

Brainbench Contact Center Audit

The Brainbench Contact Center Audit helps contact center managers understand how existing and prospective reps fit the essential aspects of the job. The audit uses scientifically-developed employment assessments to benchmark the existing staff and recommends specific selection criteria for hiring consistent performers.

The key benefits are:

- Higher annual sales production per rep.
- Improved customer service ratings.
- Lower voluntary and involuntary turnover.
- Lower hiring costs.

All four phases of the Contact Center Audit are managed by an experienced team leader and supported by organizational, psychological, and process experts to ensure that the recommended selection approach is optimized for your situation and business goals.

Phase 1: Situation Assessment

The Situation Assessment is an orderly process for identifying the factors, issues and considerations that contribute to the staff selection criteria. They are outlined below:

Business Needs Assessment

The business needs assessment is an interview process with key management and stakeholders to discover the business considerations that must be addressed by a successful selection program. The objective is to identify the performance criteria that will determine success. Experience has shown that these considerations and objectives are critical for determining the optimal approach and predicting the return on investment.

Job Analysis

A Job Analysis identifies the knowledge, skills, abilities and other personal attributes (KSAPs) and their relative importance to performing tasks that contribute to job success. Typically led by an organizational psychologist, the Job Analysis is facilitated by a consultant who is familiar with your business. Typical activities include review of existing job documentation, surveying subject matter experts, interviewing managers and verification through surveys. Results are documented in a Job Analysis Report.

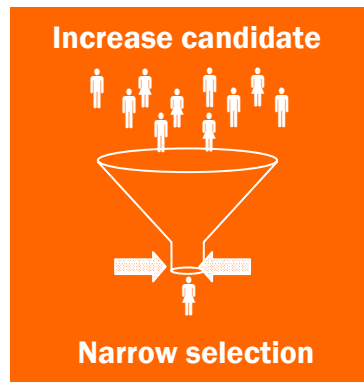
Brainbench's advanced assessment products and services make it easy for you to predict employee success by identifying the best match to the essential aspects of the job.



The Job Analysis Report includes an Assessment Matrix that defines the relationship between job requirements and recommended selection assessments. The report is a critical component to supporting the legal defensibility of the recommended selection solution.

Hiring Process Review

A consultant will review the current hiring process to identify opportunities for improvement and key points in the process where the potential selection assessments are typically most



effective. Often this process includes strategies for increasing applicant flow in parallel with implementation of assessments that can efficiently identify the high potential candidates.

Brainbench will then develop and document the Selection Matrix. After considering the customers' business needs, the Assessment Matrix from the Job Analysis, and the hiring process, Brainbench will develop a recommended list of selection instruments and their use within the hiring process that will maximize the overall business impact.

Phase 2: Contact Center Staff Benchmark

Brainbench will use the recommended assessment to benchmark your existing staff. This will take your staff about an hour and can be done over the internet.

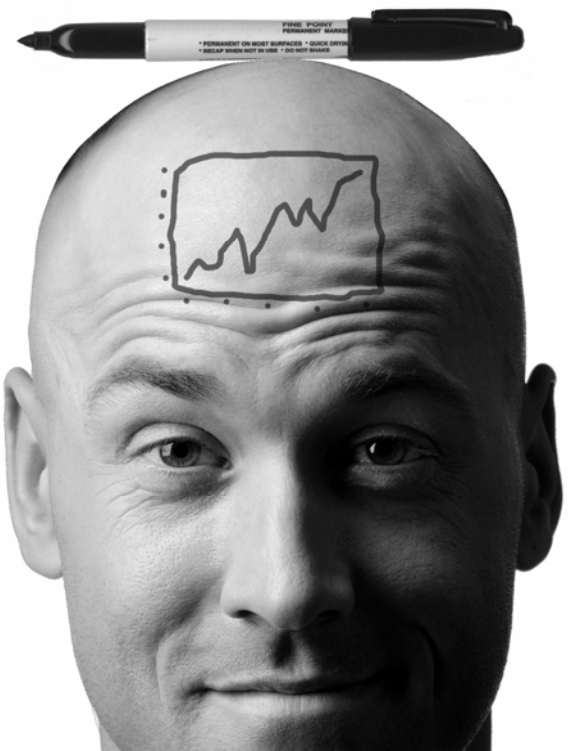
We'll then ask you to provide individual performance data that will be used to Benchmark your staff. Brainbench will conduct an analysis to determine the correlation between the many assessment outputs and job success. Brainbench will report the findings. All individual assessment and performance data will be kept confidential.

