Memories Bridal and Evening Wear Sales Consultant Selection Process

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Why are we here today?

- Memories has grown significantly in the past 6 years, and will continue to do so.

- We need good Sales Consultants to be the front line of the business.

- Hiring promising consultants from the start can:
  - Decrease the employee turnover rate.
  - Increase new hire performance.
  - Decrease costs in time training and frequent hiring.

- Memories is always improving, and our selection process should too.
Job Analysis

- What is a Memories Sales Consultant?
  - Define the position

- Responsibilities/tasks of the job
  - Ex: greet customers and determine what each customer wants or needs

- Competencies required to perform responsibilities/tasks
  - Components of worker’s repertoire
    - Ex: oral comprehension and service orientation

- NOT an evaluation of the employee in the job
Realistic Job Preview

- They are a good match for us and we are a good match for them
- Communicates both positive and negative aspects
  - BEFORE offer of the position
- Highlights pieces not seen by an outsider
- Format:
  - Verbal (recommended)
  - Written
  - Video
- Better improve employee satisfaction
External Candidates and Selection

- First introduction to a candidate
  - **Resumes**
    - Company should do background checks
    - Difficult to compare applicants to one another
    - Should not be used as a sole source for decision making

- **Applications**
  - Good tool to compare applicants
  - Filtering tool- not too in-depth
    - Just enough to filter through minimum qualifications
Interview

- Two types of interview questions:
  - Unstructured – lack of reliability
    - Vary in form from person to person and depending on flow of conversation
  - Structured – reliable and valid
    - Base questions on job analysis
    - Should measure insights, skills, and abilities

- Two types of structured interview questions:
  - **Behavioral** – candidate has relative work experience
    - Asks about specific past experiences
  - **Situational** – candidates with less work experience
    - Asks about hypothetical situations
Decision Making

- Rate candidates against a defined standard
- Written materials - nominal rating of Yes, Maybe, No
- Screening tools
  - Screening checklist - written
    - Minimum and preferred qualifications - yes and no check boxes
  - Screening matrix - written
    - Minimum and preferred qualifications + compare to other candidates
  - Quantitative - interview
    - Scale of numbers to rate candidates in specific areas
  - Qualitative - interview
    - Individual summary of individual as a whole
- Good documentation and note taking
Proposal

Goal: Edit and reconstruct Memories selection process

1. Create a job analysis for the Sales Consultant position
   • Answer the question “What is a Memories Sales Consultant?”
     • Interviews
     • Collect job descriptions
     • Collect position contract
   • Completed analysis will include:
     • Thorough job description
     • Tasks and responsibilities
     • Competencies to fulfill job duties
Proposal Cont.

2. Create a realistic job preview (RJP)

- Highlight positives and negatives of the job
  - Ex: Positive- high emotional reward when helping a bride find her gown
  - Ex: Negative- because of high emotions of important events, there are heightened customer feelings and issues to deal with

- Interviewers should present the RJP to every candidate before an offer is made
  - Via verbal communication during interview
Proposal Cont.

3. Committee must define minimum and preferred qualifications
   Ex: Minimum – high school education
   Ex: Preferred – retail experience
4. Edit application to include only necessary information to sift through first round
   • Questions such as “Why do you want to work here?” can be deleted
5. Committee agree on what we are looking for in a resume
   • Shouldn’t be redundant of application
     • Eliminate viewer bias
6. Applicants will be placed in Yes, Maybe, or No pile based on application and resume
   • This means they met minimum qualifications and are headed to interview
Short Answer

What makes you an ideal employee for Memories Bridal & Evening Wear?

Describe a recent experience that best shows your ability to deal effectively with people.

Describe any sewing/alterations experience you may have.

Describe a recent project that you put extra energy into because you felt that it was necessary to go beyond what you were told to do.

Is there anything else you would like to share with us?
Proposal Cont.

7. Behavioral and situational interview questions to be created/selected
   • Based on new job analysis
   • Goal: answers to questions will allow interviewer to score candidate’s competencies for the position

8. Rating scale to be edited to account for competencies in job analysis

9. Screening checklist and/or matrix to be created
Question 2 (Behavioral)

Tell me about a time that a customer raised an objection and how you overcame that objection to close the sale.

<table>
<thead>
<tr>
<th>Question 2 Scoring Rubric</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Unacceptable</td>
</tr>
<tr>
<td>Fails to answer question</td>
</tr>
<tr>
<td>Explains a situation in which a sale was not closed due to ignoring objection</td>
</tr>
<tr>
<td>Explains a situation in which an objection was not handled professionally or respectfully</td>
</tr>
</tbody>
</table>
**Sample situational interview question for Memories’ Sales Consultant position**

**Question 1 (Situational)**

You're working alone on the floor. You have one customer in the store, the phone rings, and two other customers walk in. How do you handle it?

<table>
<thead>
<tr>
<th>Question 1 Scoring Rubric</th>
<th>1 - Unacceptable</th>
<th>2 - Acceptable</th>
<th>3 - Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Fails to answer question</td>
<td>☐ Take care of customers first and get to voicemail after they have been helped</td>
<td>☐ Say a quick “hello” to the new customers, wrap up conversation politely with current customer explaining that you will be back in a moment, help new customers in order of entrance, check voicemail once customers have left store</td>
<td>☐ Answer telephone before handling any customers in store</td>
</tr>
</tbody>
</table>
Sample rating scale/ Evaluation grid for Memories’ Sales Consultant position

NOTE: Only needed if there are competencies that are not assessed through behavioral interview questions

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nonverbal communication</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Oral communication</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Other observations:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Points:</strong></td>
<td></td>
<td></td>
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</tbody>
</table>
Sample of screening checklist and minimum and preferred qualifications for Memories’ Sales Consultant position.

<table>
<thead>
<tr>
<th>Candidate’s Name:</th>
<th>Rated By:</th>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Required Qualifications</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer service experience</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preferred Qualifications</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Retail experience</td>
<td></td>
</tr>
<tr>
<td>Knowledge of Point of Sale systems</td>
<td></td>
</tr>
</tbody>
</table>

List candidate’s other characteristics (additional work experience, special skills, etc.):

<table>
<thead>
<tr>
<th>Comments/Notes:</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Consider further?</th>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
</tr>
</thead>
</table>
Proposal Cont.

Owners, Store Manager, and Manager on Duty employees to be trained on:
- Evaluating applications and resumes
- Interviewing with behavioral and situational questions
- Using rating scale and/or screening checklist

This committee should meet to discuss number and steps of interviewing
- i.e. group, one-on-one, phone
- Trial and error over time
The expected results?

- A more reliable and consistent selection process
- Decrease the employee turnover rate
- Increase new hire performance
- Decrease costs in time training and frequent hiring

Should begin tracking metrics to assess and change selection process plan accordingly
Thank you for your time and consideration!