



SECRETS *to*
— SUCCESSFUL —
REAL ESTATE TEAM
RECRUITMENT

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◆ Recruitment 101

Just as hot real estate has caused a surge in property value and is known as a seller's market, so too goes the market for real estate assistants and/or other real estate employees. They are as scarce as cheap homes in Toronto and if you know that market at all, you know exactly what I mean! Technically, a seller's market in recruitment is known as a candidate's market. After all, we're talking about people, not property. But whatever you call it, the state of the market is leaving realtors gasping for air.

For a top performing realtor in the luxury market, looking for an assistant who is articulate, intelligent, detail-oriented, well-versed in real estate paperwork, who has a vehicle, and experience in luxury real estate, is even more difficult. The law of supply and demand dictates that the salary for such an individual will rise according to demand. The more requirements listed that need to exist in one individual, the rarer the pearl and therefore the higher the salary that candidate will earn.

In real estate, as in many other businesses, recruitment is just as important as sales. As your business grows, your team needs to grow as well. Finding the right balance between growing your sales and your team is tough enough; finding the right candidates to get the job done is a whole other ball game.

As recruiters, business owners, and former hiring managers, we have over 20 years of recruiting experience in both corporate and small business settings. We have designed this guide to help you understand the recruitment life cycle, the dos and don'ts, as well as strategic tips and tricks to take your team growth to the next level.



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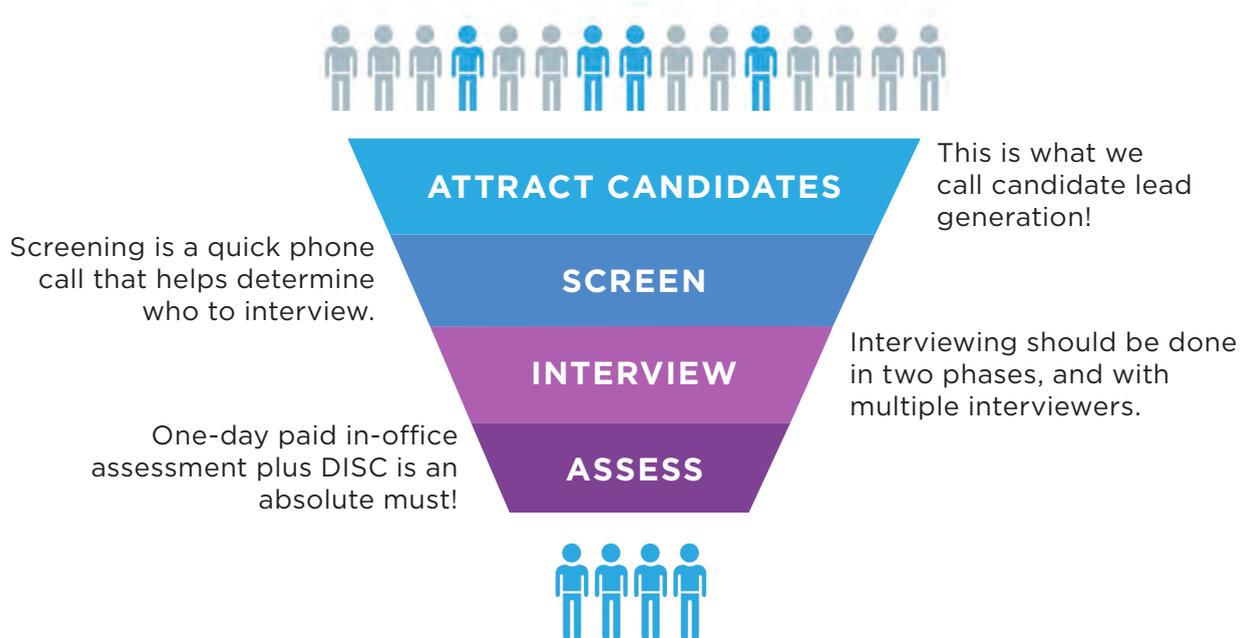
Let's get started.

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◆ Introduction to the Real Estate Recruitment Life Cycle