We'll also conduct a comparison of assessment results to the criteria established in the job analysis. This may identify important job fit gaps or developmental needs for your existing staff.

Brainbench will then calibrate the assessment so that it can be used with all new job candidates to compare them to the attributes that *most differentiate* your consistent performers. The resulting job-fit selection instrument will produce a single score – a percent match. Using this instrument will help you select more people who will perform like your consistent performers.

Phase 3: Implementation

Brainbench will implement and configure the selection solution. The process is simple and easy using Brainbench's online pre-employment testing system.



Brainbench will train your assessment administrator, or recruiters so that they can use and administer your assessment system. Training usually takes less than an hour. We'll also help you identify a communications plan that you can use to educate and inform your team of your new selection approach

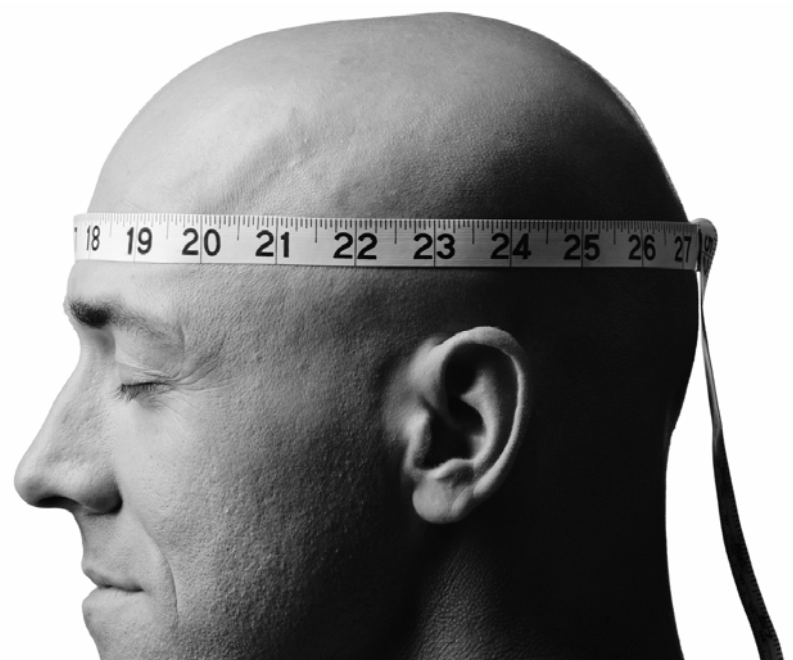
Phase 4: Production

Once implemented, Brainbench's customer support team will help you to ensure that you are getting the maximum benefit from your investment in Brainbench. Telephonic support is available during normal business hours (GMT-5) and email support (24 hour response.)

Brainbench works our customers to maintain the validity of their selection approach by helping measure performance against established criteria and evaluating the correlation between performance and assessment results. This also helps our customers evaluate actual-versus-targeted return on investment. It is a good idea to revisit your selection criteria periodically to fine tune the assessment so that you continuously improve the quality of your hires and ultimately the organization's production and activity levels. Three semi-annual follow-up reviews are included in the offering to review job performance against assessment results to adjust selection criteria accordingly.

**Managers accurately
select top performers only
15% of the time.**

**Objective selection
assessments improve your
accuracy to about 75%.**



Schedule

The entire process, not including semi-annual follow-up reviews, takes about 3 weeks.

Task	Duration
Kickoff with Sr. Client Project Champion: Review approach and obtain documentation.	1 hour
Brainbench reviews documents and schedules interviews.	1 week
Interviews:	
Interview Sr. Manager and up to 2 subordinate managers.	1 hour ea.
Interview up to 10 performers: 5 top performers, 5 poor to below average performers (performance is confidential)	1 week
Conduct benchmark testing. Configure and administer assessment. (Begins after all interviews.)	Takes 1 hour. Allow 2 days.
Analyze benchmark. Develop differentiated job-fit profile. Calibrate assessment.	1 week
Report findings.	1-2 hours.
Train recruiters/ managers on selection tool (webinar)	2 hours.
Conduct three semi-annual follow-up reviews. Evaluates assessment results vs. individual performance and adjust selection criteria.	2 days ea.

