

LEVELUP! HIRING SYSTEM: THE COMPLETE GUIDE

Take the guesswork out of great hiring



10 STEPS TO HIRING BLISS

PHASE 1: ASSESS



COMPLETE A GAP ANALYSIS



KNOW WHERE YOU STAND



DEFINE YOUR NEEDS

PHASE 2: ATTRACT



CAST THE NET



WRITE THE JOB AD



CREATE THE FRAMEWORK

PHASE 3: ATTAIN



TEST



OFFER & ON BOARD

CREATE A SHORTLIST



INTERVIEW



What does it mean to Level Up your hiring system?

In hiring, there are two truths:

1. **You can't find quality candidates if you are using the wrong system; and**
2. **Most businesses are using (some form) of the wrong system**

It cannot be stressed enough; if there is one most important aspect of growing a business, it would be getting great people on board. Great people do great work. Great people come up with creative ideas. Great people attract other great people. Great people don't create political environments. Great people deliver results.

So, recruiting is massively important. And this is an area in which many owners underinvest in terms of time, effort and money.

The *LevelUp! Better Hiring System* is the difference between throwing a job ad up and being forced to choose from what appears at your door, and strategically engineering a process in which you have the luxury of choosing amongst qualified candidates who ALL fit the bill. It's a proven system that ensures you are hiring the right people for the right tasks, sourcing them from the right places and setting them up for success.

The basis for LevelUp! is the three hiring phases of **Assess, Attract and Attain**. Spread over 11 simple steps, these phases are an incredibly powerful hiring trifecta. Overall, the system looks like this:

1. **KNOW WHERE YOU STAND**
 - a. Key Hiring Metrics (Test & Measure)
 - b. Your Employer Brand
2. **CHECK FOR GAPS**
 - a. Complete a skills-gap analysis
 - b. Complete a job analysis
3. **DEFINE YOUR NEEDS**
 - a. Develop your position contract
 - i. Ensure the contract matches reality (i.e.: only the skills you need for the incumbent to be successful – don't ask for the moon if you don't need it)
 - ii. Complete a Candidate Profile
4. **WRITE THE AD**
 - a. Word it right (steer clear of cliché terms, buzzwords and turn-off language)
5. **CAST THE NET**
 - a. Throw it where the fish are – be strategic
6. **PREPARE FOR THE RESPONSES**
 - a. Prepare your automation tools for the recruitment campaign
7. **CREATE YOUR SHORTLIST**
8. **REVIEW APPLICATIONS**
9. **TEST**
 - a. Employ job specific testing to predict success
10. **INTERVIEW**
 - a. Use strategy questions & scoring system to remove ambiguity
11. **OFFER & ONBOARD***
 - a. *Onboarding begins with your employer brand...

1. Know Where You Stand

Key Hiring Metrics

Ensuring your payroll dollars are well-spent is one of the trickiest balancing acts for business owners. Historically, labour costs are among the highest costs a company incurs and can top 50% of total business costs, depending on the industry.

Most business owners are already aware of their general payroll as a percentage of business (payroll/gross revenue), but it's the "hidden" costs of employment, such as recruitment, retention rate, turnover, absenteeism and even the costs to correct a bad hire, which prove costliest.

KEY HIRING METRICS
Great data evolves great businesses

BEFORE RECRUITMENT

Cost Per Hire
Total Internal/External Costs ÷ Total # of Hires

BEFORE RECRUITMENT

Retention/Turnover Rates
of employees who remained ÷ Total # of employees
of employees who left ÷ Total # of employees

AFTER RECRUITMENT

Response Rate
of responses received ÷ # of email sent asking for response

AFTER RECRUITMENT

Satisfaction Rate
Score of candidate survey ÷ Total possible score

Channel Effectiveness
Track the number of applicants from each channel to determine effectiveness (quality/quantity of candidates)

Why it matters

It is the hidden hiring costs which eat up resources, reduce positive cash flow and create stress, which causes employers to hit the panic button and "just get the position filled" which begins the same cycle over again.

The importance of understanding your current employment metrics cannot be understated when trying to level up your system and lower your costs. Having a good handle on these numbers will not only boost your hiring game, but they will provide huge insight into your current culture, which has a massive impact on the bottom line.

The bottom line is this:


These numbers may not be sexy, but they are super easy to calculate, and each time you don't do them, you are leaving money on the table

What to measure

There are arguably as many options to calculate employment metrics as there are days of the year, but we've taken the guesswork out and highlighted the top 5 critical metrics, how to measure them and why they're important. There are a few you'll want to do before you implement the *LeveUp! Better Hiring System* to get a solid benchmark, and others along the way, but we'll walk you through each in the following pages.

Retention & Turnover Rates

Your retention rate illustrates your ability to retain the employees you hire. Your turnover rate looks at all employees who have left your company and how (voluntary/involuntary, etc.)



Retention/Turnover Rates

# of employees who remained	÷	Total # of employees
# of employees who left	÷	Total # of employees

Why it's important:

Your retention rate essentially shows how good your hiring process is, and where any issues may lie. If you're good at bringing employees on but find out you lose many at a given mark (6 months, for example), you can drive down to the reasons why and fix it. It gives an indicator of your stability as an employer

Your turnover rate measures both involuntary and voluntary departures and can provide some key insights: Is there consistent turnover in one department, or under one supervisor? Is there more turnover in a specific position that may point to issues with training, new employee expectations or pay?

Cost Per Hire

Cost per hire is an important metric to determine a benchmark for future hires, develop a budget and look for efficiencies.



Cost Per Hire

Total Internal/External Costs	÷	Total # of Hires
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Why It's important:

It's easy to spend money where you don't need to if you don't know exactly where it's going. Determining a cost per hire, and looking for ways to improve it, can help you find efficiencies, which translates to more money in the bank. Cost per hire works best in conjunction with other metrics (such as Channel Effectiveness or Time to hire) to get the most out of it.

Response Rate

Call Back Rate lets you know how effective both your initial advertisement and automated funnel are at attracting candidates

An orange rectangular box containing a bar chart icon on the left, the title "Response Rate" in bold white text, and a mathematical formula below it: "# of responses received" followed by a division symbol (a horizontal line with a dot above and below) and "# of email sent asking for response".

Response Rate
of responses received ÷ # of email sent asking for response

Why it's important:

Low call back rates may point to issues with the funnel system, whether it be ineffective wording in your ad (something which we discuss in the ad section), technical issues with your automation, or a disconnect between the actual job and the requirements you are asking for (which we'll discuss in the job analysis & position contract steps)

Channel Effectiveness

When hiring, you are placing an advert to attract candidates. You are marketing yourself to the talent pool as an attractive place to work, so a lot of marketing principles apply to test and measuring for success. One of the easiest ways to do this is to determine which advertising channels are producing results for which positions.

An orange rectangular box containing a warning triangle icon on the left, the title "Channel Effectiveness" in bold white text, and a descriptive sentence below it: "Track the number of applicants from each channel to determine effectiveness (quality/quantity of candidates)".

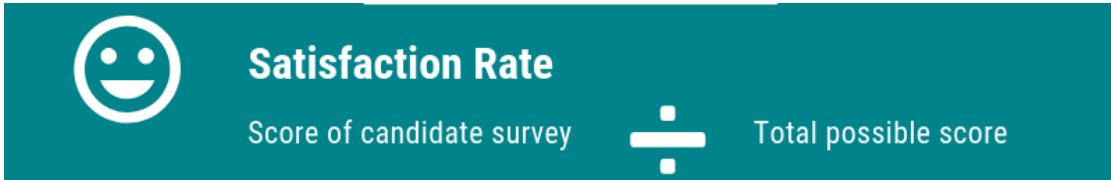
Channel Effectiveness
Track the number of applicants from each channel to determine effectiveness (quality/quantity of candidates)

Why it's important:

Many employers tend to use the same job posting boards and resources to get the word out for open positions, but don't realize they're throwing good money after bad. Even if a job board is free, it is a huge waste of time for a small business if it doesn't get results. Similarly, some boards may prove useful for certain jobs but not others. Arming yourself with the information will ensure results that are worthy of the time spent on them.

