as risks and disadvantages in joining us?

a. Advantages _____

b. Disadvantages _____

Step 7: Have an In-Person Interview with the Top Two or Three Candidates and Use This “Competency Interview Guide” to Conduct the Interview

We all have skills and competencies in which we excel, and others that we need to improve. This is true of the people you will interview for your job openings—even A Players have strengths and weaknesses in different areas. The question is this: Do your candidates’ competencies match up with the skills required for the position? One way to find out the answer to this question is to conduct in-person competency interviews with your top two or three candidates. You will do this using the included *Competency Interview Guide*.

For example, if you are hiring a Sales Manager, then you will be looking for a candidate with strong sales-related competencies including things such as: executing retail property marketing plans, building buyers lists, and selling listings. Your ideal candidate for this position may not need to be a math genius, but he or she had better have the sales skills required to close a deal. If you’re hiring a Project Manager, you’ll want someone with strong competencies in the areas of rehab project management and property management. If you’re hiring a Marketing Manager, then your ideal candidate will have competencies in the areas of acquisition lead management and executing marketing plans.

The sections that are a part of the *Competency Interview Guide* include:

- **Self Appraisal.** What do your candidates think their strengths and weaknesses are, as well as areas for improvement?
- **Specific Competencies.** In this section, you’ll gather detailed information on your job candidates’ skills in the following areas:
 - Sales skills
 - Intellectual competencies
 - Personal competencies
 - Interpersonal competencies
 - Management competencies
 - Motivational competencies

This section is very detailed and will take some time to work through. Avoid the temptation to skip over questions—be thorough. The information you gather in this step will help you make your final hiring decision.

We’re looking for people with competencies in the same way as we look for a business partner. The only way we can figure out if he or she is a good decision maker is to ask them a very special question—one that will show you how your candidate’s mind works and provide you with some useful insights.



Employee Hiring System "Competency Interview Guide"

SELF APPRAISAL

1. We would like you to give us a thorough self appraisal, beginning with what you consider your strengths, assets, things you like about yourself, and things you do well. (after obtaining the list, go back and ask to elaborate on what was meant by each strength listed)

- a. _____
- b. _____
- c. _____
- d. _____

2. Ok, let's look at the other side of the ledger for a moment. What would you say are your shortcomings, weaker points, or areas for improvement? (after obtaining the list, go back and ask to elaborate on what was meant by each shortcoming listed)

- a. _____
- b. _____
- c. _____
- d. _____

SPECIFIC COMPETENCIES

Sales Skills

1. Track Record – Tell me about your sales history and describe your track record. _____

2. Selling – What is the best experience that would represent your sales abilities? _____

3. Closing Ability – What was the hardest sale you have had to close? How did you do it? _____

4. Objection Handling/Cost Justification – What was the most challenging example of overcoming an objection? How did you overcome? _____

5. Negotiating – Would you rate yourself as a strong negotiator? Give an example. _____

6. Time Management – How do you manage your time right now to be the most effective throughout the week? _____

7. What marketing strategies does your company implement to generate new sales? _____

Intellectual Competencies

1. Intelligence:

a. In school, what did your teachers say about your learning ability? _____

Describe a complex situation in which you had to learn a lot, quickly. How did you go about learning, and how successful were the outcomes? _____

2. Analysis Skills:

a. Describe a situation where you were able to diagnose a problem successfully. _____

b. Do people generally regard you as one who diligently pursues every detail or do you tend to be more broad brush? Why? _____

3. Judgment/Decision Making:

a. Please describe your decision-making approach when you are faced with difficult situations. Are you decisive and quick, but sometimes too quick, or are you more thorough but sometimes too slow? Are you intuitive or do you go purely with the facts? Do you involve many or few people in decisions? _____

b. What are a couple of the most difficult or challenging decisions you have made recently? _____

c. What are a couple of the best and worst decisions you have made in the past year? _____

d. What principles/maxims do you live by? _____

4. Education:

a. What seminars or formal education have you participated in (and when)? _____

b. Describe your reading habits (books and articles on global factors, general business, functional specialty, industry). _____

Personal Competencies

1. Integrity:

a. What is the best example of when you did the right thing when no one was looking? _____

2. Resourcefulness:

a. If you were to join FortuneBuilders, what would you do personally in the first few weeks to enhance your chances of success? _____

b. What sorts of obstacles have you faced in your present/most recent job, and what did you do? _____