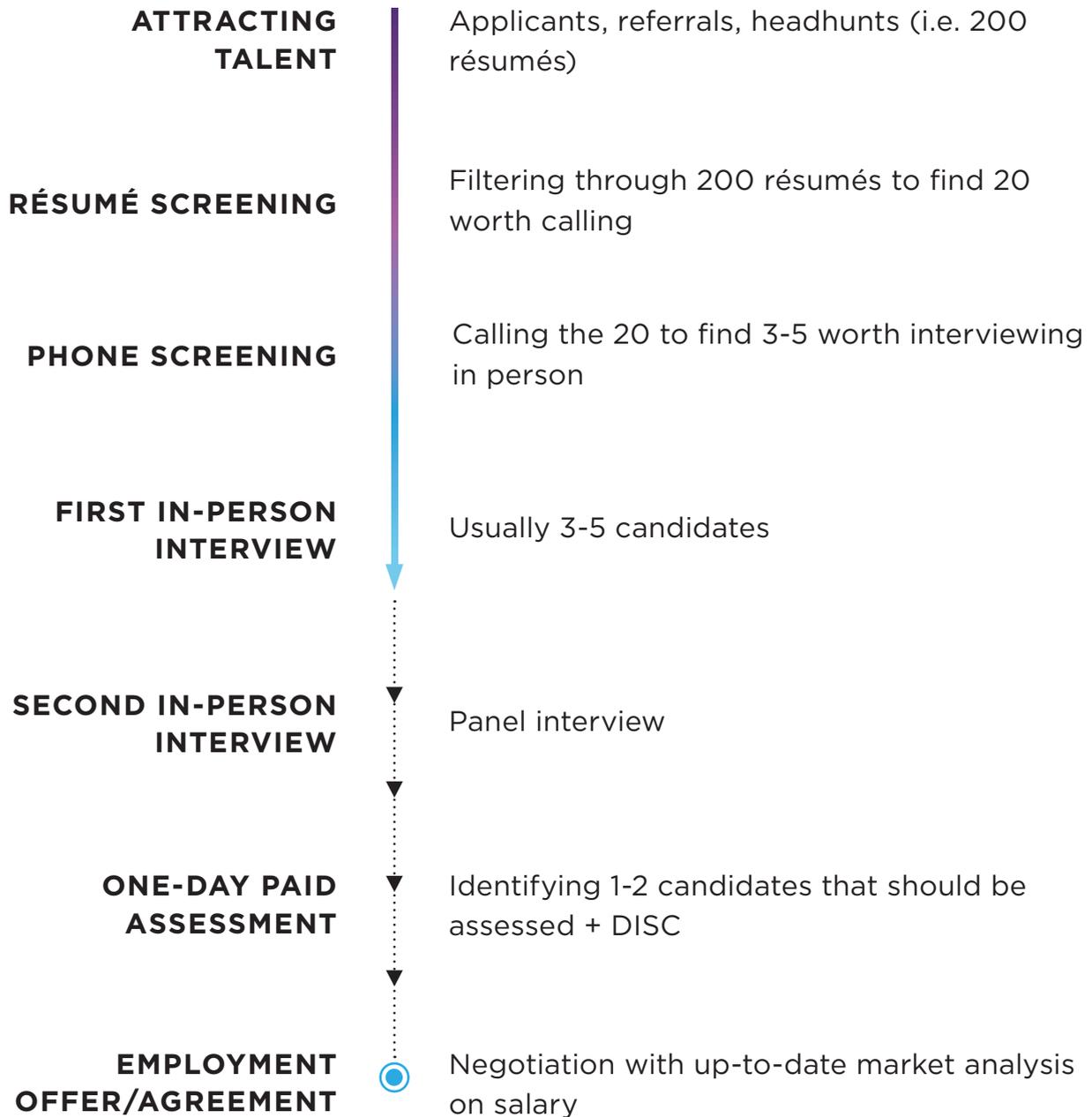
RECRUITMENT FUNNEL



Real estate recruitment and real estate sales have a lot in common. Like sales, you always begin with lead generation and, in recruitment, those leads can come from a number of sources. Attracting talent can come from having a powerful brand (where candidates seek you out), job postings, referrals or headhunting.

Interestingly enough, headhunting is the only strategy that opens up an entirely untapped market segment. But we'll discuss this later on in the book.

The real estate recruitment funnel almost always looks like this, with a 28-40 day lifecycle:



◆ Team Structure: Who To Hire ◆ First When Building a Team

If you thought that “what came first: the chicken or the egg” was a complicated riddle to solve, whom to hire first has proven to be even more complicated and rightfully so.

As a realtor’s business grows, there will come a point where the volume of work exceeds the realtors’ ability to fulfil all the requirements. That bottleneck seems to happen at around the 40 - 50 annual transactions mark. Most realtors will ask: should I hire a buyer agent or an assistant? If I hire an assistant, should they be licensed or unlicensed?

This is where clarity comes in real handy! Write down all the tasks you are currently fulfilling. How many hours a day are you currently working? How is that time divided? How much of it is sales? How much of it is administrative work? How much is licensed field work that isn’t sales (sitting in home inspections, measuring homes, staging and so on)? How much of it is listing coordination (calling photographers, stagers, painters, sign company, etc)? How much of it is marketing (posting on social media, writing blogs, feature sheets)?

Once you have clear picture of where your time is spent, then you will begin to see what needs to be offloaded to another person.

Now, my recommendation for your next hire will heavily depend on how you answered those questions. If the majority of your “busyness” stems from sales/showings because your real estate business is more “buying”, then bringing on a buyer agent to support your buying clients would be the smartest

first hire. But if your business is primarily listings, and all the marketing and coordination and client care that comes with it, then an assistant/marketing specialist might be your best bet. Again, there is no 'one size fits all' answer.

For some clients, I recommend a licensed assistant that can relieve them of the field work and in-office paperwork administration. For others, I recommend an unlicensed assistant with a knack for marketing. And occasionally, I recommend a buyer agent who can assist with clients on a commission split but can also support the administration workload for a salary.

The perfect organizational structure for a real estate business is one where all the following hats are worn by someone BUT they cannot be worn by one person alone:





SALES

Converting prospects into clients.