Satisfaction Rate

A Net Promoter Score (NPS) remains one of the best ways to measure customer experience. The same principles apply for potential employees of your company.

A teal rectangular graphic containing a white smiley face icon on the left. To the right of the icon, the text "Satisfaction Rate" is written in white. Below this, the formula "Score of candidate survey" followed by a division symbol (a horizontal line with a small square above and below it) and "Total possible score" is displayed in white.
$$\text{Satisfaction Rate} = \frac{\text{Score of candidate survey}}{\text{Total possible score}}$$

Why it's important:

Potential employees come to your organization with a preconceived set of notions about your company, and their experience as it's shaped by the recruitment process can provide valuable information about the way your organization is perceived, both in terms of employment and customer experience. The results of these surveys can inform ways in which to improve your employer brand going forward.

Employer Brand

If you don't think you've got an employer brand—guess again. Every company on the planet with employees has an employer brand, so it's well worth the time and effort to have a strategy which moulds the brand with the message you want it to say.

What is an employer brand?

Your employer brand is how your business is seen through the eyes of the people who work there—and the people who potentially work there. Simply put, it's the first thing someone thinks when they think about your company, and it has a lot to do with what your customers think as well.

Interested applicants will often search your company before they even consider applying. The information they find will largely inform their decision to apply or move on. Everything from customer reviews to product quality to employee reviews on sites such as Glassdoor is fair game and forms a huge part of your reputation.

If you haven't done an internet search for your company in a while—now's the time to do it. Take the resulting information and answer the following questions:

1. Did the results match up with what I thought I might find? If not, where is the difference?
2. Would it be difficult to convince someone to work with us based on that information alone?
3. If there was no info about us, why should someone consider our company?
 - a. What is our Employee Value Proposition (EVP)? (What do we offer employees that is unique to us, and makes us attractive to prospective employees?)

How to create/strengthen your employer brand

There are 5 simple steps to shape your employer brand into something to be proud of, and it all starts from the inside-out:

1. **Focus on your internal employee culture** – If your employees don't like working for you, the people around them will know it, and so will their friends, and so on and so forth.

Use Employee Net Promoter Surveys, Anonymous Culture surveys and exit interviews to help you form a picture of where you are right now—and where you can improve. You may already know from your turnover metrics that there's an issue, but having feedback from those who are currently working for you will provide enough feedback to paint a vivid picture. Don't shy away from difficult conversations—they are among some of the most valuable you will have as an employer/business owner.

2. **Up your social game** – If you happen to have social media accounts, make sure you use them. Nothing turns off potential employees like a Twitter account that hasn't posted anything in months (or years).

It's important to note that not all businesses need to excel at social media. Some may not need it at all, but the rule of thumb is not to bite off more than you can chew. Stick to the outlets that best work for your demographic and keep your active accounts to a number that can easily be managed and updated. It's quality over quantity, which will provide the best flavour to job applicants.

3. **Improve your Communications** – If you have employees, the best way to turn them into ambassadors is to tell them about open positions, be clear about organizational goals and any strategic wins or losses you've had as an organization. Good communication builds trust, boosts autonomy and encourages ownership thinking—all good things for growth and success. If you come across negative, anonymous online reviews from past employees respond as you would with bad product reviews. Acknowledge their feelings and publicly reassert your position to be a top-notch employer.
4. **Bring back the human!** Don't hide the personality of your organization behind buzzwords or job ads that would put anyone to sleep. Your company is unique—show it! You may be running an automated system to filter candidates through the funnel, but there is always the opportunity to personalize and nurture that relationship throughout the process.
5. **Test & Refine** – Your employer brand is always evolving—and it should. By using the metrics in the previous section and tweaking as necessary, you will end up with some control over your employer brand story instead of dealing with a story that has been written for you and may not say what you hoped it would.

2. Check for Gaps

Complete a Skills-Gap Analysis

What is it?

A skills gap is the difference between the skills you want or need as an employer, and the skills currently available through the employees in your workplace. Reviewing these gaps before you hire helps you get a better handle on truly what you need, and can save a ton of time and money whether you fill those gaps through training of existing staff and/or redistribution of tasks; or whether you hire for future skills you know you will need in the short-term.

Completing a skills-gap analysis sounds more complicated than it actually is. You really only need to start with these three questions:

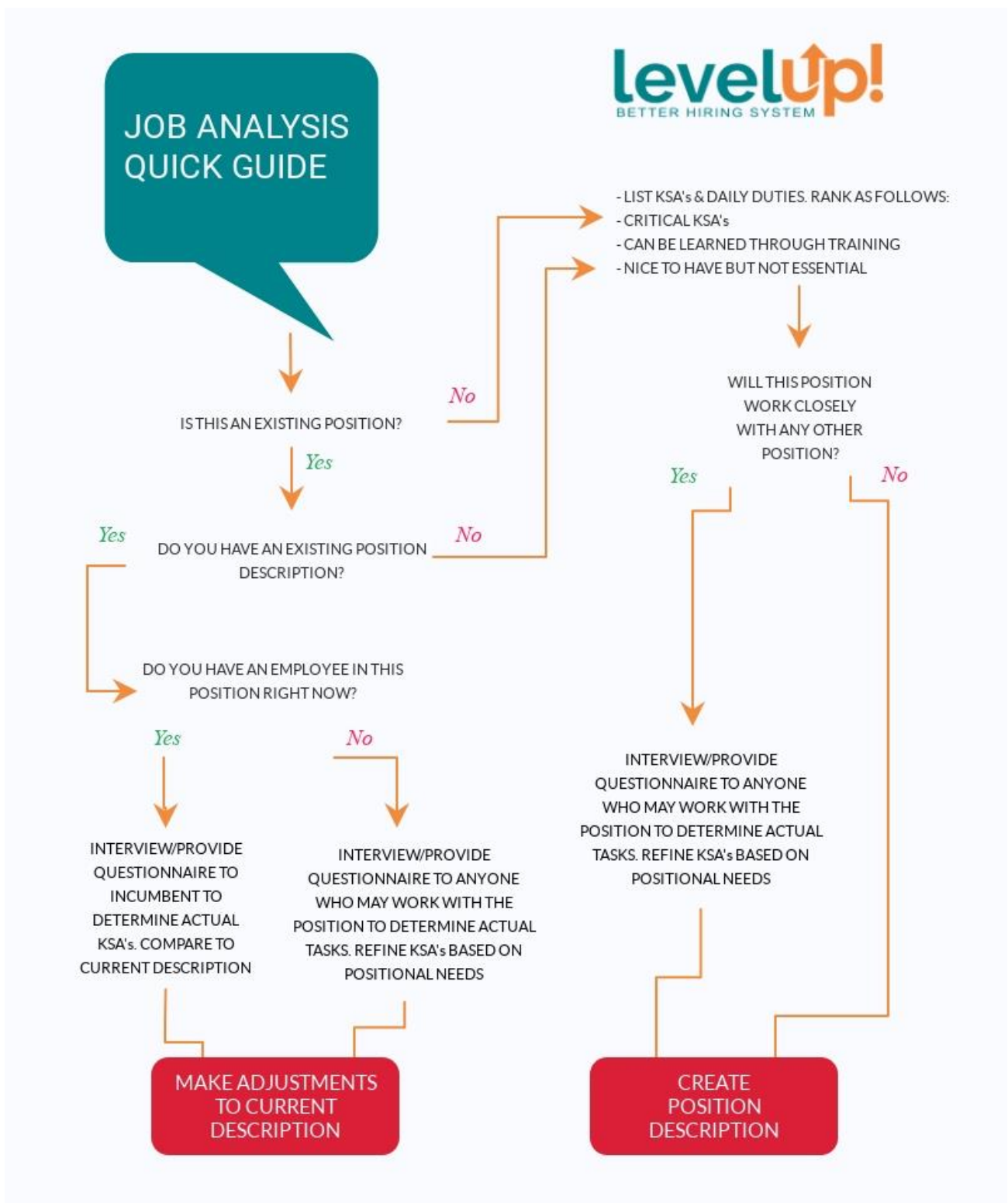
1. Are we having problems meeting goals with the position we are hiring for (if this is not a new position)
2. Have there been, or will there be imminent strategy shifts that will require different skills soon?
3. Have we, or will we implement new technology in the short to mid-term that will require specific skills?