Why Brainbench?

- Our **proven process** helps you quickly get an objective picture of your contact center staff and a report you can act on.
- Your selection tool will be **tuned to your organization** within 3 weeks so that you can use it to predict which candidates will be more consistent performers and are less likely to turnover.
- Brainbench is ISO9001:2000 certified for building and delivering **quality** valid, reliable assessments which means you can count on the assessments to be accurate and legally appropriate.

To learn more...

Contact Us:

www.brainbench.com
sales@brainbench.com

703-674-3500

Or contact your local
authorized Brainbench
reseller.

Appendices:

1. **Sample Report**
2. **Contact Center Assessment List**
3. **Sample ROI**

Case Study

Sample: Sales Job Fit Profile:

Pre-hire Personality Profile Report

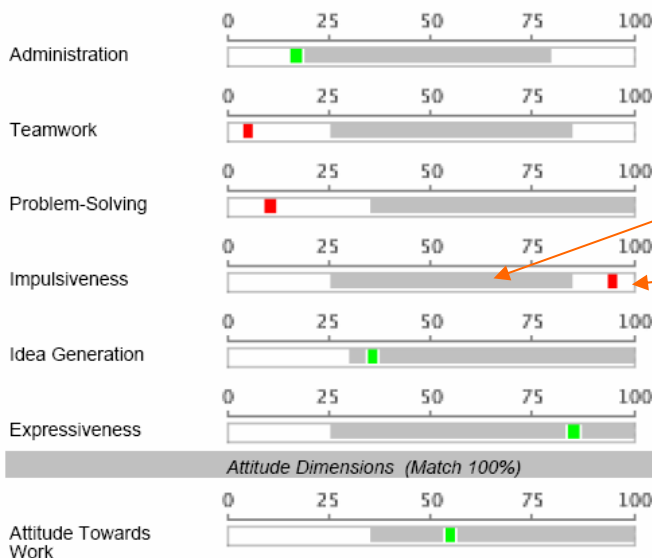
Candidate: Jane Doe
Company: Your Company, Inc.
Job Profile: Telemarketer
Sate Completed: March 21, 2005

Overall Percent Match to Job: 57%

The Typical Professional Salesperson job profile has a small number of specific motivational factors. In general, people in generic positions are expected to be good corporate citizens, make a few positive suggestions, solve problems appropriate to the job, give work a high priority and get along well with other employees.



Pursue



Acceptable Range

Candidate's Score

Drill into trouble areas

Impulsiveness Score: 95

Impulsiveness is a measure of how fast Bob Doe likes to make decisions. Jobs that require fast decisions and quick actions require people who enjoy that type of environment. Too much impulsiveness, however, can lead to the "ready, fire, aim" syndrome. This can lead to knee-jerk reactions that get them into trouble because they did not think through the consequences of their actions. A sample question is: Getting a job done is more important than how it is done.



Bob Doe's score is above the expected range for impulsiveness for the Typical Professional Salesperson position. Bob Doe's high score indicates an interest in making fast decisions and quick response. Bob Doe may break rules or get short tempered with workers that he or she feels are not moving quickly enough. This could either be desirable or lead to problematic "ready, fire, aim" reactions depending on the specific job situation. High scores could also lead to being rude and pushy, acting selfishly and being quick to call in sick even when not being ill.

Brainbench Contact Center Assessments

Brainbench has 700+ assessments measure the knowledge, skills, abilities, and personal attributes to predict job match for your jobs. A subset of those assessments that are most relevant to contact center staff are listed below.

TotalMatch Assessments (All Dimensions in One Assessment)

Customer Service Representative
Manager - Customer Account
Manager - First Line
Manager - Sales
Sales - Consumer Products

Sales - Corporate Financial Services
Sales - Inbound Call Center
Sales - Outbound Call Center
Sales - Personal Financial Services
Sales - Retail

Pre-Hire Personality Assessments

Pre-hire Personality Profile for Customer Service
Pre-hire Personality Profile for Customer Service (Spanish)
Pre-hire Personality Profile for First-Line Supervisor
Pre-hire Personality Profile for Outbound Call Center
Pre-hire Personality Screen For Customer Service

Pre-hire Personality Screen For Customer Service (Spanish)
Pre-hire Personality Screen For Outbound Call Center
Pre-hire Productivity Index For Customer Service Representative
Pre-hire Productivity Index For Outbound Call Center

