

OPERATIONS GUIDE

HIRING

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Introduction

Gone are the days where hiring was just a matter of getting warm bodies into seats, on the phones, working accounts. Agency owners can't play that kind of numbers game. Having *one* wrong person on the phone can spell countless dollars in lost revenue. All it takes is one compliance slip.

"I've never been a fan of hire 20, hope to keep five," Wally Steele, industry veteran, shared in an *insideOperations: Best Practices in Hiring* webinar. "My view on it is that you need to take the time and do your due diligence up front. If you take the "Hire 20/Keep 5" approach, you're not doing your fiduciary responsibility to your agents, your clients and your co-workers. Your agency's at risk if you start hiring anyone off the street and hope they stick. You're going to get sued, you're going to lose clients, you're going to lose revenue and you're going to lose your reputation."

The people that you hire for your call center are the first interactions most consumers will have with your agency. They are the stewards of your company's philosophy, and, in a way, are in charge of your reputation. They have more touch points than anyone else in your organization – and this can put your company *and* your clients at risk.

Over the course of the last 10 or 11 years have been integrally involved in the training; even when I was with director of operations, oftentimes I was doing either the second interviews or training the interviewers on questions to ask. Identifying talent and pulling diamonds from the rough is a huge component of being successful in this industry, and it's something that we've spent a lot of time and effort in trying to identify the type of person that we want to be bill collectors for Sentry Credit. So, I think I can share some of that with everyone.

John Burke
Sentry Credit

It's key to make sure that the people that you're hiring are representing your company and your clients in the best, most compliant manner possible – and are keeping what's important to all of us first and foremost when they're picking up that phone to either make an outgoing or an incoming call.

It's critical that you go through the process and take the time to vet candidates properly to make sure that the people that you're putting in the seats are the ones you want to keep there.