Next, jot down what skills you, as an employer value most in your employees, and which skills you anticipate needing in the next 1-2 years. Do any of these skills exist in abundance in your organization? Who possesses them, and would your company benefit from cross-training of these skills between positions?

Essentially this exercise serves to determine whether you need to hire to fill skill gaps, or whether they can be obtained internally through training and development with a better return on investment. When creating your position contract, this information will help you to determine exactly what you are looking for in your next employee.

Complete a Job Analysis

Like the skills-gap analysis, a job analysis will shed light on exactly which knowledge, skills and abilities (KSA's) you need to hire for. It doesn't need to be complicated—but it does need to be done. The ultimate goal is to end up with a position description that only contains the KSA's that are actually required to perform the job to a high standard. (i.e.: do you really need a university degree for an entry-level customer service position?) This could be as simple as reviewing a current job description to make sure the skills on paper match the reality of the job; or creating a job description that will be an accurate representation of the job. Remember—this description will be the standard to which your new employees are compared. You owe it to them to ensure it's accurate.



3. DEFINE YOUR NEEDS

Develop the Position Contract

A Position Contract is a summary of the **results** to be achieved by each position in the company. It replaces the traditional Job Description, but also incorporates many of the Job Description elements into one document. Think of it as a contract between the company and the employee that focuses the employee on delivering results in addition to carrying out duties and responsibilities. It establishes for each person in the company, a sense of commitment and accountability while clarifying the company's "rules of the game." Done properly, it can eliminate ambiguity, increase empowerment and contribute to superior results.

Position Contracts accomplish this by:

1. Translating business strategies into individual goals and objectives.
2. Leveraging employee strengths and establishing development plans

The key elements of the Position Contract are:

1. Focused on what the employee can impact
2. The employee will be able to track progress and know when the result is achieved

Why you need a position contract:

Position descriptions tell both the manager and employee what needs to be done, how to do it, how performances will be measured, and what skills and behaviours are required for the role.

Position descriptions assist with:

- Recruitment and selection (for example, job advertisements)
- Job evaluations
- Objective setting
- Performance measurement
- Career/succession planning

A word about training and development:

The "if I want it done right, I have to do it myself" syndrome.

Many business owners develop great technical skills in the product or service they provide, and subsequently, have a difficult time letting go or teaching others to do the work. If you want to own a business and not just own a job, you have to train others to do the work as well as you do.

The Master/Apprentice Approach:

- You are the master; your employees are your apprentices. You must teach your apprentices how to do things **YOUR** way.
- Ask yourself the question, “how long did it take for me to learn my craft, skill, etc.?” Realize it will take time to train people up to your standards or level of competence, but eventually, you will be able to step away from the day-to-day if you invest the time and patience to train properly.
- All the work that is done in your business follows a **process**. You need to write down the process and then train others to do it as well as you do.
- Steps to follow:
 1. Develop specific procedures; **write** them down! Write down the steps to accomplish each task of the job, label them step one, step two, etc., be as detailed as possible, write down the ‘**why**’ behind every step. People learn best if they know; **What** to do, **How** to do it and most importantly **WHY** to do it.
 2. Spend the necessary time to properly and thoroughly train your people on the procedures. Have them follow you around as you do it, observe them doing it, and/or role-play.
 3. Reinforce the necessity of **consistency** in doing the procedures the way you would do them yourself. Use **checklists** to manage accuracy and quality!
 4. A great example of this process can be found in The E-Myth Revisited, Your Management Strategy pages 187 – 196.

Position Description Format

Position descriptions should include the following components:

1. Position Title, Date, Division, Site, and State
2. Job Purpose
3. Key Accountabilities
4. Indicators of Effectiveness
5. Necessary Skills and Attributes
6. Key Relationships

JOB PURPOSE

The job purpose should be a short, accurate statement of why the job exists and should outline:

- The core reason for the position existing or key objective of the position
- Explains what results are to be achieved
- The job's unique contribution to the business

KEY ACCOUNTABILITIES

Key Accountabilities support the purpose of the role. They describe the key areas of responsibility for which the job incumbent is to be held accountable.

Put another way; the key accountabilities are the main areas in which the job is to achieve its purpose.

Some examples:

- Financial Management
- Product Development
- People Management
- OH&S

INDICATORS OF EFFECTIVENESS

Aligned with each Key Accountability are Indicators of Effectiveness, which should clearly detail how key accountability is to be achieved and to what standard or level of effectiveness.

The key accountability is the heading, while the responsibilities required to meet this accountability are the indicators of effectiveness. Put simply, indicators of effectiveness detail what is to take place to meet the purpose and objectives of the role.

Note: It may be the case that not all 'Key Accountabilities' have 'Indicators of Effectiveness.' Don't write something down just for the sake of it.

NECESSARY SKILLS AND ATTRIBUTES

The skills and attributes needed to meet the requirements of the role are included in this section. Without these skills and attributes, the incumbent could not meet the indicators of effectiveness standards and therefore, would be unable to meet the requirements of the job.

Skills and attributes also include qualifications, attitudes and behaviours required to meet the job purpose.

Some Examples:

Necessary Skills and Attributes

Essential	Desirable
<ul style="list-style-type: none">• Tertiary Qualified• 8-10 Years of relevant experience• Excellent Problem Solving/Analytical skills• Proven Sales Track Record• Leadership and management skills – gets results through others• Ability to relate to people at all levels throughout the Company• Honest, ethical with high-performance standards• Excellent verbal and written communication skills• A “self-starter.”• Attention to Detail	<ul style="list-style-type: none">• Experience in a similar role• Experience working with similar customers• Experience with using specialized equipment• Solid understanding of financial statements such as balance sheets and profit and loss statements.

KEY RELATIONSHIPS

Included in this section are the key relationships that are required both within and external to your company. Internally they include manager, direct reports, and other key staff within the business. External relationships can include suppliers, consultants, industry representatives, and unions.

The emphasis is on key, regular relationships where negotiation and influencing skills are frequently practiced. Ad-hoc, passing relationships are not to be included.

POSITION DESCRIPTION

PD Number: (internal use only)

Revision Date: 19/02/2019 (internal use only)

Position Title: Sales Manager

Division: City

Reports To: Managing Director

Site: London City Office

Position Summary:

Profit Responsible for City Office and Ensuring all Sales Targets are Met.

Position Details:

Key Accountabilities	Indicators of Effectiveness
Providing Annual Sales Plan. Setting and Agreeing on Sales Targets with MD.	Ensuring Sales Targets are met.
<ul style="list-style-type: none"> Setting an agreed upon Operational Budget (Annual with Monthly breakdown) for City Office. Operation Budget to include <ul style="list-style-type: none"> Marketing Overheads Commissions Cost of Sales Expenses Depreciation IT costs 	The budget makes sense to all involved and can be reported against monthly
<ul style="list-style-type: none"> Projecting Cash Flow Contribution from City Office. 	Cash Flow Spreadsheet Monthly updated with 3-month horizon to be implemented in conjunction with Finance HO.
<ul style="list-style-type: none"> Setting Individual Sales Targets and Activity Levels and holding team accountable 	Monthly Team performance report.
<ul style="list-style-type: none"> Professional Development and Succession Planning of City Team. 	Carrying Out of Annual Appraisals and providing an annual HR plan.
<ul style="list-style-type: none"> Capturing and developing best practice. 	Consolidation and improvement of existing sales procedures.
<ul style="list-style-type: none"> Motivation of Sales Team 	Formal reward and recognition system with monthly quarterly and annual recognition of performance and performance improvement.