3. Organizational:

a. How well organized are you? What do you do to be organized and what, if anything, do you feel you ought to do to be better organized? _____

b. Are you better at juggling a number of priorities or projects simultaneously, or attacking few projects, one at a time? _____

c. How would you describe your work habits? _____

4. Excellence:

a. Have you significantly "raised the bar" for yourself? In what way? How are you following through? _____

5. Independence:

a. Do you believe in asking for forgiveness rather than permission, or are you inclined to be sure your bosses are in full agreement before you act? _____

b. What do you like about supervision? What types of supervision don't you like? _____

6. Stress Management:

a. What sort of mood swings do you experience – how high are the highs, how low are the lows, and why? _____

b. What do you do to alleviate stress? (Look for exercise, quiet periods, etc.) _____

7. Self – Awareness:

a. Have you gotten any sort of systematic or regular feedback from direct reports, clients, peers, supervisors, etc, and if so, what did you learn? _____

b. What are the biggest mistakes you've made in the past (ten) years, and what have you learned from them? _____

c. What are your principal developmental needs and what are your plans to deal with them? _____

d. What have been the most difficult criticisms for you to accept? _____

8. Adaptability:

a. How have you changed during recent years? _____

9. First Impression:

a. What type of first impression do you want to make? _____

b. What do you do regularly to make sure you make that impression? _____

Interpersonal Competencies

1. Likability:

a. Describe the last time you got frustrated. What was the outcome? _____

b. Tell me about a situation in which you worked with a person you disliked. _____

2. Listening:

a. Describe a situation where your ability to listen allowed you to pick up on something that you were able to use to create a successful outcome. _____

3. Customer Focus:

a. Give examples of your going beyond what was normally expected to enhance your company's reputation or image. _____

b. Describe the most difficult customer you've had to deal with? What did you do? _____

4. Team Player:

a. What will reference checks disclose to be the common perception among peers regarding how much of a team player you are (working cooperatively, building others' confidence and self-esteem)? _____

b. What do you think makes you a good team player?. _____

c. Tell me about a time you have stood up to a boss. _____

5. Communications Oral:

a. When was the last time you spoke to a group of more than 10 people? _____ Describe that situation.
How did you do? _____

6. Communications Written:

a. How would you describe your writing style in comparison with others' styles? _____

7. Persuasion:

a. Describe a situation in which you had to persuade someone to do something they wouldn't have normally done. _____

Management Competencies

1. Goal Setting:

- a. When was the last time you wrote out your financial and personal goals? _____

- b. Describe how you set goals? _____

- c. What do you do to make sure you achieve your goals? _____

- d. What are your goals right now?
- i. _____

- ii. _____

- e. Why? _____

Motivational Competencies

1. Energy:

a. How many hours per week have you worked, on average, during the past year? _____ What motivates you? _____

2. Passion:

a. Are you enthusiastic about your work? _____ Why or why not? _____

b. Describe the pace at which you work—fast, slow, or moderate—and the circumstances under which it varies. _____

3. Ambition:

a. Who have been recent career influences, and why? _____

4. Tenacity:

a. What are examples of the biggest challenges you have faced and overcome? _____

Step 8: Use This “Reference Check Guide” to Interview the Top Two or Three Candidates’ References

The final step before you make your hiring decision is the reference check. The reference check will confirm the strengths and weaknesses of the candidates, and it will back up the evidence you have collected throughout the hiring process.



Warning!

You need hard Facts to make a good hiring decision—intuition or gut Feeling isn't good enough.

The first step in the reference check process is to have your candidates set up calls for you with their previous bosses. If they can't or won't do that, then they're probably not a good fit for your business—with the exception of the candidate who is still working at a company and doesn't want to tip off his current boss that he's looking for a job.

There are a couple of very good reasons why you'll want to pursue getting references for your two or three top candidates.

First, the information gained from these references will be very useful in making a hiring decision.

Second, the very act of requiring your candidates to provide references acts as a sort of “truth serum.” When candidates know that not only will they have to provide you with references, but you will absolutely contact those references (and work through the detailed *Reference Check Guide* that follows), most B and C Players (the people who may have fudged their resumes or faked their way through the interviews, or simply made stuff up) will withdraw from further consideration. The A Players—the men and women you absolutely want to attract and hire—will gladly provide you with the references you need to make an informed decision.



Helpful Tip!

Do your best to speak with at least two or three direct supervisors, and ask the tough questions—that is, your candidate's strengths and weaknesses, greatest successes, and failures. Carefully adhere to the Reference Check Guide and don't skip any of the questions.

