



BUSINESS OUTCOMES

INDUSTRY:

Telecommunications

SOLUTION:

Select Assessment® for Customer Service

Answering the Call: Increasing Productivity in Wireless Provider's Call Centers

Author: Amie Lawrence, Ph.D.

The Situation

With 89 million customers, the nation's largest wireless carrier knows more than anyone the importance of providing good customer service. They believe that satisfied customers start with putting the right people behind the phones at their customer service call centers.

The average acquisition cost of a new customer is 5-10 times higher than retaining an existing customer.

The Company has approximately 85,000 employees with a large percentage of them working in some type of call center or customer service role. Given the number of service representatives (CSR) they hire on an annual basis, they needed a selection process that was efficient and accurate. In 2008, the Company decided to make some improvements to their process, which included updating their assessment. They required a solution that provided a realistic and accurate assessment, and partner who supported its clients with personalized service.

The Solution

Select International offered an online assessment solution, the Select Assessment® for Customer Service (SACS), which simulates a call center environment and provides information about a candidate's learning potential, personality and multi-tasking skills. This assessment has proven effective in numerous customer service environments. The Company conducted a study with their current workforce to ensure that the assessment scoring profile was accurately configured for their CSR role.

The Company administered SACS to 97 of their current CSRs. They then collected supervisory performance ratings and objective performance metrics on each participant. Specifically, the study examined

- Number of Calls Handled
- Average Handling Time (AHT)
- First Call Resolution (FCR)
- Transfer Rate
- Schedule Adherence

Statistical analyses were conducted to determine the strength of the relationship between performance on the test and performance on the job.

Outcomes

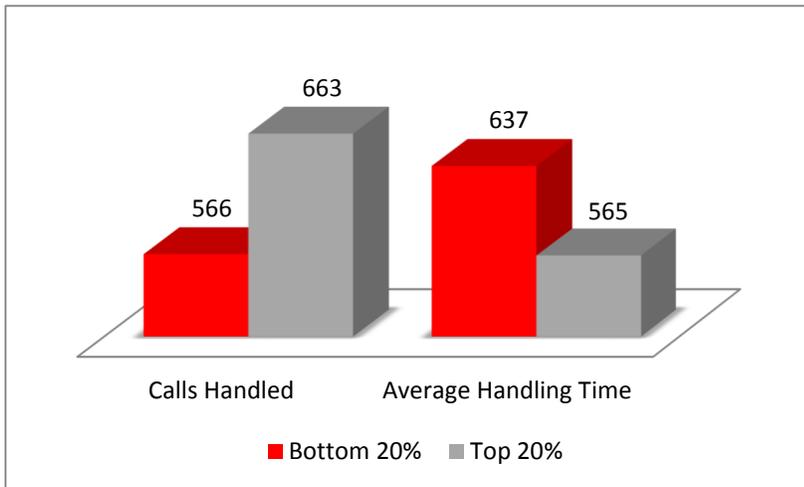
The results of the study showed a clear, strong and significant relationship between the SACS assessment and all of the performance measures. How does this translate to the Company's bottom line? The individuals who scored highest on the assessment (top 20%) were compared to the individuals who scored lowest (bottom 20%) and the performance differences were evident, as shown in the following illustration.



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Comparison of Top Performers and Bottom Performers

Performance Differences
(Modified Select Assessment® for Customer Service Profile)

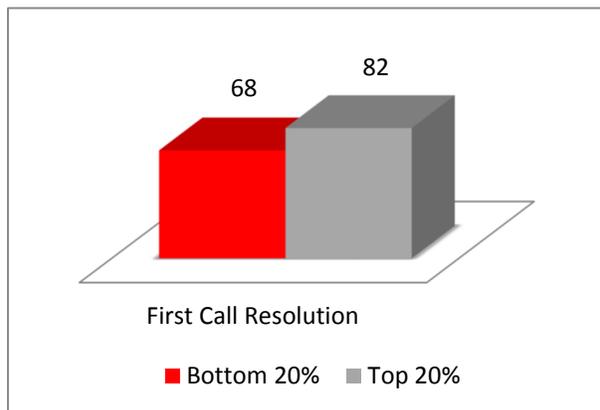


On average, each month during the first year, individuals with high overall assessment scores vs. low overall assessment scores:

- Handled **97** more calls
- Spent **72** fewer seconds on each call
- Had **14%** higher in FCR

Individuals who scored high on the assessment handled 97 more calls per month, spent 72 fewer seconds on the phone, and resolved customer issues on the first call 14% more often. As the Company continues to use the assessment for their future hiring, they can expect to see an increase in the number of calls handled by their agents, in less time and on the first call.

Select Assessment® for Customer Service is a comprehensive assessment that is strongly related to important call center performance metrics. It helped the Company increase the quality of their hires, which in turn has a positive impact on their bottom line and, most importantly, on customer satisfaction and retention.



For over 20 years, Select International, Inc. has provided superior assessment products and solutions for its clients. Many of the world's largest and most successful organizations trust us with their hiring and retention goals. Whether your company

needs pre-employment screening, personnel evaluation, in-depth leadership assessment or behavioral interviewing, Select International has a solution to meet - *and then exceed* - your needs.

Select International, Inc.
5700 Corporate Drive, Suite 250
Pittsburgh, PA 15237
800-786-8595
www.selectinternational.com