Necessary Skills and Attributes:

Skills and Attributes	Details
<ul style="list-style-type: none"> Degree or Equivalent. 	<ul style="list-style-type: none"> Detail necessary qualifications to meet requirements for the position.
<ul style="list-style-type: none"> Several years of sales experience with at least 2 years at managerial level. Responsible for Customer account management. Commercial exposure with budget responsibility, Familiar with profit and loss and cash flow projection. 	<ul style="list-style-type: none"> List specific knowledge and experiences necessary to meet the objectives for the position.
<ul style="list-style-type: none"> Competent with Microsoft office package. Exposure to CRM database packages. 	<ul style="list-style-type: none"> Detail necessary computer skills to meet the requirements for the position.
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Detail relevant industry experience
<ul style="list-style-type: none"> Leadership/Management experience/capabilities 	<ul style="list-style-type: none"> Detail required leadership/management capabilities
<ul style="list-style-type: none"> Communication Skills 	<ul style="list-style-type: none"> Detail necessary communication skills
<ul style="list-style-type: none"> Attitudes and Behaviour 	<ul style="list-style-type: none"> List desired attitudes and behaviours including, ability to work well in teams, self-starter, pleasant/helpful/optimistic, minimal supervision required, and so on.

Key Relationships:

Within Your Company:

MD
 HR
 Finance
 Operations

External to Your Company:

Suppliers
 Customer relations

Authorisation:

_____ Name	_____ <i>Position Title</i>	_____ <i>Signature</i>	____ / ____ / ____ <i>Date</i>
_____ <i>Name</i>	_____ <i>Position Title</i>	_____ <i>Signature</i>	____ / ____ / ____ <i>Date</i>

Develop an Ideal Candidate Profile

This step might seem quite straightforward, yet the more detail you can define, the more chance you have of finding the ideal person. There is an attraction process that helps here (like in all areas of life). The clearer you are about what you want, the more chance there is of you getting it. The main purpose of clearly defining the ideal candidate is:

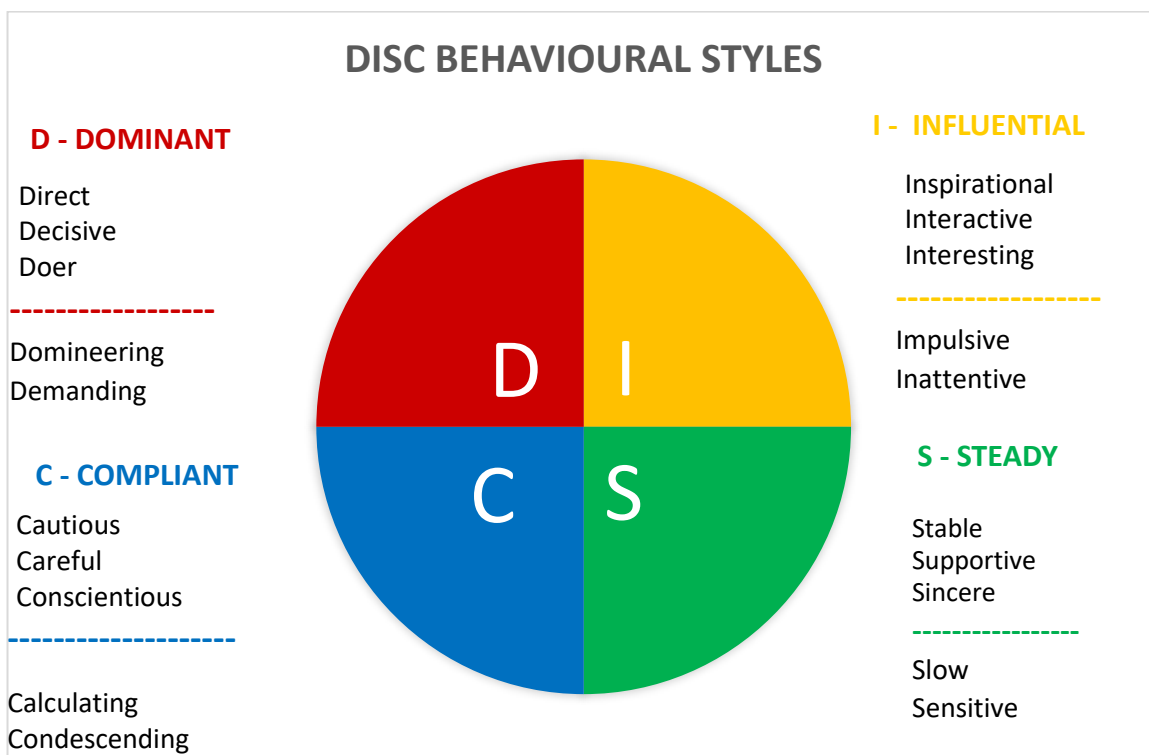
- You can then write the best advertisement. One that is going to stand out and be noticed
- As you are reviewing the candidates through the process, the ones that are the closest match to your ideal will be obvious. It will make selection easier
- Ensuring you are checking any bias at the door and are linking the traits of your ideal candidate to the positional requirements without regard to race, gender, religion, socioeconomic status, or any protected ground. It's a great cross-check tool.

There is a section on the Ideal Candidate Profile, called DiSC. DiSC is a framework for identifying and understanding behavioural styles. There are many other systems out there, such as Myers Briggs and Colours, which essentially provide the same information. DiSC just happens to be one that we use extensively.

Understanding behavioural styles is a quick and easy way of better knowing who will be the ideal fit for the role. To help you along, here is a summary of the four behavioural styles:

Note: In reality, each profile will consist of a mix of each quadrant style. No one behavioural style falls solely within one quadrant. The exact mix will determine which strengths and limitations are most prominent. Regardless, the list below gives you a good snapshot of how each style presents itself, with some of the potentially positive traits above the dotted line.

REMEMBER: There is no one right answer for your ideal candidate. It may be a mix of behavioural styles, and not one of the DiSC styles is better than the other. Use your best judgment as to what style (or styles) will best match the needs of the job.



IDEAL CANDIDATE PROFILE

Define the essential ingredients to success, figure out what you can live without and find the right person for the position every time.

KNOWLEDGE



Background

What have they picked up on their journey that's useful to you?



Experience

Think about how that experience can add diversity to your culture



Education

Essential training needed for success. Include non-formal too



Biggest Strengths

Top 3 'Must Haves' in order of importance for your business

SKILLS



Technical

Essential skills for success (programs, systems, etc.)



Behavioural

Ideal DiSC profile



Interpersonal

Think environment: How do they have to interact with others?



Acceptable Opportunities

No one is perfect. What can you live without in any category?

ABILITIES



Culture: Purpose

You exist for a reason. How does your ideal candidate embody this?



Culture: Priorities

What are their future goals? How does your ideal customer reflect your business priorities?



Culture: Philosophy

What values do they need? Which won't work. **Do Not** list items of a protected nature (religious or political values, etc.)



Culture: Projections

How the world views you. How does your ideal customer contribute to or strengthen your company brand?

4. WRITE THE AD

Now that you've developed an Ideal Candidate profile, it's time to write the ad. Remember, just as in marketing, you are writing for THEM!

