

Action Plan to Recruit, Select, & Onboard Sunshine Staffing

Name

Institution Affiliation

www.primeassignments.com

Recruiting Message

Subject Line: Exclusive Sales Manager Opportunity

Sunshine Staffing is a staffing agency organization that helps in the provision of staffing services to pharmaceutical and manufacturing companies all over the country. The aim is to ensure that we meet the short-term and long-term staffing needs of our clients through the use of modern strategies. The objective and aim of the company are to ensure we increase the productivity of the clients by the provision of human resources that the clients need. Demand for employees remains high in the country because of the consistent increase in the economic growth over the years. There is a consistent need for the organization to increase its ability to meet the human resource needs of the clients by ensuring we continue to build a strong team of executives.

To meet the needs of the clients, the company aims to recruit a sales manager who will be part of the organization's executive. The sales manager will be responsible for taking care of all the sales of the organization with the intention of facilitating an increase in the number of clients the organization serves. The executive position comes with many benefits of growth of the employee and a good reward. In this context, the management of the Sunshine Staffing requires a candidate who meets the following qualifications:

- The candidate should have a graduate degree in a relevant business education such as sales, staffing, human resources, or marketing.
- Have at least ten years leadership experience in marketing or a sales position.
- The candidate should have a willingness to travel
- The candidate for the position should have good communication skills

Send application letter and copies of their testimonialstosunshine@agency.com

Realistic Job Preview

A sales manager is responsible for leading and guiding the sales employees of Sunshine Staffing organization towards the realization of the sales goals and objectives of the organization. As a services organization, the sales manager of Sunshine Staffing will guide the sales team to hit the growth targets and getting new clients to stimulate growth in the country. The aim of this Realistic Job Preview is to enable the sales manager to be aware of the different roles. It is important to note that the manager will be the driver of the organization's revenue. To achieve the objectives of the job position, the manager will create and nurture high-performance sales teams and lead them towards the achievement of the sales forecasts (Mathis, Jackson, & Valentine, 2015).

It is always important for a sales manager to plan how to achieve the sales forecasts by planning and having a strategy. In this context, the sales manager should be able to create strategies for meeting the customer needs and enhance the ability of the salespeople to meet their sales targets. Being the topmost employee in the sales department, the sales manager will motivate and advise the sales representatives to improve their performance. Additionally, the sales manager will plan on the salespeople needs of the organization. The role of salespeople planning entails ensuring that the employees' needs of the sales department and forwarding the recommendations to the human resources department for recruitment. Additionally, the sales manager will give recommendations to the executive on the different strategies that will enhance customer engagement. The manager will analyze the data on past performance with the aim of projecting future sales. Lastly, the sales manager will collaborate with the executives from different departments to help in the expansion of the customer base and meeting customer needs.

EEOC Best Practices

The U.S. Equal Employment Opportunities Commission (EEOC) provides different provisions to prevent discrimination in the workplace and enhance the ability of the employer to provide equal employment opportunities to every individual. Whereas employers find a screening of individuals important in ascertaining the fitness of an individual to different positions, it is important to assess whether such screening is created intentional discrimination. Sunshine Staffing has the responsibility of ensuring that all the prospective employees are given equal opportunities. One of the critical aspects of the EEOC provisions is that an employer should respect the cultural and racial differences of people in the workplace. In the search for a sales manager, the executive members should be professional in their conduct and their search. It is important that the employer refuses to initiate, participate, or condone discrimination from any individual within the organization (Bratton & Gold, 20154). Any race-based comment or culturally offensive comment should be avoided during the interview.

Although the EEOC stipulates that all people should be given an opportunity to the employment opportunity, Sunshine Staffing may eliminate some candidates on the merit of lack of appropriate health and physical abilities to undertake the tasks for the position of a sales representative. The EEOC Act requires that a company identifies the requirement of the position it wants to assign an employee work and assessing the ability of an employee to undertake the position. In light of the need for a client to travel around the country and meet the different clients, it is inappropriate to select a disabled person to the position of a sales manager because of the tedious work involved. In this context, Sunshine Staffing may be allowed to forego the requirement of providing equal opportunities. However, the human resource management should

include the reasons for the need for an employee to have the physical stability to the executive (Bratton & Gold, 20154).

