



Interview Guide for Hiring New Agents

Recruiting Manual

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The Selection Interview

1. Prepare

- Review the resume (if available).
- Jot down questions (Why are you looking to get into real estate?).
- Prepare leave behind information (business card, new agent brochure, list of fees).

2. Open

- Eliminate distractions (turn off cell phone, hold office calls, etc).
- Introduce yourself and explain the interview process.
- Build rapport/Make candidate feel comfortable. Use “useful small talk” as opposed to trivial talk about the weather (i.e., I see you went to Michigan State – so did I!).

3. Knock-Out Questions

The following questions require a “yes” or “no” response. No elaboration is needed. If the answer to any of the questions below are “no,” proceed to Step 5, skip the first three bullets, and encourage them to become a Referral Agent (if applicable).

- Are you comfortable having customers in your vehicle? Do you have a current motor vehicle license and do you have your own vehicle?
- The following fees are the responsibility of all new agents (list fees). Would you be able to meet this obligation?
- It often takes several months to earn the first commission check. Are you able to commit to the potential of future income, understanding that you're not going to be paid any money up front?
- To be successful, our agents work in the evening and on weekends. Are you able to service your customers at these times?
- We offer a full training course for all new agents. Do you agree to attend the training and commit to our company “best practices?”
- Are you comfortable with using e-Mail and the Internet?

4. Gather Information

- Ask candidate to describe specific situations/task, actions and results from past experiences related to the job. (See page 4).
- Take detailed notes during the interview, remember to listen and keep good eye contact.

The Selection Interview (continued)

- Avoid letting the candidate make generalizations ('Tell me about a specific time when.....').
- Control the interview (e.g., appropriately interrupt the candidate when rambling).

5. Tell, Sell and Close

- Tell the candidate about the position. Set Expectations.
- Allow the candidate to ask questions and make sure to address their questions and concerns.
- Sell the candidate on benefits of the company and a career in real estate. Reference Career Seminar presentation.
- Recap areas of concerns and questions the candidate has, this shows you were listening and gives you a chance to confirm your notes.
- Explain how and when you will follow up with the candidate
- Thank the candidate for his/her time and provide leave behinds.

6. Evaluate

- Review notes made during the interview.
- Confer with other interviewers on their evaluations (if appropriate)
- Rate the candidate against the specific skills and behaviors needed to be successful in the job.

7. Conclusion

- Follow up with candidate by sending a thank you note/email/call. Include highlights from the interview - questions raised, common ground you share, key points from value package, contact details (in case they don't have) and what the next steps are.

Guideline #1

Define what you're looking for!

Define the critical knowledge, skills, abilities and behaviors needed for the job. If there are additional skill areas you want in a sales associate, and then add these questions to the interview format. The questions in this guide will elicit specific situations, behaviors and outcomes to give you a clear picture of whether or not the candidate has successfully demonstrated the skill you're looking for.

Guideline #2

The best predictor of future behavior is past behavior in similar situations

When you ask candidates what they **would do** versus **what they actually did**, you will often receive "ideal" scenarios in which the individual performs perfectly. Instead, ask questions related to the qualifications and job requirements that elicit actual experiences. The questions below are designed to elicit actual experiences so you're in a better position to evaluate whether or not a candidate possesses the desired knowledge, skills, abilities and behaviors. Use questions like these to learn about past behavior.

Listen for the "STAR":

Situation

Task required

Action the candidate took

Results the candidate achieved.

This will assist you in evaluating whether or not the candidate has demonstrated the key skill or behavior successfully.

Behavioral interviewing is a powerful strategy, but it is usually implemented in combination with other types of questions. Sometimes, you need to be ready to coach new agents that are good candidates through the method in order to get a good sense of their abilities.

Interview Questions for New Agents

Commitment and Persistence

Give me an example of when you were able to achieve outstanding results amidst terrific challenges. I'm looking for a situation where you encountered obstacle after obstacle and you overcame each one to get to the "finish line."

OR

Share with me a time when your persistence to accomplish a difficult task or project paid off. What was the task or project? What challenges did you face? How did you overcome them? What was the result?

Situation/Task:

Action:

Result:

Interview Questions for New Agents (Continued)

Selling

We all need to understand our customers' needs before we can sell them on anything. Can you tell me about a time when probing beyond surface needs yielded the most valuable result in achieving a sale or result?

OR

Tell me about a time when you worked to better understand the needs of the customer, what you did to gain that understanding, and how you used what you learned to make the sale or result.

Situation/Task:

Action:

Result:

Interview Questions for New Agents (Continued)

Prospecting

Tell me about an experience where you had to meet people you didn't know and had to ask them for something. What was the outcome?

Situation/Task:

Action:

Result:

Interview Questions for New Agents (Continued)

Handling Rejection

Give me an example of a time when you were rejected. How did you handle it?

OR

Tell me about some major obstacle in your last job that you handled successfully.

Situation/Task:

Action:

Result:

Interview Questions for New Agents (Continued)

Resourcefulness

Think of a situation where you were asked to help the company increase production. What was the situation and what did you do?

