

HIRE.DEVELOP.PERFORM.

# CASE STUDY

## Predicting Performance Results for Winback and Retention Job Families

## DID YOU KNOW?

Personality inventories can help predict retention and job performance in a wide range of job families in the contact center industry.

## Background

A wireless telecommunications provider is using pre-hire assessments to reduce overall attrition and improve new hire job performance. Inbound calls include customer care, technical support, sales, and winback/retention. The organization has a mix of internal and outsourced centers that support its subscriber base.

Agents in winback/retention call types that score higher on the FurstPerson assessments outperformed agents that score lower by 16%.

## Solution

FurstPerson conducted a job analysis to understand the critical competencies linked to job performance in all four key job families including the winback/retention job family. This job family is one of the toughest positions in a call center. In addition, the job analysis provided critical insight into the assessment solutions to be used in the hiring process.

In addition, FurstPerson and the organization's operations leadership determined the critical performance metrics that link an agent's floor performance back to the organizations key revenue and profit triggers. These metrics were used for validation purposes.

FurstPerson recommended using two assessments, CC AIMS and CC Audition® for evaluating job candidates prior to their employment in the winback/retention job family. CC AIMS measures work attitudes by combining job fit and job personality factors into a personality assessment. CC Audition®

is a web-based call center simulation that measures work ability and measures computer ability, multi-tasking, accuracy, and service orientation.

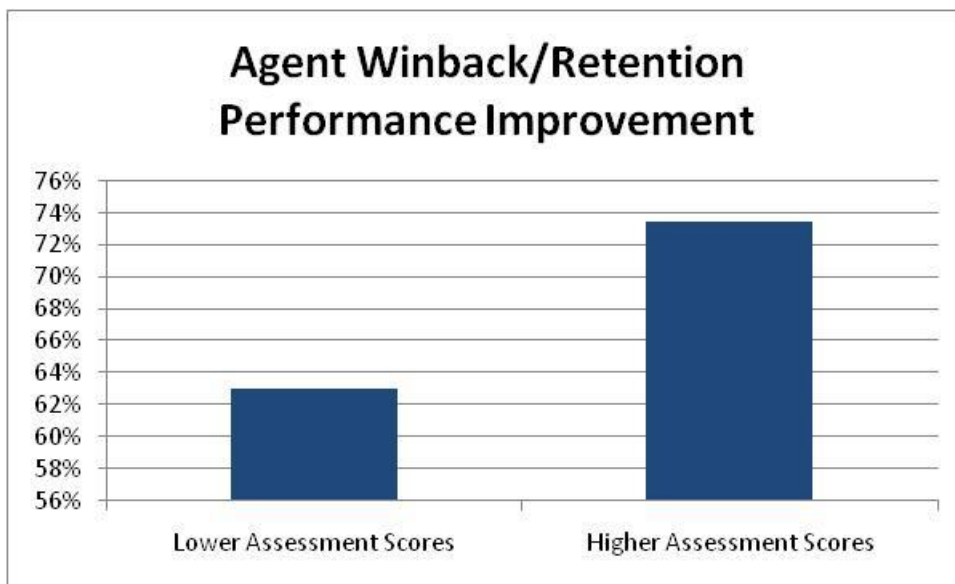
From there, FurstPerson conducted a validation analysis to determine how agent performance on the assessments correlated with on the job performance.

## Results

When a pre-hire process is set-up based on a job analysis, solid understanding of how performance metrics tie to business revenue and profit, and a validation study, the pre-hire process usually generates significant return on investment and added value to the contact center organization.

The validation analysis demonstrated that agents who performed better on the assessments outperform those who performed lower on the assessments.

The following chart highlights the performance improvement. Agents with higher scores outperformed those with lower scores by 16%. The net result is a hiring process that allows this organization to differentiate job candidates by potential high or low performance for a critical job position in the telecommunications contact center.



Note: The performance metrics have been disguised to protect organizational data.

## About FurstPerson

### What we do:

- Develop and operate web-based pre-hire, employee selection assessments that help contact centre organisations hire and develop the right employees.

### Our experience:

- Thirteen years of research and implementation experience working with all major call types including customer care, sales, collections, win back, and technical support.
- Implemented our solutions in over 250 labor markets in the United States, Canada, UK, the Philippines, and Latin America.
- Significant industry experience in telecommunications, insurance, outsourcing, financial services, retail, travel, and business services industries.
- Home agent hiring since 2002.
- Average client is a multi-site, multi-call type organization with complex hiring workflow models and job profiles.
- Developed award-winning assessments featuring interactive simulations.

### Differentiators:

- Predictive assessments with demonstrated bottom line results ranging from:
  - Improved new hire performance (up to 40%)
  - Reduced turnover (up to 70%)
  - ROI – \$1 invested yields \$10 to \$20 in return
  - Lower recruiting expense
- Hiring solutions based on empirical research supported by ongoing job and validation analysis.
- Customized solutions leveraging our extensive contact centre hiring expertise and industry leading assessment solutions.

To learn more about FurstPerson, please visit our website at [www.furstperson.com](http://www.furstperson.com) or email us at [info@furstperson.com](mailto:info@furstperson.com) or call us at 888-626-3412.

