



# BUSINESS OUTCOMES

**INDUSTRY:**

Retail

**SOLUTION:**

ServiceFit<sup>®</sup> and Select Assessment<sup>®</sup> for Customer Service

**Reducing Turnover in a Call Center Environment**

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**THE SITUATION**

One of the nation’s largest automobile windshield repair companies used Select International’s assessment solutions to hire sales and service representatives for its U.S. call centers. After the process had been in place for three months, Select International conducted an analysis to evaluate the effectiveness of the new hiring process, specifically whether there was a decrease in turnover.

**THE SOLUTION**

This organization approached Select International to help them understand the effectiveness of using Select International’s assessment solutions. Specifically, they were interested in how the assessments could help them reduce turnover among their telephone sales representatives (TSR) and customer service representatives (CSR). Select Assessment for Customer Service and ServiceFit were implemented at the beginning of the hiring process to screen out candidates with high turnover risk.

In order to evaluate the effectiveness of the new hiring process, the assessments were used as part of the selection process for a group of telephone sales and customer service representative applicants. Turnover rates from the group hired with the assessments were compared to employees’ turnover rate prior to the company’s use of ServiceFit and Select Assessment for Customer Service.

<b>Turnover Costs</b>
• \$14,000 to replace an employee (Mulvey, 2005).
• For an organization with 10,000 employees, a turnover rate of 30% would cost \$14 million more than if the turnover rate was 20%.
• <b>Hidden costs:</b>
– Productivity loss
– Workplace safety issues
– Decline in morale

**OUTCOMES**

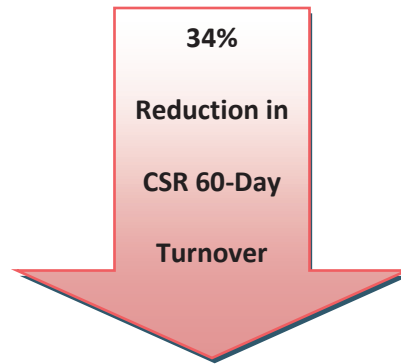
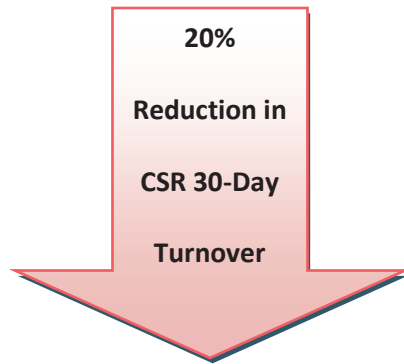
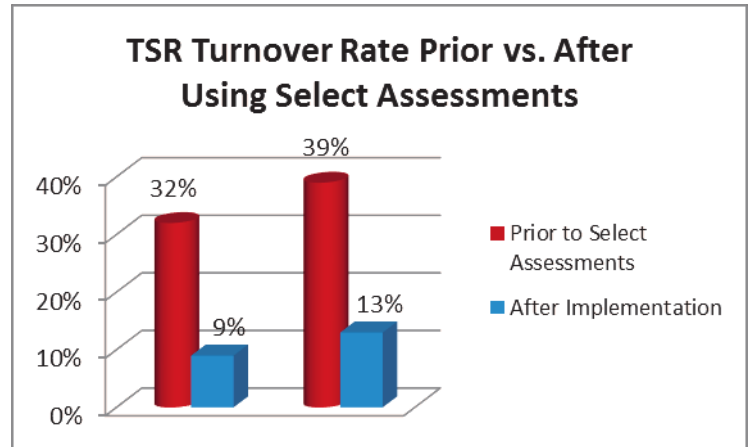
Early turnover is costly because of the loss of ROI. The costs and investments in training haven’t been recouped yet. Comparisons of early turnover rates showed a clear reduction after implementation of the assessment.

Prior to using the Select Assessments, this organization had a 60-day turnover rate of 32% and a 90-day turnover rate of 39% with their telephone sales representatives. After implementation, to screen out high risk applicants, the 60-day turnover rate **was reduced by 28%** and 90-day turnover rate **was reduced by 33%**.



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Additionally, prior to using Select Assessments within their customer service representative roles, this organization had significant drops in the turnover metrics. After implementing Select Assessments to screen out high risk applicants, 30-day turnover dropped from **20% to 4%** and 60-day turnover dropped from **32% to 11%**.



### CONCLUSION

Select Assessments can help reduce turnover. Assuming an annual salary of \$30,000, 100 hires per year, and cost of turnover as equal to salary; if this organization simply used Select Assessment for Customer Service and ServiceFit to screen out high risk applicants, the client would reduce its 90-day TSR turnover by 26 employees, saving the company \$780,000. CSR 60-day turnover would be reduced by 21 employees, saving the company \$630,000. **This is a total savings of over 1.4 million dollars!**

The results of this study demonstrate convincingly that Select Assessment for Customer Service and ServiceFit can provide an effective and proactive means of reducing turnover before they ever occur.

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

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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.