LEAD GENERATION

Taking internet/sign call inquiries and turning them into prospects.



ADMINISTRATION

Ensuring all offers, waivers, CMAs, etc. are completed in a timely manner with accuracy.



MARKETING

Creating the funnel of people that call in, email, and refer leads to you.



LISTING COORDINATION

Managing a client's listing once it is signed up (photography, measurement, description, sign installation, broker loading, etc.).



CLIENT CARE

Taking care of clients' needs before, during and after the sale.



BUYING REPRESENTATION

Taking clients out to see homes, educating, searching.

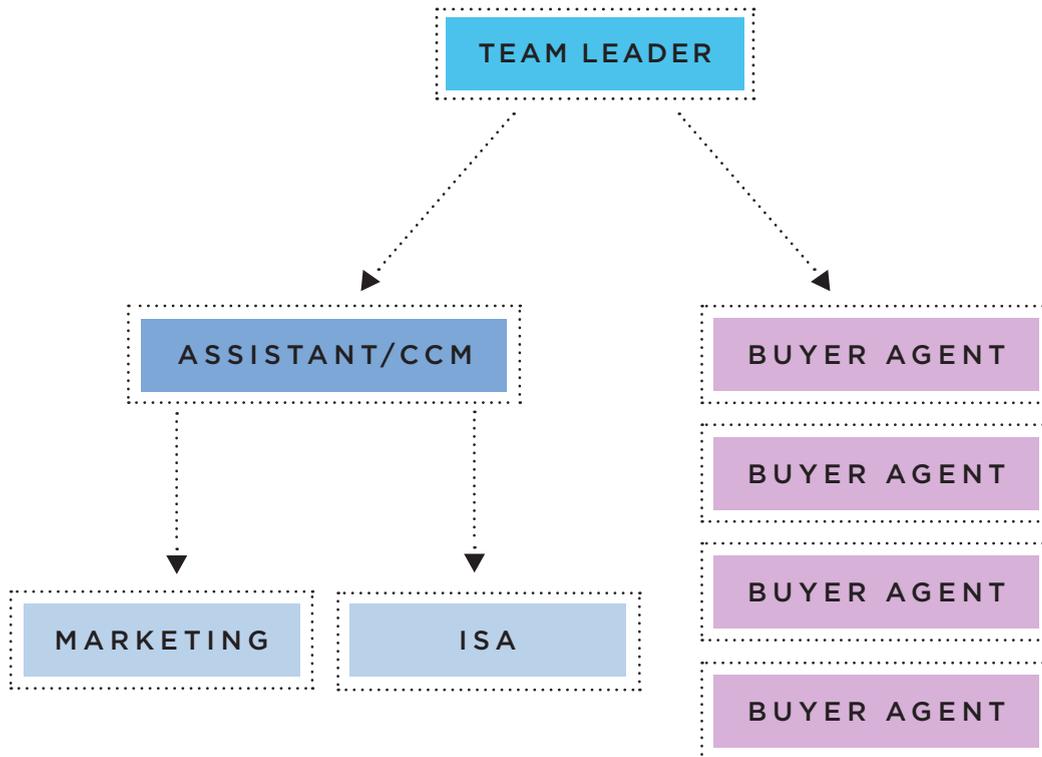


ACCOUNTING

Ensuring expenses, invoicing and payroll are taken care of.

Some of these tasks can be contracted out to other people or businesses that support a realtor and others can fall under the domain of a full time assistant, who can take on many of these hats.

By creating a structure that allows the realtor to focus primarily on sales—or lead conversion, which is what they do best—the remaining tasks can be delegated to a team, internal, external or some combination of that. As a team starts to grow, it should start looking like the organizational chart below.



◆ ◆ Independent Contractor Versus Employee

First off, you need to know the difference to avoid a run-in with the Canada Revenue Agency (CRA)! When a realtor is looking to hire a candidate, the first thing we need to figure out is: will this person be an employee or an independent contractor. Sometimes both candidate and realtor prefer to go the contract route: it's less effort and expense for the realtor and has a greater tax advantage for the candidate. But the only arbiter who matters at the end of the tax year is the Canada Revenue Agency. If you think you've hired on contract but the CRA thinks you've hired an employee, you could be on the hook for quite a lot of expenses that you hadn't planned on.

Let's take a look at the good, bad and ugly of both options:

Hiring a contractor, instead of an employee, means among other things, a lot less paperwork, no payroll management to deal with deductions of income tax at source, CPP/QPP/EI; in fact, no employer portion EI at all.

Hiring an employee means all of that paperwork and more, when you factor in vacation days and benefits, neither of which are provided for contractors.

For the contractor, there are a variety of advantages, including deduction of business expenses, business-use-of-home expenses (for those that work from home) and so on. The downside is that there are no sick days, vacation days, or EI benefits for maternity leave or layoff.

As you can see, there's good and bad to both options. Where things go

off the rails for some realtors and contractors is when the CRA determines that the 'contractor' the realtor thought they had working with them was in fact an employee. All of a sudden, there are unpaid taxes to be factored in, CPP/QPP/EI premiums, and so on.