Situation/Task:

Action:

Result:

Attitude

Tell me about a major disappointment in your life (or last job). What did you do about it?

Situation/Task:

Action:

Result:

Interview Questions for New Agents (Continued)

Organizational Skills/ Time Management

Please give me an example of a project or task that required good organization skills and time management. What did you do to ensure you were on track? What, if anything, would you do differently next time?

OR

Tell me how you organized your time and met deadlines on a recent project or complex series of tasks. What was most challenging for you in managing the work and your time? How did you overcome these challenges?

Situation/Task:

Action:

Result:

Additional Questions to Consider for New Agents

How many hours a week are you prepared to invest in your real estate career? (The answer to this question will tell you whether or not this individual will have sufficient time to do all the sales activities expected).

Why should we hire you for this position? (Based on previous questions and this one, does this candidate demonstrate a sincere interest and desire to pursue a career in real estate? Does this person have energy? Is this person positive?)

“Why are you looking for a career in real estate, what are you hoping real estate will bring you that your previous career did not?” (Look for answers that align with what you’ve identified as important in terms of skills, knowledge and job requirements for the position. For example, if the candidate answers that s/he is interested in setting their own goals or having greater flexibility, then this may be a positive indicator to you that this person will succeed as a real estate agent.)

What are your key strengths? What areas do you need to develop further? Or –what do you consider a weakness? (Assess the individual’s response and how matches or doesn’t match against your job requirements)

Candidate Evaluation Form

Use this form to evaluate the candidate afterwards. Review your notes and comments and then rate the candidate according to the scale on the right. Look for evidence of the candidate's demonstration of the desired skills, knowledge and job requirements. Base your rating on what you see and hear, not on your "gut."

Name:		Date:
Address:		Phone:
Email:		Cell:
	Comments/Notes	Highly Effective = 1 Effective = 2 Not Effective = 3 No Opportunity to Observe = 0
Commitment and Persistence <input type="checkbox"/> Self-directed, self-motivated <input type="checkbox"/> Copes well in adversity <input type="checkbox"/> Turns failures and mistakes into learning and growth opportunities		1 2 3 0
Selling Skills <input type="checkbox"/> Uncovers clients needs before selling. <input type="checkbox"/> Demonstrates empathy <input type="checkbox"/> Listens well <input type="checkbox"/> Provides solutions/products to meet customer needs.		1 2 3 0
Organizational Skills/Time Management <input type="checkbox"/> Uses time management system (paper/on line system to track appointments, to do's, etc.) <input type="checkbox"/> Applies order to chaos <input type="checkbox"/> Coordinates activities in a logical order		1 2 3 0
Success Indicators <input type="checkbox"/> Demonstrates a sincere desire and interest in pursuing a real estate career <input type="checkbox"/> Willing to invest the time needed to do all the sales activities <input type="checkbox"/> Willing to invest the money needed to pursue a real estate career		1 2 3 0
Recommend for hire?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Inappropriate Questions During an Interview: (Do's and Don'ts)

Some state and federal laws govern what questions are appropriate or inappropriate during an interview. Based on Federal Guidelines on Employment, the Equal Employment Opportunity Commission, and the Americans with Disabilities Act, the following questions are **prohibited**.

Don't Ask...	Here's why...
What would prevent you from attending my weekly sales meeting on time?	Asking this question could elicit information about a disability or an illness covered in the Family and Medical Leave Act.
Do you have children? Are you married? Where does your husband/wife work? How old are your children? How do you feel about having children?	Not job related. EEO inappropriate. You could make invalid assumptions from the answer.
It doesn't sound like you're from around here . . . Where are you from?	Not job related. EEO inappropriate.
If you had to choose between coming to work or staying home with a sick child, what would you do?	Inappropriate under the Family and Medical Leave Act.
What religion are you?	EEO inappropriate. Not job related unless interviewing for the clergy.
Have you ever been arrested?	EEO inappropriate. Arrests don't necessarily lead to convictions. You may ask about convictions.
Don't Ask . . .	Do Ask . . .
About an applicant's complexion or skin color. For a photo any time before applicant is hired.	
About religious denominations, affiliation, church or synagogue, or religious holidays observed.	
About lineage, ancestry, national origin, descent, parentage or nationality of parents/relatives	
For the original name of an applicant whose name has been changed due to a court order or maiden name of a married woman. For birthplace of an applicant or applicant's relatives.	Have you ever worked for this company under a different name? For additional information relative to a name change that would be necessary to perform a background check.
How the applicant learned those foreign languages.	What foreign languages an applicant can speak or write fluently.
Of what country are you a citizen? Or whether the applicant is naturalized or native born, date when they or relatives acquired citizenship or to produce naturalization papers.	Are you legally able to work for any private employer in the US?
About an applicant's gender	
How old are you? What is your date of birth?	
Do you have a disability? Have you or any member of your family ever been treated for any of the following diseases . . . ?	
An applicant to list all organizations to which he/she belongs.	About memberships or associations that are relevant to performing the job.