[CANDIDATE CHECKLIST]

Before You Accept

Forty questions every freight forwarding producer should ask before signing an offer.

An offer is a forecast. Interrogate the assumptions.

Most producers negotiate the base and sign everything else. The everything else is where six figures quietly live. Work through this list before you accept — and get the answers in writing.

The commission plan

- Is commission paid on gross profit or net? Who defines the deduction list?
- Is there a threshold? Does it reset annually, quarterly, or on the anniversary of the hire?
- Is the plan document attached to the offer, or issued later?
- Who can change the plan, and with how much notice?
- What happens to commission on an account that moves to another rep?
- Is there a clawback on unpaid invoices, and after how many days?
- How and when is commission paid — monthly, on invoice, or on cash collection?
- Is there a cap, a soft cap, or a ‘review’ above a certain number?

The ramp

- Is there a guarantee, and for how many months?
- Is the guarantee recoverable against future commission?
- What is the expectation for month six, twelve and twenty-four, in GP?
- What did the last person in this seat produce, and why did they leave?

The platform you will actually sell

- What is the average pricing turnaround on my primary lane?
- Do you own space, aircraft or consolidations on that lane, or buy it?
- Which agents cover my origins, and how long has that relationship run?

- What is the exception rate, and who tells the customer when something breaks?
- What does the customer see — portal, milestones, documents?
- Can I speak with two producers already carrying a number here?

> *If nobody will let you speak to a producer who is already succeeding, you have your answer.*

Accounts and protection

- Which accounts are house accounts, and can that list change?
- Is there account protection in writing, and for how long?
- How are conflicts with another office or region resolved?
- Am I permitted to bring accounts I previously served, and under what restriction?

The contract

- What is the non-compete radius, duration and definition of competitor?
- Is there a non-solicit covering customers, colleagues, or both?
- What notice applies on each side?
- Is commission earned but unpaid at termination still paid?
- Is there equity, phantom equity or a long-term incentive — and what triggers it?

The people

- Has my direct manager ever carried a bag and a number?
- How often does leadership join customer calls?
- Who decides on a rate exception, and how quickly?
- What happened the last time a producer missed plan by twenty percent?

One final question

Ask yourself, not them: if the commission plan paid nothing extra for two years, would this still be the better platform? If the honest answer is yes, the offer is real. If it is no, you are being paid to accept a risk somebody else has already priced.