How does CRA decide that a contractor is in fact an employee?

At a high level, there are four indicators that CRA looks for. Call it a contractor litmus test!

● **CONTROL**

Does the contractor have control over where, how and when they do the work? Or does the realtor require them to be in the office for a set number of hours each week, with direct control over the work being accomplished? If the former, they are a contractor. If the latter, they're an employee.

● **OWNERSHIP OF TOOLS**

Who owns the equipment used in doing the work? For example, if an assistant needed a phone, laptop and internet access, who bought and paid for those items? A contractor would pay for, and own, their equipment. An employee would have those provided and owned by the realtor.

● **PROFIT/RISK OF LOSS**

If a candidate can make money, hire her own assistant, market her service to other people, incur a bad debt from an unpaid invoice, have to pay the cost of broken equipment or generally cover the costs of operating, including phone lines and internet, they are a contractor. Basically, the question is whether they are incurring financial risk or not.

● **INTEGRATION**

A contractor with only one client is a de facto employee, according to the CRA.

Another way to distinguish a contractor from an employee is in the existence of a written contract that clearly stipulates the first three items from this 'test'.

Looking at the specific example of a realtor's assistant, the difference in whether the assistant is a contractor or an employee relates to whether they engage in this service for more than one real estate office, are able to work when and where they want as opposed to working in a designated office, and are paying for all their own tools to do the work. Any one of these indicators on its own is not enough to determine work status. It's really an accumulation of all of them, to give an overall view as to how the assistant engages with the realtor. Please Note: Buyer Agents would not be considered employees.

In the end, if a realtor wants to have control over the what, where and when of the work being done, they need to hire an employee. It's more work at the front end—setting up payroll, for example—but it can save you a lot of time and money at the back end. Most brokerages help real estate teams with their payroll management, so make sure you ask your broker.

Another important secret is some candidates lose interest in a position that is contractor only. They know that they won't receive sick days, stat holidays or paid vacation, and the sense of security that EI provides, should they lose their job. All of these factors can deter a candidate from considering your position.



◆ Attracting Talent: ◆ Job Posting

One of the most traditional forms of attracting talent is to post a job (paid or free form of advertisement on a well-established job board, newspaper, college, or university). Job postings can be very effective when a few conditions are met.

IT'S ALL ABOUT THE DETAILS!

A well-crafted job description is vital to the success of attracting high quality candidates. Similar to a property listing, the price, location and details that sell the features and benefits are the only way to attract the right candidate. This is one place where clarity counts! Use one line per task / duty required, avoid jargon or acronyms unless they are well known in the industry and make sure your job titles are industry specific. We'd all like to be known as "Queen of All Things" but that doesn't look professional in a job listing or on a business card.

1

KEEP IT SHORT AND PITHY

Yes, you want details. No, you don't want a novel. Keep it to the point.

2



3

SELL YOURSELF

As much as they are applying for the job, giving a candidate a good sense of what kind of company they are interviewing with is important too. Comfort and fit is a two way street.



4

WHERE YOU POST THE JOB MATTERS

A posting needs to be advertised/posted on media channels that have exposure to the right target audience. Knowing where your ideal candidate hangs out is very important to how best to communicate your message out to them.



5

HAVE REALISTIC EXPECTATIONS

There is nothing more unattractive than a demanding job description, requiring 15 years of customer service experience, 3 years of sales and a salary range that is equivalent to a phone receptionist.



6

MAKE THE SALARY PUBLIC KNOWLEDGE

Would you show your client a house without the client knowing the asking price? Nothing is more embarrassing for realtor to attract a \$70,000 candidate with the statement “competitive remuneration” only to let them know at the first interview that the salary range is \$45,000.

◆◆ Attracting Talent: Headhunting

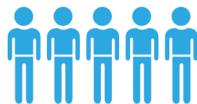
Headhunting, in my humble opinion, is where the real talent can be found.

Here's how:

Imagine you have a client that wants to buy a house in XYZ area of your major city. There are only three homes listed for sale in this area, but there are 1000 homes in the neighbourhood. If you only took your client to see the three homes, and they purchased one of three, would you honestly feel like they bought the best home in that neighbourhood? Probably not.

Likewise, headhunting is about accessing everyone available in that market: those actively looking and those happily employed. Your goal is to attract the best talent and then hire them. Keep in mind, not everyone who is actively looking for a job or is unemployed will be the best hire for your company. Accessing a candidate pool of happily employed, not actively searching, qualified candidates has actually proven to be far more successful. These candidates are much harder to find, but well worth the hunt.

**Candidates
actively looking
for jobs.**



**Happily employed,
qualified candidates,
not actively searching
and applying to jobs.**



◆ Job Description: ◆ Dos and Don'ts

The key failure to hiring in real estate, or any other business area, is unreasonable expectations.

When entering into any relationship, there is usually a set of expectations on both sides. These expectations are built from past experience and interactions with others.

Reasonable expectations are learned and essential in real estate hiring, but you need clarity about your business to achieve this.

Having clarity in your vision will further your business. The employee will have clarity on what tasks need to be accomplished. With your vision in mind, this will further your business and alleviate your workload.

