

INDUSTRY:
Communications Technology**SOLUTION:**
Select Assessment® for Customer Service

Identifying Successful Customer Service Representatives with Select Assessment® for Customer Service

THE SITUATION

A large communication technology company wanted to validate the Select Assessment® for Customer Service (SACS) for their Customer Service Representative positions. These individuals work in a call center environment and are responsible for listening and responding to customer questions and resolving customer issues. The organization contracted with Select International to design, develop, and implement a selection process that could be integrated within an existing selection system for hiring Customer Service Representatives. This organization has been using the SACS assessment for some time, but recently decided to implement an updated version that includes additional measurement methods and assesses additional competencies than the original version of the test. The goal of the study was to assess the validity of the decisions made using the updated version of SACS and to make adjustments to maximize utility, validity, fairness, and efficiency.

THE SOLUTION

A job analysis was previously conducted for the position, and competencies that were rated as important to the role were included in the assessment. To assess the utility of the updated version of the assessment, a concurrent validation study was conducted to examine the relationship between the new version of SACS and job performance. In other words, employees working in the Customer Service Representative role took the SACS assessment and performance data was collected by having supervisors provide ratings of their employees' job performance. Additional objective call center metric data was also obtained and examined as part of the study. The purpose of the study was to show that there is a statistical relationship between the competencies measured in SACS and actual performance on the job and that the new components of the assessment were working effectively. Validity evidence demonstrated that employees who scored high on the assessment also tended to receive high job performance ratings and had better performance on objective metrics as well.

OUTCOMES

Job Performance

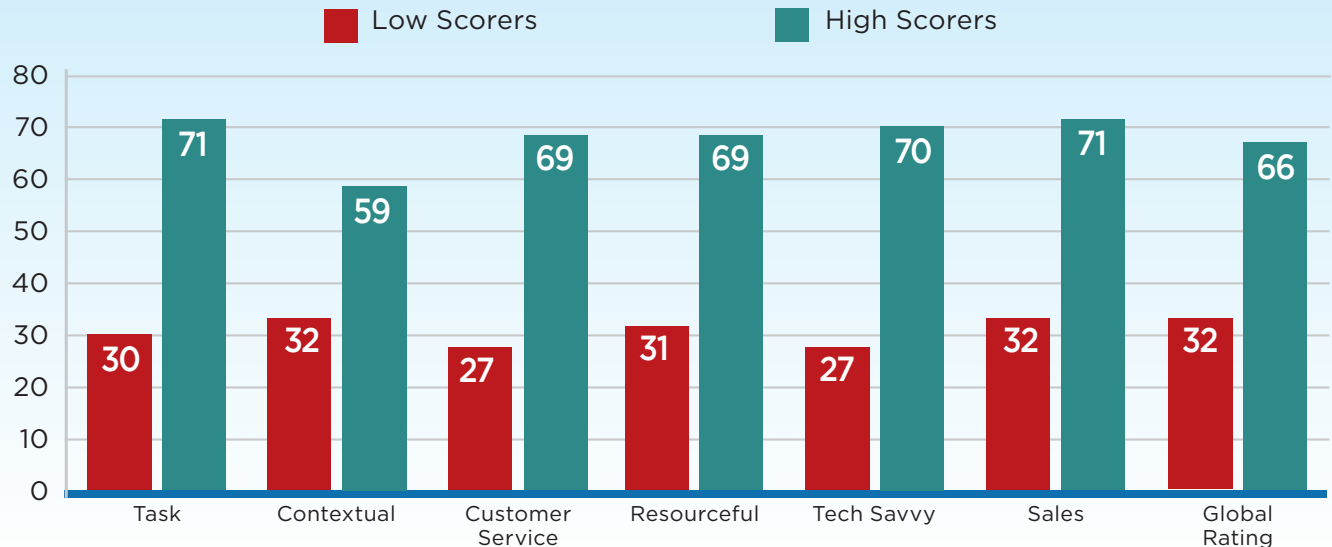
Job performance was rated by the employees' supervisors on several domains including, Task Performance, Contextual Performance, Customer Service, Resourcefulness, Tech Savvy, Sales, Global Performance Rating, and Counterproductive Work Behaviors (CWBs).

In addition to obtaining ratings of performance from supervisors, the organization also provided objective call center metrics to include in the analysis. These metrics are listed and briefly described below. Note: Higher values indicate better performance for all metrics.

- 3 Day Resolution reflects the percentage of customers who do not call back within a 3-day window. In other words, this reflects the percentage of customers whose issues have been resolved and additional follow-up was not necessary.
- Confidence in Rep reflects the percentage of the representatives' customers who responded "Yes" to the question "Are you confident in the resolution the representative provided?"
- Work with Rep reflects the percentage of the representatives' customers who responded "Yes" to the question "Would you choose to work with this representative?"
- Upgrades measures the number of upgrades the representative provides to customers per call.

The graph below show job performance in percentile for the top and bottom scorers on SACS. The 50th percentile reflects average performance, while scores above the 50th percentile reflect above average performance and scores below the 50th percentile reflect below average performance.

