



BUSINESS OUTCOMES

INDUSTRY:

Contact Center

SOLUTION:

ServiceFit®

Reducing Turnover in a Customer Service Environment

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THE SITUATION

Turnover has become a primary focus of many organizations in today's labor environment due to the availability and access to alternative employment options. As unemployment rates continue to decrease, it results in more available jobs that individuals can pursue. Additionally, as technology continues to advance, access to these jobs is literally at our fingertips. When alternative jobs are readily available and easy to gain access to, it is no wonder that turnover rates are on the rise. These trends alone are enough to see a spike in turnover, however, if you couple such trends in an industry that is notorious for having high turnover rates—customer service—you can almost guarantee that turnover will be a concern at these organizations.

Individuals in customer service positions encounter countless unpleasant and unhappy customers on a daily basis and as a result, have to deal with a lot of things that many people find undesirable. However, these employees are crucial for the success of many organizations and when organizations find the right people for these jobs they want to hold onto them. A company that acts as a third-party contact center for many organizations approached Select International with the same desire - to keep their call center employees.

THE SOLUTION

This particular organization had a very high turnover rate and in order to address this, Select implemented the ServiceFit assessment. ServiceFit is a short screening tool that follows an initial application. It is meant to only filter out the bottom of the barrel and, as such, has a high pass rate by design. ServiceFit assesses various personality characteristics along with gathering past behavior experiences. It is designed, in part, to tap the personality traits and behaviors that predict turnover and other withdrawal behaviors. Responses across all items are used to compute scores that result in either passing or failing status for the applicant.

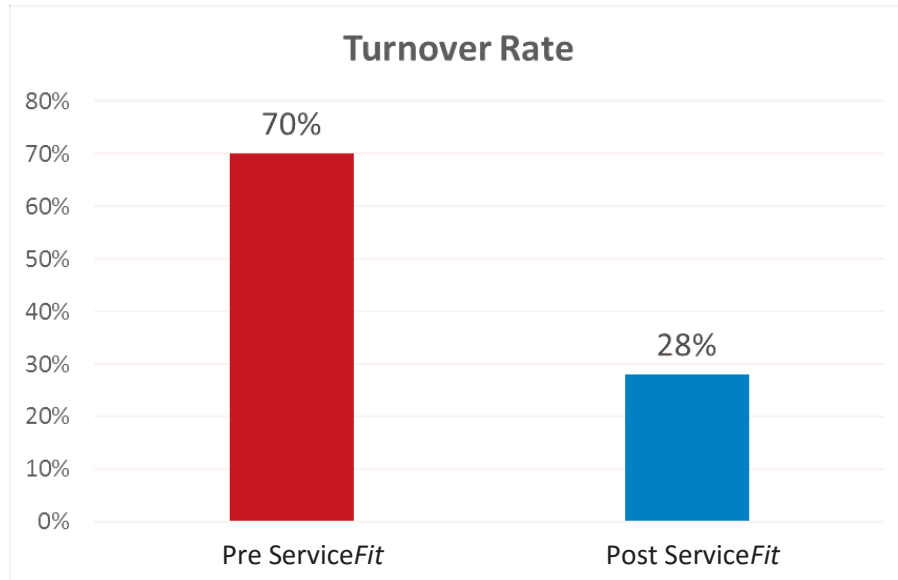
After implementing the ServiceFit assessment, the organization was curious as to whether or not the assessment was effective in reducing their turnover. In order to provide that information, Select performed some in-depth analyses to determine the impact that ServiceFit was having on the high turnover rate of this organization. Specifically, we had to compare the turnover rates of individuals who were hired using the ServiceFit assessment to the turnover rate of individuals hired before the assessment was implemented.

OUTCOMES

The results of the analysis provided revealed very promising outcomes. The results of this analysis can be found in Figure 1.



Figure 1. Turnover rate of those who passed ServiceFit compared to those who did not take ServiceFit.



We can see from these results that implementing the ServiceFit assessment actually resulted in a **42% reduction in turnover**. Prior to using ServiceFit this organization had a large turnover rate of 70%. After implementing ServiceFit, the turnover rate dropped significantly to 28%. These results are clearly demonstrating that the assessment is having a huge impact on turnover in this particular organization. In terms of monetary saving, it is estimated from the results above that for every 100 employees hired using ServiceFit it will save the organization over \$2 million, based on the notion that turnover cost is about 1.5 times the annual salary of the leaver.

CONCLUSION

The results presented here clearly indicate that the ServiceFit assessment is identifying and filtering out individuals who are most likely to turnover, saving the company a large amount of money, time, and resources associated with losing good employees. This case study demonstrates that in the right situation, implementing an assessment like ServiceFit can have a huge impact on reducing turnover.

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