Google spent a lot of time studying why some teams work, and others didn't. Chief among the results was that the effective teams had:

1. **Structure and clarity** — they knew what the goals were and what their roles were in achieving those goals. This would include the need for realistic expectations.
2. **Stability and safety** — team members who feel like the business is on rocky footing, or isn't stable, won't work well. Everyone needs to know that they are safe.

Of course, you can never discount the importance of competitive compensation and work life balance. These are things that many candidates look for in addition to the more intangible characteristics of a solid team.

It's one thing to be a successful realtor but it requires another layer to be a leader who hires and manages employees who will stay for years to come. Why do they stay? Because you have taken the time to nurture them. In return, they will take excellent care of your clients, which are the bread and butter of your business.





SAMPLE JOB DESCRIPTION

Position: Real Estate Assistant (Unlicensed)

Experience: Minimum 3 years experience as a real estate assistant

Location and Salary: Toronto, \$50,000 (3 weeks vacation)

This position is best suited for a multi-tasking individual with excellent customer service skills. You will be responsible for administrative and marketing tasks in this fast-paced real estate office. To be successful you must have an enthusiastic and professional telephone manner and truly enjoy dealing with people.

RESPONSIBILITIES

Administrative: Assist the Realtor with setting appointments, preparing email correspondence, report updates, filing, setting up marketing materials, dropping off and picking up offers, and amendments.

Purchasing Transactions: Help provide services that assist the Realtor in Buyer acquisition and retention. Help develop and provide services that assist buyers from the initial call right through to the offer process and closing.

Lead Conversions: Help provide services that assist the Realtor

in obtaining listings, including preparation of pre-listing folders, listing presentations, Comparative Market Analysis (CMA's) and follow-up services.

Listing Transactions: Help provide services that assist the Realtor in getting their listings to market including preparation of listing paperwork, schedule of events, appointments with service providers, building websites, investigating legal and zoning issues and preparation of all marketing materials.

Customer Service: Develop and implement plans to strengthen the relationship between the Realtor and their clients/prospects on the database to help maximize sales and referrals. Assist the Realtor in satisfying any client-related requests for information or services.

COMPUTER SKILLS:

- Nice to have: WebForms, Top Producer, Realtor Link, EasyOFFER.
- Microsoft Word, Excel, and Outlook
- Facebook, LinkedIn, Instagram and Twitter

QUALIFICATIONS:

- High aptitude for numbers and working with numbers
- Superior communications skills (written/verbal)
- Ability to proof brochures, write correspondence, handle inquiries
- Extremely strong interpersonal and customer service skills
- Ability to multi-task and juggle many priorities
- Own transportation considered an asset

◆◆ Hire Slow, Fire Fast

Hiring slow means having an effective, consistent and documented process to ensure that you are getting the candidates you want, and not hiring just any warm body because they showed up for the interview. The single biggest way you can improve the quality of your hires is to improve your hiring process. But how?

● Know your business goals

If you don't have a grip on your long and short term goals, it's really difficult to hire the right people to achieve them. Your job descriptions, job opening ad wording, interview questions and so on, all need to be geared to your business goals. If you're hiring a real estate assistant and your business goal is to free up 20% of your time from doing administrative tasks so that you can improve sales by the same amount, you need to look at what tasks are taking up all of your time, what you can offload from your desk and what skills a person would need to be able to take those tasks on. Within that list is your ideal job description.

● Know your ideal candidate

Look at your past hires and make a comprehensive list of the qualities that made them good (or bad). Be as detailed as you can as to the attributes that you found to be most useful and effective so that you know what you are looking for with your latest hire. If you've never hired in that specific role before, figure out more general attributes that you consider to be vital to the role. Talk to other realtors and ask them what qualities they found most important in the role you are

hiring for. Doing this will help you clarify your needs and to see the right candidates more clearly.

● **Remind yourself that a candidate is like a customer**

Don't be like the employer who thinks that just because they're doing the hiring, and the candidates want the job, that they can treat people poorly: no communication, no getting back to someone after the interview, no feedback. If you treated customers this way, they wouldn't be customers for long, so take the same approach with candidates.

An applicant who feels valued throughout the process will give back tenfold. There's no upside to damaging your reputation, or that of your real estate office, by being 'that employer'. If you feel you don't have time to be communicative, outsource your hiring process to recruiters. We have the processes you need in place and are focused on ensuring that every placement is the best possible one, for both the client and the candidate.

● **Hire in a timely fashion**

Hiring is very similar to buying a home. You cannot expect the house to remain on the market just because you still want to see more homes. Likewise, great candidates are hard to find. If you find one, be quick to interview and assess to determine if the candidate is the best hire. Do not drag the recruitment process on for weeks. It frustrates candidates and most will walk away from the opportunity because the realtor will come across as uncertain and indecisive. If you know you are not interested in a candidate, inform them. Do not leave them hanging just in case you may need them if all else fails. No one wants to feel like a spare tire. Hire slow means conduct the screening, interviewing and assessment all within 10 days. It does not mean hiring from the first interview nor does it mean prolonging the hiring process until you have interviewed every applicant.

