

# **SELECTION SYSTEM FOR AN INTERNATIONAL CALL CENTER**

## **The Issue:**

A large international call center organization with locations in over 32 countries needed a solution to their hiring challenges. They had a very high turnover rate and had implemented several measures they hoped would alleviate the problem. After reviewing and enhancing their compensation rate, creating a hands—on realistic job preview, and redesigning their training program, they were still concerned about the rate of turnover.

## **Diagnosis:**

It was determined that they were missing the last critical piece to their process. They needed a pre—employment testing tool that would help them identify those individuals who had a productive attitude, were good at persuasion and diplomacy, and liked to work in a structured environment where performance is closely monitored.

## **Actions:**

A complete job analysis was conducted identifying those characteristics important for success and a large group of call center agents were tested using a custom developed test battery. Performance ratings were analyzed — the results were statistically significant. The newly developed survey was added to the selection process and launched in all locations, providing hiring consistency throughout all sites and eliminating any cultural bias.

## **Result:**

Lower turnover and increased productivity were evident in a short period of time. Within four years, turnover had significantly dropped from double digits to 4%. Equally important, productivity also improved. Booked revenue increased significantly over the 12% annual increase goal to no less than 20% on a consistent basis each year.