Employee Hiring System "Reference Check Guide"

Applicant _____

Date _____

Referenced Check Conducted By _____

Name of Applicant _____

Home Phone _____

Office Phone _____

Individual/Title Contacted _____

Company Name _____

- Contact supervisors, particularly those the applicant (A) has reported to during the past five years. Peers, subordinates, and customers may also be contacted.
- Promise those contacted total confidentiality, and honor that promise.
- Create the tone in which you are a trusted colleague ... a fellow professional who knows (A) very well, who just might hire (A) and who is apt to better manage (A) if (reference) will be kind enough to share some insights.
- Contact the current supervisor. If this is not acceptable to (A) until a written offer is formally accepted, make it clear that a job offer will be contingent upon "no surprises" in reference checks that will be performed at a mutually agreed-upon time. In the meantime, perhaps you could contact someone who has left (A)'s present employer.
- Take notes and keep them six months.
- Candidates are asked to provide contact information for three (3) professional references.

Be sure to contact each person. Also, explain to candidate that you may request reference information from other sources, but be sure to obtain the candidate's permission to contact current employer.

Introductory Comments

"Hello, (name of person contacted), thank you very much for accepting my call. As (A) indicated, we are considering hiring her and I would very much appreciate your comments on her strengths, areas for improvements, and how I might best manage her. Anything you tell me will be held in the strictest confidence."

(Assuming concurrence ...) "Great, thank you very much. (A) and I have spent _____ hours together. I have thoroughly reviewed her career history and plans for the future and I was particularly interested in her experiences when she reported to you. If you don't mind, why don't we start with a very general question..."

Comprehensive Appraisal "What would you consider (A)'s

Strengths, Assets, Things You Like About (A)? _____

Shortcomings, Weaker Points, and Areas to Improve About (A)?" _____

Notes:

- It is OK to interrupt strengths to get clarification, but do not do so for shortcomings. Get the longest list of shortcomings possible and then go back for clarification. If you interrupt the negatives and get elaboration, the tone might seem too negative, thus closing off discussion of further negatives.
- If you are getting a "whitewash," inquire about negatives directly. For example: "Pat said that she missed the software project due date by three months and guesses that that hurt her overall performance rating. Could you elaborate?"

Responsibilities/Accountabilities "Would you please clarify what (A)'s responsibilities and accountabilities were in that position?"

Overall Performance Rating

"On a scale of – excellent, very good, good, fair, poor, or very poor – how would you rate (A)'s overall performance? ____

"Why?" _____

Confirmation of Dates/Compensation "Just to clean up a couple of details:

What were (A)'s starting _____ and final _____ employment dates? What were (A)'s initial _____ and final _____ compensation levels?"

Description of Position Applied For "Let me tell you more about the job (A) is applying for." (Describe the job.) Good/
Bad Fit

"Now, how do you think (A) might fit in that job?" (Probe for specifics.)

In-Person Interview - Reference Check Guide

Good-fit Indicators

Bad-fit Indicators

Comprehensive Ratings

"Now that I've described the job that (A) is applying for and you've told me quite a bit about (A)'s strengths and shortcomings, would you please rate (A) on the nine categories? An excellent, very good, good, fair, or very poor scale would be fine."

	Rating	Comments*
1. Thinking Skills (intelligence, judgment, decision making, creativity, strategic skills, pragmatism, risk taking, leading-edge perspective)		
2. Communication (one-one, in meetings, speeches, and written communications)		
3. Experience (education, "track record")		
4. Initiative (perseverance, independence, excellence standards, adaptability)		
5. Stress Management (integrity, self-awareness, willingness to admit mistakes)		
6. Work Habits (time management, organization/planning)		
7. People Skills (first impression made, listening, the ability to win the liking and respect of people, assertiveness, political savvy, willingness to take direction, negotiation and persuasion skills)		
8. Motivation (drive, ambition, customer focus, enthusiasm, tenacity, balance in life)		
9. Managerial Abilities (leadership, ability to hire the best people, ability to train and coach people, willingness to remove those who are hopelessly incompetent, goal setting, change management, empowerment, promoting diversity, monitoring performance, building team efforts)		

*Note: Probe for specifics. Don't accept vague generalities - (A) sometimes procrastinates – but ask for concrete examples, dates, consequences, etc.

Questions for Me as Hiring Manager

"What would be your best advice to me for how I could best manage (A)?"

Final Comments "Have you any final comments or suggestions about (A)? _____

Thanks!

"I would like to thank you very much for your insightful and useful comments and suggestions. Before we close, please let me know which of your comments I can share with others and which should be just between the two of us."

Step 9: Use This “Competency Report” to Evaluate the Top Candidates

After you complete your interviews and reference checks, it’s time to compare apples to apples. Use the *Competency Report* to rate each candidate in 33 different competencies, and come up with an overall score that will tell you at a glance which candidate ranks highest—and should be hired.