When it comes to a good job ad your aim is to tell the story—and then stop talking! Research tells us a great job ad should hover around the 300-500 word mark to garner the most responses & the voice you use should match that of your culture and employer brand. No filler or crazy buzzwords needed! Ideally, the structure of your ad should be as follows:

WRITING

THE PERFECT

JOB AD

TIPS AND TRICK TO ATTRACT THE PERFECT CANDIDATE

 1 Write the leading description	 Stay away from "Brand First" language (ex: use less "we" and more "you" statements) You're writing for them!
2 List details about the role and location	Avoid cliché phrases such as: <ul style="list-style-type: none">• Ninja• Rockstar• Fast-paced• Family• Greatest-asset• Self-starter• work-hard, play-hard
3 Provide a performance-based overview	Don't overwhelm with every aspect of the position contract - pick the critical tasks!
4 List Requirements of the Job	Beware of stray bullets! Try to keep your list to fewer than 5 bullet-points per section.
5 Provide application instructions	Don't forget to include some of the great things about working for you!

EXAMPLE JOB AD

Accomplished Marketing & PR Manager

Are you a person who thrives on making things happen?

Are you strategic and intentional about the things you accomplish?

Are you an influencer who loves to chase down an opportunity?

We are a business coaching firm with a big mission, and we need a Marketing Manager, who's comfortable working remotely, four days per week, to help us kick it into a higher gear.

You are a strong communicator who is very comfortable picking up the phone and building rapport with anyone and everyone. You are versatile, responsive and are not fazed by a random curve ball.

You have a history in marketing and sales (in professional services preferably) and you understand the balance between building a brand and generating measurable results. We're looking for someone who likes to have fun and is supported by a strong social network—and doesn't bat an eye at the latest technology.

How you'll make a difference

You will be the lead creator and owner of our marketing plan and calendar. You will be responsible for its execution, measurement and results.

Your activities will vary, but will include:

- creating and issuing press releases,
- sourcing speaking opportunities,
- managing our social media presence,
- developing and maintaining alliance partnerships
- leading direct mail campaigns.

You will always be on the lookout for opportunities we can leverage to gain marketing exposure and nurture our current contacts as appropriate.

What We Do

The work we do matters. We help business owners play a bigger game, fill gaps in their business strategy and create their own ideals.

That might sound a little altruistic, but we don't care, it's what we do, and we know it matters.

Working with Us

When you work with us, you'll receive:

- a highly autonomous team who take our work seriously but don't take ourselves too seriously. We look after each other and we do what it takes to get the job done.
- A tremendous amount of balance, including a remote working environment which includes all the tech you need to do an awesome job, but all the flexibility you need to make a great life.
- Access to training and development that will help you exceed in your role. We believe we are the creators of our own results, so learning is a high priority for us.

Next Steps

If you feel this role could be the one for you, send your cover letter detailing a little about you and why you're the right fit along with your resume to careers@salesup.com.au, and from there you'll hear about the next steps. Thanks for applying and we look forward to connecting with you soon.

5. CAST THE NET

Hiring the right candidate, the first time is crucial. That's why casting a wide net and staying engaged with people in your network is so important in today's climate.

There is an overwhelming number of places to advertise, from traditional newspapers to using your current employees' social media and everything in between. It can pay to think a little creatively here — for example, the local community notice board, church bulletin, school newsletters, etc.

Remember, our goal here is to get as many applications as possible. Now this may freak you out a bit, and you may be wondering, "how am I going to sort through all the resumes?" but don't worry about that at this stage. That comes in the next step.

A common mistake business owners make, is assuming a potential advertising avenue is not applicable to the type of person they are looking to hire—or only paid avenues get results. For example, if you are looking for a CFO, you might think that advertising on a free website would be a waste of time. And you might be right. BUT ... I have seen some amazing leads come from the most unexpected sources, and job seekers are aware of the multiple avenues available to them.

The bottom line is that you should advertise wherever you can. You just never know where someone might be looking or perhaps where your ideal candidate's friend's or family might be looking and pass it along. Of course, you want to include the obvious channels for a role—just don't limit it to that.

A key point here is to make sure you get the applications to come in by email and to a unique email address to the Ad you're running. Don't use your own email address or you will get overwhelmed rapidly. See the next step.

6. CREATE THE FRAMEWORK

Prepare for Responses

This is a short but critical step to your sanity during any hiring process. DO NOT have any applications go directly to your personal email account. A constant barrage of applications cluttering up your inbox is inherently stressful and can take the focus off other really important messages that require your attention. The next step of the process is essentially automated and pretty hands off for you. To prepare, do the following things:

1. Set up a dedicated email account to receive applicant information (ex: careers@yourcompany.com, etc.)
2. Set-up or decide on a voicemail box that applicants can call to leave their application answers... Some options here:
 - A spare extension on your phone system (if you have one)
 - Your regular phone number but get them to call after hours
 - A spare mobile phone
 - A virtual phone mailbox (there are plenty of these services around. Google it)

Make sure you check how long a message can be left and indicate that in your email instructions.

3. Set up an auto-responder on the email account, which will contain specific application information for the next step of the process.

That reply is going to ask them to call a phone number and answer a few questions. A copy of the script is provided below:

The benefits of getting people to call a phone number and leave a message are many:

1. It will filter out those who have applied without sincerity. It's common for people just to fire off applications and resumes en-masse, going for the shotgun approach. If you start your process by looking at applications and resumes, not only are you investing time reviewing probably unsuitable candidates, how do you know to filter them out? This step will do that for you because guaranteed; these people won't complete this step.
2. It will filter out those who can't be bothered taking this step. And if they can't be bothered doing that, what else can't they be bothered doing?
3. It will potentially get them to move out of their comfort zone. Something we are going to get them to do as much as possible because we like people that will do that.
4. It saves you a ton of time. Do not look at ANY resumes before they have left a message. As per points 1-3 above.
5. You get to hear how well they follow instructions (based on the email script)
6. You get to hear how they sound. Did they prepare? Were they smiling? How creative were they? Did it sound like they have the mojo you are looking for?

Sample Email Script for Round One

Thanks for applying for our [insert name of position]. This is a massively important position for our company, and we take the selection process very seriously.

We've taken a look through your application and would like you to proceed to the next stage.

You'll see that we tend to do things a little differently from most. And let me assure, that is all very intentional. The system we've developed is designed to help you and us determine the best fit. We hope you enjoy the process.

Let me outline what happens from here.

Step 1. At the bottom of this email are a few questions we'd like to hear your response to. What you need to do is call [insert phone number] and leave a message in response to the questions. Please follow the script below when you leave your message:

"Hello, this is (your name), calling to participate in the selection process."

...Then say the current date and time.

"My responses to the questions are as follows. Question 1" ... then give your response.

"Question 2" And so on through to question #7.

After your last response says "And that concludes my responses. Ciao"

Important:

- You must complete this task by [insert deadline].

Step 2. Based on the responses given, we'll be selecting our shortlist to move to the next phase of the process. You'll be informed at that stage what that will be – best of luck. We appreciate your participation and look forward to hearing your responses.

BTW ... If you haven't seen this already, we recorded a video that introduces Who we are, what we and most importantly, why we do it. Here it is [insert video link]

1st Stage Questions.

1. What is it about the job that made you decide that this position is for you?
2. If your closest friend were asked to give one word to describe you, what would it be?
3. What was the best job you've had and why?
4. Where did you hear about this position?
5. If you were an animal, what would you be and why?
6. What is your pay expectation for this position?
7. What makes you a superstar?

Thanks for participating :)

Cheers

[signed by you]

7. CREATE YOUR SHORTLIST

Score Telephone Responses

As people leave a message, you need to score them. This step is simple—you are looking for the best responses that are a match for what you are looking for. So again, be clear on what you are looking for.

The best responses are not necessarily the ones that are best presented (unless you are hiring for a position where presentation is key). Back to our admin example, someone who is polished might be overkill for the position. Someone that is a little nervous, stutters a bit but seems to be real and genuine could be a great fit.