● When is it time to fire?

So what's my formula for determining when to fire? Here are 3 things you need to consider:

●▶ **THE 3-MONTH PROBATIONARY PERIOD**

3 months is long enough to determine whether or not a hire is going to work out. This is the time to train and assess. Inaccuracies in work, attendance issues, what the hire claimed they knew and skills they said they had versus what they really know and can do. These are all the issues and concerns that can arise in the first three months that should never be ignored. They are warning signs and if the hire is given notice to improve, once, even twice, and yet there is no improvement? It's time to pull the plug.

●▶ **MUTUAL BENEFIT**

You are investing thousands of dollars in salary and training, which benefits the employee, but are you getting your money's worth? If you hired someone who is entry level and you expected to have to train, then give it 3 months. If you hired someone with experience, who was supposed to hit the ground running and you are paying a premium salary, then pull the plug faster. Premium salary and training is a win for the hire, but not a wise investment if the candidate is not performing.

●▶ **PERSONALITY**

If you discover that the hire was dishonest during the interview, claiming they knew how to do a CMA but couldn't actually do one after being hired, that is enough to dismiss an individual. Character flaws like dishonesty, blaming others, thinking they are better than their co-workers are not characteristics that can be improved, so don't waste any further time or money.



- ▶ The new hire has been a huge asset to the team, pulling their weight and really adding value, BUT... they do something that drives you nuts, like showing up late, or forgetting to close cabinets doors etc. These are things that can be overlooked, or worked on, because we're all human and carry our own imperfections with us.
- ▶ The person you hired is inexperienced, you haven't invested any time in training them and they've been very resourceful to teach themselves but they are still not up to speed. Give the hire more time and give them YOUR time to teach them how you like things done. Don't expect the hire to know everything without your input. Nobody is a mind reader.
- ▶ Your hire is weak in one aspect of the job, but that aspect is not a core function of their role. For example: they are amazing at brokerloading and writing offers but not so great at writing content for your feature sheets. There are tasks that you can remove from their list of responsibilities so that the position is more tailored to their strengths as opposed to setting them up for failure. Giving them tasks that are of lesser value, that can easily be given to someone else or outsourced, isn't necessarily the smartest investment. Don't lose a great hire by overburdening them with too much work that results in their failure. Set your hire up for success.

◆ Screening, Interviewing and ◆ Assessing + Interview Questions

Screening through résumés may or may not be on your to do list, depending on how many applicants you actually have. As recruiters who review résumés all day, we've devised a few tips and tricks that will help you to decide whether to put a candidate in the "call" or "do not call" pile.

- Read through the résumé. And we don't mean a 7-second glance. Actually read to see if the person is articulate, redundant, makes spelling or grammatical mistakes, and if their résumé is well thought out or just slapped together.
- Identify what you like and dislike about the résumé.
- Does the person live locally or a far drive from your office?
- How often have they changed jobs, and how long have they lasted in each position?

Once you have thoroughly examined the résumé (approximately 3-5 minutes), now you are ready to actually call the candidate. The best way to assess the candidate from all angles is as follows:

- 1** ● **Schedule a phone interview**, so that you can hear their voice and phone mannerisms - see how the candidate carries a conversation. Ask about past jobs, and why they quit or were dismissed. If the candidate passes the phone interview (15 minute investment), then you can move on to step 2.

2

Schedule an in-person interview, where you can get to know them better, drill down on experience and behavioural assessment. (Use our questionnaire found in the next section) (1 hour investment)

3

Schedule a paid in-office assessment where the candidate works for you for a day, to showcase their smarts and abilities. (4-8 hour monetary investment)

4

Reference checks (calling former employers) to see if they would hire the candidate again if given the choice, what they valued and where they found the candidate needed to improve.

This is our sure-fire process. If you don't like the candidate when speaking with them on the phone, you can cut the call short and it ends there, with minimal time invested.

If you do like the candidate, you can continue to move them through your hiring process, so long as they are passing each stage with flying colours.

Candidate Name:

Date:

When answering the following questions, see which of the following personality traits apply.

Personality Check List

- | | |
|---|--|
| <input type="checkbox"/> Is he/she a complainer? | <input type="checkbox"/> Works independently (not a team player)? |
| <input type="checkbox"/> Does he/she make excuses? | <input type="checkbox"/> Irresponsible (missing deadlines)? |
| <input type="checkbox"/> Does he/she lack enthusiasm? | <input type="checkbox"/> No Initiative? |
| <input type="checkbox"/> Does he/she not help others? | <input type="checkbox"/> Doesn't ask questions - not willing to learn? |
| <input type="checkbox"/> Gossip? | <input type="checkbox"/> No growth - no investment in self? |
| <input type="checkbox"/> Liar? (can you detect any lies?) | <input type="checkbox"/> Distracted - can't focus, easily distracted? |
| <input type="checkbox"/> Is he/she a know-it-all | <input type="checkbox"/> Disengaged from previous employers? |

1. Describe your typical work week.
2. Describe your ideal work environment.
3. Of all the past employers you have ever worked for, who was your favorite boss and why?
4. Of all the past employers you have ever worked for, who was your least favorite boss and why?
5. If you can have any job in the world, what would you choose?
6. If I were to ask your manager about your strengths, what would he or she tell me?
7. If I were to ask your manager about the things you need to improve, what would he or she tell me?
8. If you were awarded this position, what do you think your greatest challenge will be? How will you overcome it?
9. What are you looking for in your next employer to be happy and fulfilled?
10. What are your expectations when it comes to salary, vacation, benefits, hours etc.?
11. What do you like AND dislike about your previous/current job?
12. Describe the worst customer or co-worker you have ever had and tell me how you dealt with him or her.