When an employee is faced with allegations of infringing on the rights of the racially and physically minor people in the society, there should be a response to the EEOC. However, the management of the organization does not need to give such an explanation because there is no case against the company. Another aspect of the EEOC best practices that the human resource manager of the organization should consider is the effect of a criminal record of a prospective employee on his application. It is important for the sales manager to have the right record in the society by not having a criminal record. However, EEOC states that an arrest record does not constitute a criminal record and it is not a basis for exclusion from the employment (Mathis, Jackson, & Valentine, 2015). Additionally, a criminal conduct should have an impact on the employee's tasks within an organization.

Equal Employment Opportunities Commission has an intention of ensuring that a person is not discriminated against in the organization on the basis of physical ability, culture, race, or religion. However, Sunshine Staffing can assess some individuals and decide not to employ them because of the specific needs of the organization. Meeting the specific requirements of the Act is an important hiring aspect that will ensure that the recruitment process is a success. Bratton and Gold (2012) state that an employment agency or a recruiting department should assess the circumstances of a job position before deciding to segregate.

Screening Assessment

Employee screening assessment is part of the employee selection process that will take place after applications have been received. The first method of screening assessment will be based on the application letters, and resumes of the applicants and the human resource manager will collude with other executives to get rid of applicants who do not meet the prerequisite qualifications. One of the steps that will be taken is to exclude all applicants who do not meet the minimum education requirements. Additionally, the assessment will be based on the objective evaluation of the referees of the applicants who will provide basic information regarding the applicant. It is important that the applicants provide basic information that will enable the executive board of Sunshine Staffing to determine eligibility (Price, 2013).

To ensure that the employee who passes the screening assessment will be the best candidates for the sales manager job, the staffing organization may involve the services of an external examiner who will visit the different applicants and carry out a pre-evaluation assessment at their places of work (Price, 2013). Such an assessment will enhance the ability of the organization to get candidates with the best traits of the organization. Since Sunshine Staffing is an equal opportunities employer, the management will not base the screening evaluation of race, religion, or sex traits.

In addition to the pre-evaluation screening, the organization will use technological tools to assess the employees' acuity through aptitude tests and other tests that evaluate the efficiency and aggressiveness of the employee (Price, 2013). The human resource department will also carry out telephone interviews to enable the management to reduce the number of candidates who will attend future physical interviews. Using an online search, organizations can gather information regarding the applicants' personas.

Evaluative Assessment

Evaluative assessments determine the quality of individuals who an organization brings onboard. The management should be clear on the reasons for hiring the sales manager. One of the techniques that can be helpful in this employee evaluative assessment is the use of 360 Evaluation. Using this technique, the executive board will rely on the feedback from the employee's immediate supervisors and peers. The human resource manager will assess the feedback that the members of the department that the applicant worked in provide to assess the acceptability and compatibility of the employee to an organizational environment. Using this method, the management will learn the weaknesses and strengths of the applicant's relational skills (Mathis, Jackson, & Valentine, 2015). In this context, Sunshine Staffing will relate with the employers of the different companies to enhance the creation of an understanding of the traits of the applicants.

Another evaluation technique is through a test on the ability of the applicants to meet the sales goals of the organization. It is important that the management becomes aware of how the candidates can solve different situations of sales and customers. Human resource manager should engage other executives in selecting the employee who will enable salespeople to be focused in their undertakings and achieve their set sales revenue targets. Another evaluation assessment that should take place is an evaluation of an individual's motivation to facilitate the growth of sales through increasing the number of clients in the country. The evaluation will be through analysis of the connections and networks that the sales manager applicant has in the pharmaceuticals and engineering industry (Bratton & Gold, 20154). An effective sales manager should be an individual who should be able to build connections with other leaders in the industry. Such a network enhances the ability of an organization to get more clients.

Contingent Assessment

Contingency assessment is the last step of the external hiring process and is undertaken when the employee has met all the provisional requirements such as technical knowledge skills and communication skills. The assessment will be carried out to a candidate who has received a provisional job offer and upon success in the contingent assessment; the candidate will be affirmed as the sales manager. There are different assessments that the sales manager should pass to ensure that the company achieves its hiring objective in the position. Some of the contingent assessments include background assessment methods, drug testing, and medical exam (Bratton & Gold, 20154).