Review Resumes

Once you've scored your top performers, take the top ten or so (or even less) and pull their resume and cover letter for review. Here are some things you'll want to keep in mind as you review:

1. Is their level of education appropriate to job being applied for?
 - a. Do they have the required certifications (if applicable?)
2. Do their demonstrated KSA's fit with that of your position description?
3. Have they job-hopped or been in positions consistently?
 - a. Any noticeable gaps in work history?
4. Have they earned the opportunity to take on more responsibility (and stay at that level at that company or their next company)?
5. How are the presentation and effort?
6. Are there any typographical or grammatical errors?
7. Did they include a cover letter?
8. What kind of companies did they work for (huge, little, etc.)?
9. What things are LEFT OUT
10. Do they/have they participate(d) in any team activities or extra-curricular that give insight into their person?

Once you've had a look at both the resume and the telephone interview, create your shortlist of candidates that you would like to move to the interview stage.

Check out the next page for a sample scoring sheet for the phone responses.

PHONE RESPONSE

SCORING SHEET

Candidate Name _____

Phone Number _____

Call Details _____

Time: _____ AM / PM

Date: _____

FIRST Impression (Circle)

1 2 3 4 5 6 7 8 9 10

Classification:
(circle one)

D I S C

V A K

RESPONSES

Question #1

Question #2

Question #3

Question #4

Question #5

Question #6

THE FINAL WORD

Was this person smiling? Y / N

Final Impression? (circle) 1 2 3 4 5 6 7 8 9 10

Proceed to Next Round? Y / N

8. TEST

Assess for Job-Specific Skills

When selecting new people for your team, the two main criteria you are looking for are attitude and skills. With regard to attitude, you'll be assessing that all the way through this process. With regard to skill, that one can be a little harder.

Most people just wait till the person is in the role to see what they can do. And while that is certainly one way of doing it, it also requires a level of commitment from both parties, from which if things don't go well, ends in a bit of a lose/lose outcome. The now unsuccessful applicant needs to look for another opportunity (having potentially just left gainful employment), and you need to start your process all over again.

You might be able to approach the other candidates from the recent recruitment effort, but they may also have taken other positions.

Our way around this conundrum is to give the applicants a chance to showcase their abilities through a test drive. And we suggest being very upfront about what you are doing. When given the scenario above, people are willing to invest some time to make sure a hire will result in a good match for both parties.

The Test Drive is about creating some scenarios that will simulate the role and represent some real-life situations in which you would need the new hire to perform well.

Crafting these scenarios can be fun and may require a little creativity, depending on the role. Think about what the key skills are for the role. What are the skills that will enable the person in that role to do the job well and add value to your company?

The goal of the job simulation is to assess the skill level of the applicant against the critical skills that are necessary for them to be successful in the role.

The first step is to determine, what are the 3 most critical skills, this person needs to have, in order to be able to fulfil the role successfully. Some examples:

- Power user of spreadsheets
- Problem solve customer situations while showing empathy
- Financial analysis
- Generate sales leads through networking
- Able to build and execute a successful social media plan.

Once you define these 3 skills, develop a scenario to be completed that in doing so will show the proficiency of the applicant.

Some Examples:

SKILL:	Power user of spreadsheets
SCENARIO:	Provide a list of receipts and ask the applicant to develop an expense tracking tool to be used by the admin team which comprises of 4 people. The tool will need basic summarizing and reporting capabilities.

SKILL:	Business Development
SCENARIO:	Map out a draft of your plan for the first 90 and 180 days in the role.

SKILL:	Problem-solve customer situations while enacting empathy
SCENARIO:	<p>A new customer is frustrated by a job running late. The customer had given some wrong information that has led to the delay. They show great potential as a client, but they are proving to be challenging on this first job:</p> <ul style="list-style-type: none"> • What questions might you want to ask to help in how to think about this situation? • Given the information you have to date, would be your approach in dealing with this situation? • This client will only communicate via email. Please craft an email to deals with their frustration.

Send these scenarios off via email and indicate their response can take whatever form is necessary to get the job done. Give them a deadline.

Assess for Strengths and Constraints

One of the most touted advice for businesses is to "hire for fit." This is great advice. However the concept of cultural 'fit' doesn't fit into a box, it is difficult to score, and even harder to understand—it just "is." One of the best ways to assess fit is through personality assessments which are specifically geared toward hiring. The reason is that data-driven decisions are not only proven to aid in better hiring decisions but understanding what makes us tick is an invaluable item in any managers toolkit when managing expectation, workload and potential issues at work.

Because of the inherent cost involved with these very scientific assessments, it's best to leave them until late in the recruitment stage to ensure you are serious about those who will be completing them. Completing an assessment after the interview is also a strategic decision which can provide clarity to some of the behaviours noticed in the interview without having the bias ahead of time, of what their constraints may be.

There is a multitude of assessment providers, but some of the best and long-standing names in recruitment are DiSC, TTI Insights and Flippen (the granddaddy of assessments in our estimation).

Assess for Past Work Habits

In the rush to find your next employee, it can be tempting to skip the reference stage and jump right into the offer, but there is still some valuable information that can be gained from taking that extra step. Aside from confirming the dates of employment, positions and scope of duties and employee has provided, there is a lot to be gleaned from what is not said.

Pay particular attention to tone, pauses and inferences during the reference conversation in addition to their words, and don't forget to ask the most valuable question: "Given the chance, would you hire _____ again?"

9. INTERVIEW

10. Now that you have a shortlist of qualified candidates you're excited about, it's time for a face-to-face discussion. If interviewing is new to you, or you're not the most comfortable leading these types of meetings, fear not. We've included some tips and tricks to help you along the way:



5 SIMPLE STEPS FOR AN EFFECTIVE INTERVIEW



1 THE RIGHT ATMOSPHERE

Interviews are inherently stressful on both sides of the table. A comfortable (and non-intimidating) space will put everyone at ease and allow you to cut right to the fit of the candidate without getting bogged down by nerves.



2 A MEETING OF MINDS

If possible, conduct the interview two other people from your organization who can contribute to the discussion and provide their input about each candidate.



3 ALLOW TIME

Be sure to schedule enough time between interviews for scoring a debrief of each candidate.



4 STANDARDISE

use the same questions and scoring sheets for each applicant, to make the scoring and comparison as easy as possible. That doesn't mean interview conversations can't deviate from the question base, but you want enough similar information to help you in your decision.



5 ASK THE RIGHT QUESTIONS

Ask specific questions that draw out the ability of the candidate to problem solve, look forward, course-correct and look backwards with clarity. Some examples may be:

"Outline the plan you have for this job."

"What's the most difficult challenge you've ever faced in your professional life? How did you handle it?"

Provide the candidate with an actual problem they will see on the job: "Take us through the broad steps you would take to solve this problem"

"Outline the steps you take to continuously learn & stay on top of your field."