◆ DISC and Other Personality ◆ Testing Tools

Ask a fish to climb a tree; the result will be exactly what you would expect!

The same is true for certain personalities taking on particular job roles. For example, it takes a very special personality to do well in sales and, on the flip side, a successful salesperson doesn't usually make a great administrative manager. An accountant is not well suited to sales but a salesperson is often not focused on the nitty gritty details.

Do you ever wonder why people are great at one job, while others struggle in it? It isn't experience or job knowledge; it often comes down to personality.

Personality testing is a billion dollar industry—the well-known Myers-Briggs generates \$20 billion annually alone—and it can be very helpful, but despite its popularity, it's not the holy grail of hiring. It's simply one tool in a much larger box that allows recruiters and hiring managers to get a full picture of the candidates they are considering.

When used to identify strengths and work preferences, personality tests can be very helpful in ensuring that a candidate will be a good fit for a certain environment or role. When personality tests are used to screen out certain candidates, they can be very limiting, screening out potentially great fits over an aspect of personality that is not actually relevant to the job at hand.

While categorizing people CAN be flawed, there are some 'general rules' about personalities and job fit that are more or less universal:

If you categorize people based on four sets of characteristics, as Paul

Tieger does in his book *Do What You Are*, you can quickly see what kind of personality traits work with which roles.

The four sets of characteristics are:

- **Interaction with the world:** extrovert or introvert
- **Absorption of information:** sensors (practical problem solvers) or intuitives (creative problem solvers)
- **Decision-making:** thinkers or feelers
- **Organization:** judgers (rule followers) or perceivers (spontaneous)

A combination of one trait from each set helps to determine suitability in certain roles. For example: someone whose personality is evaluated as being introverted, intuitive, feeler and perceiver is seen as “a sensitive idealist motivated by their deeper personal values.” In practical terms, those traits equate to jobs like: writer / editor, physical therapist, graphic designer and psychologist.

Another example? Someone who is extroverted, sensor, feeler and judger is seen as: “Gregarious traditionalists motivated to help others”. The jobs? Social worker, loan officer, nurse or... yes indeed, sales representative.

Ultimately, I am a firm believer that some personality types won't survive in some employment situations. Take successful realtors, as an example. They can generate many millions of dollars worth of sales, but some cannot keep files organized. Attempting to fit a sales oriented personality into an administrative role is like asking a fish to climb a tree! There are many examples where it's clear that the person doing the job needs to focus on that area where they are successful, not be tasked out to do other roles that don't fit into their wheelhouse.

Some skills from some job functions might be transferable, but there is a bigger question at stake when evaluating a candidate: is the entire package that a person presents (skills, experience, personality) going to make a successful transition? That's where your focus should be when hiring.

◆◆ Employment Offer and Agreement

Once you've decided that a candidate passes muster, it's time to make them an offer! Generally speaking, an offer letter should be made in writing, though you can certainly call them first to make sure they're still interested! The letter should contain, among other things:

- The job title for the role they are being offered.
- Probationary period being included.
- Salary and a brief outline of benefits.
- Start date/time and location.

You can also include an employment contract with the letter so that the candidate has the ability to review it in detail before signing it. Having a written contract is an essential first step in keeping reasonable documentation on file about your employee. Like a marriage, a job relationship can lead to divorce and you want to be ready for that possibility. Down the road, if you ever need to renegotiate their role, or terminate outright, your hire will not be able to say that they weren't aware of your terms and conditions of employment.

Believe it or not, just like during the offer negotiations of a house, many employment agreements end during the offer stage. Candidates and employers can't agree on salary, vacation days, how much notice to give before quitting, non-compete agreement and so on. These details are important enough that they need to be spelled out and agreed upon before the work relationship commences. We prepare these documents for all our clients and usually attach a job description to the employment agreement to ensure that both parties understand what they are signing up for.

◆◆ Happy Employees and Employment Longevity

Take care of your employees and your employees will take care of your business.

You've probably heard this many times but rarely seen it in practice, as you walk through hallways of brokerages and teams. Why is it so hard to find an employer that can treat an employee well?

Employment relationships, like all relationships, usually come with expectations from both sides. Sometimes, realtors or managers have a sense of entitlement, proclaiming that since they are paying the salary, the employment terms should be based entirely on their needs and wishes. On the flip side, candidates often feel that if the realtor wants to hire them, that the employment terms should be totally focused on their requirements.

