

## CFAS4.4

### Recruit sales team members



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#### Overview

This unit is about recruiting, selecting and providing a satisfactory induction for members of the sales team.

You need to be objective when involved in recruiting and selecting sales team members and to ensure that the process is fair, considers diversity, is appropriate to organisational needs and has maximum transparency throughout.

It will be important to draw on internal and external expertise in when recruiting sales team members.

This unit is appropriate for all those involved in recruitment and selection of sales personnel.

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#### Performance criteria

*You must be able to:*

- P1 review organisational criteria for appointing customer facing sales staff
- P2 consult relevant colleagues on the development of job specifications for members of the sales team
- P3 apply limited budget resources to an effective recruitment and selection process
- P4 comply with employment legislation relating to the recruitment of sales team members
- P5 identify and evaluate different recruitment methods and decide which is the most cost-effective for your organisation
- P6 consult sales and human resources colleagues to agree the stages in the recruitment and selection process
- P7 make a full and detailed record of the reasons for all recruitment and selection decisions and provide applicants with feedback when required
- P8 identify and evaluate a range of selection interviewing techniques appropriate to the effective appointment of sales staff
- P9 devise a list of interview questions that address the key competencies for a sales team member as defined in the person specification
- P10 make feedback available to successful and unsuccessful candidates so that they can understand fully your organisation's selection decision
- P11 make the selection decision and organise the preparation of documents and contracts for the successful candidate
- P12 manage new recruits and their expectations within the organisation
- P13 use mentoring, coaching or buddying systems and performance appraisal systems to integrate a new recruit into the sales team
- P14 identify ways of addressing staff turnover problems in the sales function and take action where appropriate

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#### Knowledge and understanding

*You need to know and understand:*

- K1 how the process of recruitment, selection and induction relates to broader team development plans
- K2 how to review sales staffing levels in the light of organisation strategy and budgets
- K3 the importance of consulting colleagues to ensure that appropriate recruitment and selection takes place
- K4 the most appropriate methods for recruitment and their advantages and disadvantages
- K5 potential targets for recruitment inside and outside your organisation
- K6 the importance of giving clear, accurate and precise information to candidates and the need for transparency and honesty
- K7 legislation that relates to recruitment and selection processes
- K8 appropriate selection methods for sales professionals
- K9 different types of specialist expertise available to select sales professionals
- K10 how to ensure that effective and efficient recruitment and selection of sales professionals takes place in your own area of responsibility
- K11 the importance of induction and how to ensure that effective induction programmes are developed
- K12 the importance of ongoing coaching and mentoring when new to the role
- K13 reasons why there may be high turnover of sales staff and how to reduce this in an organisation
- K14 how to specify sales team jobs to meet a range of stakeholder requirements
- K15 appraisal and probation arrangements for new recruits

#### **Industry/sector specific knowledge and understanding**

- K16 recruitment and selection issues relating directly to sales teams
- K17 working practices and culture of sales roles
- K18 appropriate methods of recruitment and selection
- K19 the volatile nature of sales labour markets and issues relating to high staff turnover

#### **Context specific knowledge and understanding**

- K20 current resource requirements for your area of responsibility
- K21 the vision, objectives and strategies of your organisation
- K22 internal resources and expertise that might fill vacancies
- K23 organisational policies relating to recruitment and selection
- K24 current job descriptions and person specifications
- K25 labour market conditions relevant to the scope of your organisation's recruitment and selection process

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K26 sources of specialist recruitment and selection expertise

K27 organisational approaches to coaching, mentoring and buddying

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#### Additional Information

##### Behaviours

1. you are sensitive to differences presented by diversity
2. you comply with legislation that relates to staff recruitment and selection
3. you consult and negotiate with relevant departments in your organisation
4. you act within the limits of your own authority
5. you show integrity, fairness, consistency and transparency in decision making
6. you demonstrate support and commitment to a new recruit
7. you are sensitive to the personal and motivational needs of a new recruit
8. you lead by example at all stages of the recruitment and selection process
9. you show an awareness of reasons for staff turnover, reflect on them and take corrective action where appropriate
10. you show a commercial awareness of different recruitment and selection methods and balance them with the value and importance of the role

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**Relevant occupations**  
1132 Marketing and sales managers  
3542 Sales representatives  
7113 Telephone salespersons  
7129 Sales related occupations nec

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**Suite** Sales 2010

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