78 GREAT INTERVIEW QUESTIONS

1. What sort of jobs have you been applying for? Why?
2. What are you looking for in a job? Why?
3. What do you want to achieve in your life?
4. How do you see (our company name) helping you get there?
5. What one thing made you apply for this position?
6. What do you think the job is all about?
7. What is your understanding of a “sales process”?
8. Where are you most effective in the sales process?
9. How important do you consider pricing to be in making a sale?
10. How have you been successful in the past with “prospecting”?
11. What are your key strengths with regards to sales?
12. What is your preferred method of contact management?
13. What do you believe are the key traits of a successful salesperson?
14. Why did you leave your last job?
15. Tell me about your proudest accomplishments.
16. Describe your ideal supervisor.
17. Describe the worst supervisor you’ve ever had. (situational)
18. What features of your previous job did you like? (situational)
19. What features of your previous job did you dislike? (situational)
20. What is your greatest weakness?
21. What are your strengths?
22. Describe a time when you were criticized for poor performance. (situational)
23. I’m a little worried about your lack of ...
24. You have a lot of experience. Why would you want this job?
25. Describe a difficult co-worker you’ve had to deal with. (situational)
26. Describe how you work under pressure, deadlines, etc. (situational)
27. What do you know about our company?
28. What two or three things are most important to you in your job?
29. Why did you change jobs so frequently?
30. What do you think of your previous boss?
31. This is a high-pressure job. Give examples of how you would deal with it. (situational)
32. Why do you want to leave your present job?
33. This job requires routine work. Does this pose a problem for you?
34. Have you ever been asked to resign?
35. Tell me about one of your failures. (situational)
36. This position may require evenings/weekends on a regular/semi-regular/occasional basis. Does that pose a problem for you?
37. You have too much experience for this job. Why would you want it?
38. You’ve been with the same company for so many years, how will you cope with a new one?
39. What was it about your last job that bothered you the most? (situational)
40. What motivates you?
41. How creative a problem solver are you?
42. Describe a large mistake you made at your last job and how you dealt with it. (situational)
43. How would you describe your ideal job?
44. How do you think your present/last boss would describe you? (situational)
45. How would you rate yourself as a leader? A supervisor? An employee?
46. You’ve worked for yourself now for a while, so why do you want to work for our company?
47. Give me an example of a time when you had to deal with criticism from your boss? What was the outcome? (situational)
48. What’s the most difficult challenge you’ve faced in your professional life? (situational)
49. What are you doing now to improve yourself?
50. How would you influence someone to accept your ideas?

78 GREAT INTERVIEW QUESTIONS

51. Could you explain in detail your experience with computer software programs? (situational)
52. Tell me about something your boss did that you disliked. (situational)
 - i. How did you cope with that?
53. How do you organize and plan for major projects? (situational)
54. What was the last book you read?
55. Tell us about a personal goal that you still want to achieve.
56. Describe to me your typical workday. (situational)
57. Have you ever had any problems with poor attendance? (situational)
58. Have you ever been responsible for managing financial budgets or department expenses? (situational)
59. What are the three most important responsibilities in your present job? (situational)
60. Tell me about an unpopular decision you had to make. (situational)
61. Give me an example of when it was necessary to reach a goal within a very short period of time and what you did to achieve it. (situational)
62. Do you consider yourself successful?
63. What would you do with an individual who is very angry and complaining to you? (situational)
64. Tell me about a time when your work performance was low. (situational)
65. Describe a time that you dealt with a stressful work situation. (situational)
66. Describe a time when you reprimanded an employee for poor performance. (situational)
67. Describe a time when you felt you made a poor decision. (situational)
 - i. How did you make amends?
68. Describe an environment that motivates your productivity. (situational)
69. Can we contact your current employer for a reference?
70. Describe your management style in dealing with management and coworkers. (situational)
71. What would you find difficult from what you understand about this job?
72. What makes you qualified?
73. How do you handle stress?
74. What was the most frustrating thing in your current/last position? (situational)
75. What do you find most challenging in dealing with customers (clients) or coworkers? (situational)
76. Name the one work characteristic that you'll bring to this job that makes you successful.
77. Why did you leave your last job?
78. I've noticed there was a period of time when you weren't employed. Tell me about it.

13.

INTERVIEW EVALUATION FORM

Candidate Name:		Name of Interviewers:	
Role Interviewed For:		Interview Date/Time:	

14.

(1 = poor, 5= great)		1	2	3	4	5	Details
Q1	Was the candidate prepared for the interview? <i>(researched company, arrived on time, etc.)</i>						
Q2	Does their experience appear to match what's needed? <i>(Work experience, life experience or volunteer work?)</i>						
Q3	Do they have some or all of the required credentials ? <i>(For example, education, licenses, certifications?)</i>						
Q4	How are their interpersonal skills? <i>(Friendly, smiling, outgoing, kind, fun, interactive?)</i>						
Q5	How good are their communication skills? <i>(Written skills, i.e. resume, application, as well as verbal skills)</i>						
Q6	How well do their technical skills match job requirements? <i>(Specific technical tools, approaches, examples?)</i>						
Q7	How well did they answer teamwork job-related questions? <i>(Likes working with others, good rapport?)</i>						
Q8	How well did they answer problem-solving related questions? <i>(Customer focused, good listener, problem solver?)</i>						
Q9	Question about Job Specific Skill 1: Example: Personality / Communication Style						
Q10	Question about Job Specific Skill 2: Example: Leadership						
Q11	Question about Job Specific Skill 3: Example: Ability to Listen/Relate						

15.

Total (out of a possible 55)	/55			Additional notes to support your recommendation:
What was YOUR overall impression of the candidate?	Poor	OK	Great	
Do YOU recommend we move forward with this candidate? <i>(circle one)</i>	Yes		No	