What both sides need to understand is that it can't be one or the other. Like all relationships, the union of two individuals or organizations needs to be mutually beneficial and a win-win for both parties, otherwise it starts out as, and continues to be, an oppressive relationship for one or the other.

Secrets to a successful employee-employer relationship:

1

INVEST TIME TOGETHER

Something as simple as a morning chat before starting the day goes a long way. Don't treat every minute like a

dollar, not wanting to spend any minute on just chatting and catching up on life outside of work.

2

BE GENEROUS

Give compliments, gratitude, different way of showing appreciation (both non-monetary and monetary).

3

TEACH, SUPPORT, FORGIVE

Support your new hire as they learn the ropes. Teach, support and forgive when they fall short. It's really that simple. Your attitude is the key to your success and their ability to thrive in your environment.

4

EMPOWER YOUR HIRE

Give them autonomy, responsibilities, and room to spread their wings. Don't micromanage otherwise they will feel incompetent and not trustworthy, beating down their confidence.

5

HAVE MERCY

Your new hire wants to make you happy, and may go above and beyond to serve you and your business. Don't abuse that privilege by adding more and more to their workload just because they are generous enough to work additional hours without pay.

This means you need to be mindful of their time, what you pay them and what you ask of them. Money isn't everything and respect goes a long way if you expect it to be mutual, but it's nonetheless important to be aware of legislated employment standards.

◆ Employment Standards

◆ Act: Know the Rules!

In order to stay within the rules as an employer, you need to be aware of employment standards that are legislated at a provincial level. These regulations include everything you need to know from vacation days, pay and statutory holidays to minimum wage and maximum hours of work.

For example, did you know that you're required to allow your employees to take a maximum of 10 sick/personal emergency days per year, two of which must be paid? Do you know what the Ontario statutory holidays are and what you must pay an employee who works on one of them?

This essential information is available on our website, so take a look and get familiar with the rules that apply to your business: www.agentc.com/employment-standards.

Successful Real Estate Recruitment



Employment Standards Act: Know the Rules!

◆ ◆ How Other Successful Teams Hire!

Renowned as the **Real Estate Recruiter™**, we've carved a niche of being the BEST and MOST RELIABLE recruitment strategy for some of Canada's most prominent real estate teams and brokerages. Established in 2013, AGENTC has grown organically through repeat business and referrals that have quickly propelled us to the forefront, for all real estate recruitment needs, both for teams and brokerages.

Recruitment, like real estate, is a business of nurtured relationships, and cannot be heavily dependent on technology. It is a specialized skill to hunt and match talent with the right opportunities. A job listing, just like an MLS listing, is a tool and doesn't always yield the exact target you are looking for. This is why experience – the human factor – can never be replaced by technology.

Sourcing, screening, qualifying, and interviewing are just some of the steps we take to ensure that we are uncovering hidden talent that possess both skills and the right attitude to be successful in this industry.

● How Does It Work?

It's pretty simple. We go through a process beginning with a 15-minute discovery call, where we assess your needs and wants with respect to your ideal hire. This is then drafted into a reference document for you to proof. Once approved, we send you a written agreement that stipulates you will pay us upon a successful hire for the completed job. That's it!

● Why Use AGENTC™

We hunt, we never chase. Finding the perfect candidate for the perfect client is not an act of coincidence. It is a clever strategy of seeing beyond résumés and job descriptions—it is all about understanding the nuances of human interdependence.

As human beings, we cannot be summarized into a two-page résumé, nor can the realtor's business needs and expectations be summarized into a one page job description. Someone has to invest the time to learn more about each party. Someone has to be dedicated to understanding the intricate details of a realtor's business. Someone has to know how to hunt, sift, screen, assess candidates with a keen eye for detail and nuances for what is said and what is left unsaid. That someone is AGENTC!

● Our Contact Info

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 [@AgentCRecruits](https://www.facebook.com/AgentCRecruits)

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 [@agentcrecruits](https://www.instagram.com/agentcrecruits)

TESTIMONIALS



“I’ve been a realtor for over 30 years. At the National Chairman’s Club event, I was surprised to learn from the other realtors that they were using AGENTC to hire their real estate assistants. Boy, I wish I knew about you guys sooner. Thank you for hiring my Buyer Agent and Licensed Assistant. You guys are wonderful.”

–Realtor, Royal LePage Real Estate Services

“I’ve learned the hard way of what not to hire and I’ve experienced first-hand why I can never go back to my old ways of recruitment. AGENTC has been instrumental in helping me find an assistant that is competent, professional and capable of handling the competing priorities of a busy real estate team. Recruitment can be so stressful, but having someone wise and calm guide you through the process makes it so much easier to grow your real estate business.”

–Realtor, Royal LePage J&D

The logo for AGENTC Real Estate Recruiter. It features the word "AGENTC" in a bold, black, sans-serif font, with a blue diamond-shaped icon to its left. Below "AGENTC" is the phrase "Real Estate Recruiter" in a smaller, bold, black, sans-serif font. Both "AGENTC" and "Real Estate Recruiter" have a trademark symbol (TM) to their right. The logo is positioned at the bottom of the page, above a silver pen that lies horizontally across the lower half of the image.

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