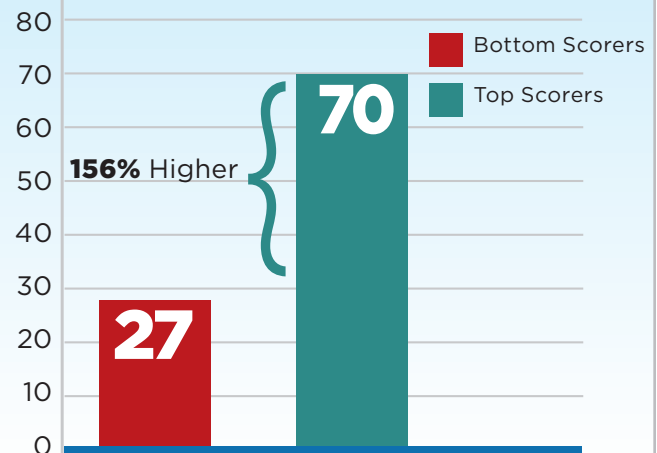
Performance Rating in Percentile by SACS Result



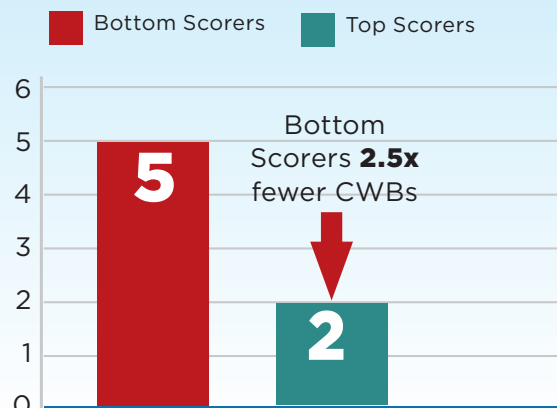
As we can see, there were substantial differences in job performance ratings when comparing the bottom and top scorers on the assessment. Those who scored in the top 10% tended to have well above average job performance ratings, while those in the bottom 10% had far below average job performance ratings.

When looking at overall performance (see the graph below), those who scored in the top 10% on SACS were rated as having 156% better performance as compared to those who scored in the bottom 10%.

Overall Performance Rating in Percentile by SACS Result



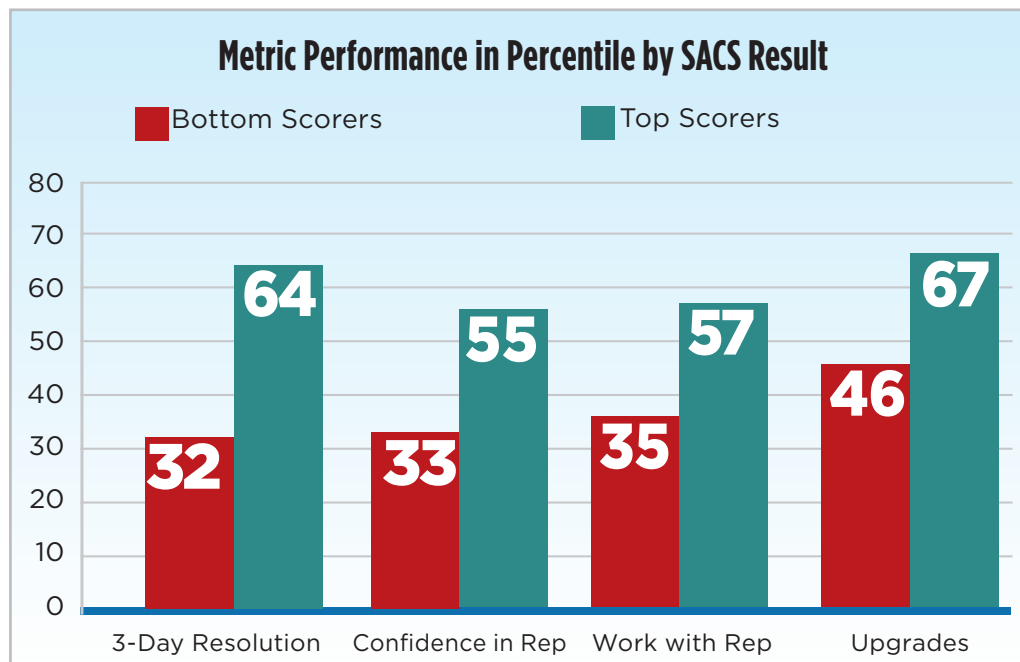
Total Serious CWBs



Additionally, individuals who scored in the top 10% had 2.5 times fewer serious CWBs than those who scored in the bottom 10% (see below). Serious CWBs included the following behaviors:

- Intentionally rude to customers
- Humiliated or embarrassed a fellow co-worker
- Involved in a workplace incident for which he or she received corrective action
- Involved in a verbal altercation with someone at work
- Stole company merchandise
- Destroyed company property

Similar patterns of positive results were also found for the objective metrics. The graphs below show metric performance in percentile for the top and bottom scorers.



To obtain an overall picture of metric performance, an average of the relevant metrics was computed. Given the multidimensional nature of job performance, relationships with the Overall Metric Performance composite reflect the relationship between SACS and an overall measure of metric performance that incorporates multiple objective performance outcomes important for the organization. From a decision-making perspective, relationships between SACS and Overall Metric Performance illustrate the most comprehensive picture of how well the assessment predicts objective performance on the job. A visual depiction of the difference between top and bottom scores on SACS for Overall Metric Performance can be found below.

As seen here, individuals who scored in the top 10% on SACS had better performance on the individual metric variables as well as nearly 50% better performance on the Overall Metric composite.

SUMMARY

Overall, the updated version of SACS was shown to be a successful predictor of job performance ratings, CWBs, and objective call center metrics in this organization. SACS demonstrated value for hiring high quality Customer Service Representatives in the call center environment.