The *Competency Report* utilizes a 6-point rating scale:

- 6 = Excellent
- 5 = Very Good
- 4 = Good
- 3 = Only Fair
- 2 = Poor
- 1 = Very Poor

The sections that are a part of the *Competency Report* include:

- **Sales/Communication Skills.** Includes these competencies: track record, closing ability, objection handling, and more.
- **Intellectual.** Includes these competencies: intelligence, analysis skills, judgment/decision making, and education.
- **Personal.** Includes these competencies: integrity, resourcefulness, excellence, self-awareness, adaptability, and more.
- **Interpersonal.** Includes these competencies: likability, customer focus, team player, communications, persuasion, and more.
- **Management.** Includes the competency of goal setting.
- **Motivational.** Includes these competencies: energy, passion, ambition, and tenacity.

After you rate each of your top candidates in the 33 different competencies, you will total each section and come up with an overall score an average rating. Use these numbers to guide your hiring decision.

Step 10: Hire Your Top Candidate

Congratulations! You've worked your way through Steps 1 through 9 of the Employee Hiring System, and you've decided on the candidate you want to hire.

Now what?

The final step of the Employee Hiring System is to make your top candidate a job offer. Assuming that he or she accepts your offer, then you will complete the hiring paperwork and your new hire can start work on a mutually agreed date.

Here are the basic components of a job offer:

- **Salary.** If the position is salaried, this will be an annual amount (for example, \$35,000/year); if the position is hourly, this will be an hourly rate (for example, \$10/hour).
- **Performance bonuses.** This is an amount of money paid in addition to salary if the employee achieves certain performance goals or milestones (for example, \$1,000 bonus payable when the employee successfully markets and sells five properties).
- **Benefits.** This includes such things as health and dental insurance, vacation and sick leave, life insurance, 401(k) retirement account, profit sharing, and more (or less) depending on your company policies. Note: benefits are generally paid only to employees and not to independent contractors.
- **Start date.** Set a start date for your new hire, usually two weeks after the candidate accepts your job offer. This allows the new hire time to give their current employer notice and then exit their job.



Helpful Tip!

It is best to call the successful candidate with the good news that he or she has been selected, and the above details of the job offer. These details will be spelled out in your hiring paperwork when you officially bring your new hire on board.

While you should always plan to call your successful candidate to make a job offer, you also have the option of putting your offer in writing, in the form of an offer letter. This is an optional step, though it can be helpful in ensuring that the top candidate is clear about the details of the job offer. Feel free to tailor the sample *Job Offer Letter* to your own needs.

Sample Job Offer Letter

Your Company Name
Your Company Address
Your Phone Number
Your Email Address

Date

Name
Title
Company
Address
City, State, Zip Code

Dear Mr./Ms. _____

As we discussed on the phone today, I am very pleased to offer you the position of **(position title here)** at **(company name here)**. Here are the details of our offer:

- Salary: \$35,000/year
- Bonus: \$1,000 payable when you successfully market and sell five properties
- Benefits: Standard package including health insurance, dental plan, 401(k) retirement plan.
- Start date: July 15, 20XX

We look forward to having you join our team of highly motivated intrapreneurs! We are confident that you will be a valuable asset to the team!

Please confirm your acceptance of this offer within 5 days of the date of this letter.

If you have any questions, please don't hesitate to contact me.

Sincerely,

Your name
Your title

Wrap Up

Hiring people is one of the most important tasks you will ever do to build and grow your business. If you want your business to succeed, you can not and should not try to do everything yourself. Hiring people allows you to leverage your business by enabling you to focus on doing the activities that directly generate income. This will free you up to move from being a technician in your business, to manager, and ultimately to entrepreneur.

However, you don't want to hire just anyone. You're looking for A Players—the stars who stand far above the rest of the pack.

The FortuneBuilders Employee Hiring System is specifically designed to ensure that you are able to recruit, interview, and hire A Players. If you follow the 10 steps in this system, you will consistently bring the very best people available into your organization. And as you build a team of A Players, they will attract good things to your business—including other A Players.

Finally, remember this fundamental principle of business: Hire slow and fire fast. Take your time in the hiring process, and don't short circuit the system or skip steps. The time you invest now will pay off big time down the road. However, if you do make a hiring mistake, don't wait around—terminate the individual immediately. The sooner you get rid of someone who is not working out, the sooner you'll be able to restart the hiring process and find the A Player you're looking for.

Here's to finding and hiring the A Players!

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