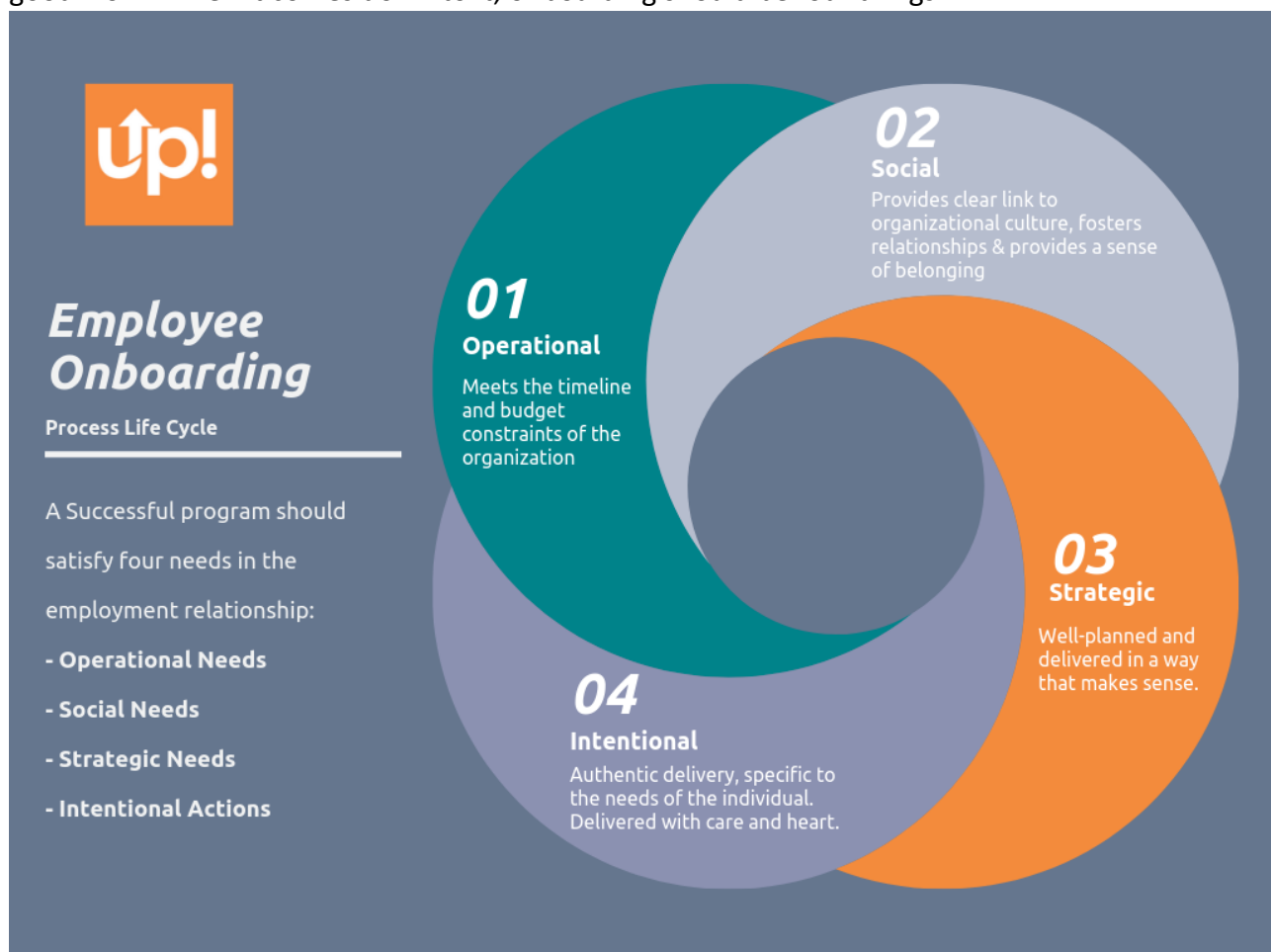
16. OFFER & ONBOARD

We've already discussed how devastating the cost of making a bad hire can be. But many organizations who don't have a formal onboarding process are taking great hires and unintentionally undermining their opportunities for success by leaving them to find their own way into your culture—and that means many of them will find a culture outside your business. A costly mistake to make when a good onboarding process is simple to implement.

The first few weeks of employment are the most critical to an employee's decision to go all in or disengage, and it's proven that setting them up for success will pay dividends. In fact, new employees are 50% more productive, and 69% more likely to remain with an organization after 3 years if they are onboarded with care. So, what does that mean, exactly?

Setting them up for Success

The overall goal of an onboarding program should be to develop high-performing employees in the shortest amount of time possible, but you also need to ensure you are focusing on connecting people to your culture—not just the 'nuts and bolts' of how to do their job. A well-rounded onboarding process helps employees answer the 'why' of their actions and leaves them with an understanding of how their role connects to the overall vision of the organization, and better yet, helps them see how their contribution makes a difference. That connection helps to create ownership thinking, accountability and a level of satisfaction that fuels an employee's desire to do good work. When it comes down to it, onboarding should be four things:



What Should the Process Look Like?

Offer and Preboarding

The first thing is to do your homework. Know what your employee is entitled to and ensure your employment contract crosses all important points. Although requirements will be different across our client base, ensuring that minimum standards of employment are adhered to and that any requirements listed in awards or entitlements are listed correctly. Ensure you're on hand to provide clarification or answer any questions once you've presented the offer.

For information about employment standards in your area, start with the list below:

	CANADA	
AUSTRALIA NEW ZEALAND	<ul style="list-style-type: none"> • BC • Alberta • Saskatchewan • Manitoba • Ontario • Quebec 	<ul style="list-style-type: none"> • New Brunswick • Nova Scotia • Newfoundland • PEI • Nunavut • Yukon • NWT

Once the offer is signed and accepted, send the employee a pre-boarding welcome package which gives them all the basics they need to begin. Important documents take time to read over and understand so don't waste time on the first day doing signing. Some ideas for inclusion:

- Paperwork: Benefits, policies, anything else that needs signing.
- A brief summary of your business and what your culture is all about
- An overview of important information (pay cycles, parking or transit access, dress code, who's who etc.)
- An FAQ with common questions new hires may have about working for your organization (if you don't know, ask your current employees what they would have found useful when they started)
- A review of their start date and time
- An official welcome from their working group that shows the new hire you can't wait for them to begin their adventure with you. Something personal and fun from the team.

REMINDER – We live in a time of easy technology. Shoot a smartphone video of the employee's workspace with their teammates providing a quick word of welcome. A picture of the team holding a piece of paper that says "Welcome (employee's name)!" A photo of their workspace, uniform tag, locker etc. that's been personalized with a message of welcome, etc. There are a ton of easy, cheap and creative ways you can go above and beyond to make new hires feel like they are entering an environment that wants them as much as they want you.

For a review of what makes a good process, click the image to view the video below:



Onboarding

The entire point of an onboarding process is to set your employees up for success. This is especially important if you are a small to medium-sized business where a lot of the processes and "know how" exist in the minds of employees, and not necessarily on paper.

A good onboarding process is about more than just their first day, and focuses, not only on mastering the skills they need to do the job but integrating into the culture of your organization and in turn, becoming a raving fan. We've developed a simple 6-step process which covers the basics but feel free to add items which you think would benefit the unique needs of your business.

1. CONTACT – Call 1-2 days ahead of the candidate's first day to follow up on the welcome package and answer any questions they may have. Confirm the start date and time.
 - a. It's a good idea to schedule this outside of a naturally busy time (i.e.: If Monday morning at 9am is hectic, have them pop in around 11 to begin their day)
2. PREPARE – Make sure your employee has everything they need to successfully begin work and feel like one of the team. Some commonly overlooked items include:
 - a. Key card or security access
 - b. Name badge
 - c. Computer access (logins, email, specific training)
 - d. Uniform (sizing etc.)
 - e. Organized workspace (chair, notepads, business cards, pens, pencils, tools, etc.)
3. COVER THE BASES – Be sure to cover the bases on important items that seasoned employees take for granted, such as washroom locations, lunchroom etiquette, etc.

Take the time to review the job description, any manuals, and complete starting day paperwork as efficiently as possible (it helps to have it all together beforehand!)

4. CONNECT - Introduce your new employee to key people in the business and arrange for a lunch or coffee if possible so co-workers can get to know them. Most importantly—Assign a buddy. The buddy system is designed to support the entry of a new employee and provide them with guidance, information and positivity as they make the leap. Not only has the buddy system been proven to increase employee engagement, but it also significantly speeds up the amount of time required for employees to be operating at full speed for your business.

The buddy will work closely with the new employee to help them integrate and be a resource to help solve any snags or issues that crop up.

5. FOLLOW-UP – Create a 30, 60 and 90-day plan. Lay out the tools, skills and tasks your new hire will need to learn over their first 90-days. That way, you're designing a strategic plan that will set your new team member up for success.
6. Consider a self-scored assessment your employee can use to determine how well they think they are integrating and performing their position. This will be a valuable tool during the probationary period to help you determine how they view their role and can make determining and solving problems easier.

17. BRINGING IT ALL TOGETHER

When your new hire is comfortable and humming along, there are two critical areas that need to be wrapped up successfully:

1. Update Key Hiring Metrics
2. Determine New Hire Satisfaction
 - a. Asking what went well and what they would change for future new hires is among the best ways you can value the experience of your employees and prevent your onboarding system from becoming stagnant.

It may take some effort on the front-end to get systems set up, but the time and effort put into the process will continue to be evident in the ROI and won't need to change too much once you've set it up successfully. Just remember, recruitment and onboarding is a living process. If something isn't working for you, change it up. That's the beauty of the LevelUp! Hiring System. Once the basics are in place, you can make adjustments that sit the unique needs of your business, your culture—and your staff to ensure you are offering the very best experience you can to your customers.

If you're having trouble putting it all together, or don't know where to start, we're here for you. Reach out, and we can help you turn on the light 😊 Happy Hiring!



salesup!
BUSINESS COACHING

Jamie Cunningham Coach | Adviser | Speaker | Author

jamie@salesup.com.au

North America

+1 226 473 1093
17A-218 Silvercreek Pkwy N, Suite 109
Guelph ON N1H 8E8
CANADA

Australia

+61 499 026 684
PO Box 151
Beechworth, VIC 3747
AUSTRALIA



salesup!
BUSINESS COACHING

Melina Gillies, CHRL, MAHRI HR Specialist | Global Support

melina@salesupbusinesscoaching.com

North America

+1 226 473 1093
17A-218 Silvercreek Pkwy N, Suite 109
Guelph ON N1H 8E8
CANADA

Australia

+61 499 026 684
PO Box 151
Beechworth, VIC 3747
AUSTRALIA