The human resource manager will carry out background assessment methods to determine the personal and professional references of the individual. Additionally, the manager will ensure that the successful candidate provided the legitimate certificates through analysis of the different original certificates provided during the previous assessments. In the staffing consultancy business, it is important to have individuals who do not have past criminal record because of the reputation that such record would have on the organization.

Drug testing and medical exams are also necessary to ensure that the individual can be able to travel around the country. Good health of a sales manager is a prerequisite of the individual who will be able to travel around and provide sales motivation to the employees of the company. In this context, the human resource manager should ensure that all the employees in the department are screened for drugs and physical health to ensure that the management can match the expectations of the law. The contingency tests are aimed at ensuring that the employee will be able to undertake the tasks and help in the achievement of goals and objectives of the organization.

Hurdles or Compensatory Approach

Before an employee signs the contract for the sales manager position, it is important to analyze the compensatory approach to ensure that the employee fits the job position that they are selected. Applicants should complete the whole selection approach with the contingency tests, and the executive should rate the candidates. The compensatory approach allows the human resource management to have a clear outlook on the candidates so that the employee who is selected is able to fit into the job position. Another importance of a Compensatory Approach of the selection process is the ability of the other executives to rate the sales manager and have a candidate who the other managers see as fit for the job. For instance, from the examination of the candidates, a finance manager in the organization may realize that a certain candidate will help the organization meet its revenue goals through saving on the costs. In this perspective, the candidate who is selected for the position should enhance the ability of the organization to meet its goals and objectives (Mathis, Jackson, & Valentine, 2015).

One of the hurdles that the compensatory approach of the selection process has is that the process will be costly and will take time to accomplish the selection process. In the context of Sunshine Staffing organization, it is important to ensure that all the executive members are available whenever a new candidate is assessed. The scores that an individual have should contribute to the decision that will be reached by members of the executive. The sales manager should be a person who meets both physical and communication abilities to help in achieving goals of attracting more clients in the organization.

Competitive Job Offer Letter

Sunshine Staffing
257 Walter Way
Greenway, NY 750784

Successful Candidate
Sales Manager
Kilgoris Consultancies
078078 University Way
Garrison Towers, NY 0843

Dear Candidate,

It is with great enthusiasm that I write to you regarding the job position that you applied for and went through the selection process. On behalf of Sunshine Staffing, I am pleased to offer you the position of Sales Manager that you applied to and successfully qualified. Let me take this opportunity to congratulate you on your successful completion of the interviews and success in the position. In the position, you will be an executive member and will report directly to the Chief Executive Officer of Sunshine Staffing.

Your compensation package includes the following:

- Annual basic salary of \$67,500 with first performance review within a year.
- Bonus opportunity of 5% upon increase of clients to over five within a year.
- Three weeks of paid vacation every year.
- All other benefits that accrue to executive members as outlines in the company's handbook.

This job offer will take effect upon signing of the different policies of the organization.

We are all delighted to welcome you to the team to enable the organization meets its projections for the next five years. Everyone was delighted with you during the interview process and we hope you will add energy to our team. You can direct any question to the HRM of the organization and will be delighted to answer.

Sincerely

SIGN

Managariol Seuze

Human Resources Manager.

Rejection Letter

Sunshine Staffing
257 Walter Way
Greenway, NY 750784

Successful Candidate
Sales Manager
Kilgoris Consultancies
078078 University Way
Garrison Towers, NY 0843

Dear Candidate,

We appreciate your interest in Sunshine Staffing for the position of Sales Manager for which you applied and were interviewed. After the executive team members reviewed the applications and the performance of all the applicants for the position, you were not considered for the position. We take this opportunity to thank you for the time and commitment to the staffing process of the organization.

We wish to reiterate that our organization is an equal opportunity employer and all applications were considered fairly without prejudice. We thank you for your confidence in the position and accepting to attend our interviews.

The executive members feel that you are qualified for other positions within the organization and encourage you to apply for the position. You have a probability of been considered in future selections.

We wish you every personal and professional success with your job search and in the future.

Thank you again for your interest in our organization.

Regards,

SIGN

Managariol Seuze

Human Resources Manager.

References

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AMACOM Div American Mgmt Assn.

Bratton, J., & Gold, J. (2015). *Human Resource Management: Theory and Practice*.

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