Employment History (Biodata) Assessments

Employment History Survey For Hourly Workers
Employment History Survey For Hourly Workers (Spanish)

Coaching & Leadership Personality Assessments

Career Interest Inventory
Career Interest Inventory (French)
Career Interest Inventory (Portuguese)

Career Interest Inventory (Spanish)
Career Interest Inventory (Swedish)

Computer Software Simulation Assessments

MS Excel 2000 Fundamentals Simulation
MS Excel 2002 Fundamentals Simulation
MS Excel 2003 Fundamentals Simulation
MS Outlook 2002 Fundamentals Simulation
MS Windows 2000 Fundamentals Simulation

MS Windows XP Fundamentals Simulation
MS Word 2000 Fundamentals Simulation
MS Word 2002 Fundamentals Simulation
MS Word 2003 Fundamentals Simulation

Knowledge, Skills, and Abilities Assessments

Business Ethics Awareness (U.S.)
Computer Fundamentals (Mac OS 8.6)
Computer Fundamentals (Mac OS X)
Computer Fundamentals (Win 2000)
Computer Fundamentals (Win 95/98)
Computer Fundamentals (Win XP)
Customer Assistance
Data Entry Alphanumeric
Diversity Awareness (U.S.)
MS Word 2002 Fundamentals
Math Fundamentals
Outbound Sales Skills
Problem Solving - Qualitative
Problem Solving - Quantitative
Sales Concepts (U.S.)
Sexual Harassment Awareness (U.S.)
Solution Selling
Typing Speed & Accuracy
Workplace Fundamentals (U.S.)

Language/Communications Skills

English Listening Comprehension (U.S.)
Interpersonal Communications
Listening Skills
Spoken English - **New!**
Spoken Spanish - **New!**
Telephone Etiquette
Written French
Written German
Written Italian
Written Portuguese
Written Russian
Written Spanish



Calculating Return on Investment

The following scenario represents a typical return on investment for an actual Contact Center with 120 employees and 50% turnover. In this scenario, we have targeted a reduction of turnover by 25% which is conservative. Turnover reduction of 50% is common.

For a \$20,000 Brainbench pre-hire testing solution, the customer could gain more than \$600,000 in financial benefit by hiring more employees that perform at an average level or better.

These figures are typical.

Costs associated with lost employees:

Average annual salary per employee	\$	40,000
Average cost per hire. (Typically 1/2 - 2 times salary)	\$	20,000
Number of Employees		120
Turnover rate (involuntary and voluntary not including promotion)		65%
Number of Lost Employees		78
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Total Cost for bad hires	\$	1,560,000

Revenue Missed Due to Poor Performers

Average monthly sales production of performer	\$	32,000
Average monthly sales production of non-performer compared to performers		50%
Average month sales production of non-performer	\$	16,000
Average total number of weeks from start-date until separation for non-performance. Includes probation and time to fill opening.		12
Annual Revenue lost for each non performer	\$	48,000
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Total Revenue lost for non performers	\$	936,000

Target Improvement

Reduce Turnover by		25%
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Total Financial Impact	\$	624,000
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Typical Solution Cost

Annual Number of Hires		78
Number of candidates pre tested per hire		5
Total Assessments Needed		390
Estimated Assessment Cost	\$	25
Set up cost		9500
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Total Estimated Cost	\$	19,250

Potential Return on Investment		3242%
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Telecom Provider Reduces Call Center Cost-per-hire by 80%

One of the most significant challenges facing services organizations today is the need to identify and deploy talent quickly. For SaskTel, a major Canadian telecommunications service provider about to roll out a brand new technology to its client base, the demand for qualified personnel in its Customer Relationship Center was urgent.

“Our Customer Relationship Center (CRC) needed call center service representatives, and it needed them quickly,” says Kevan McBeth. As HR Manager of Recruitment Solutions for the company’s Strategic Planning and Staffing department, McBeth is responsible for filling that need.

“We were about to launch an important new product,” he explains, “and the sales and marketing support of the CRC would be crucial in the success of that launch. The challenge is that every person we hire for the CRC requires three weeks of training. In the past, the CRC would come to us with its hiring requirements and say ‘give us this many candidates by this training date.’ We would then scramble to come up with the people. It was completely reactive, and we had to change that process.”

In 2002, when he started working with Strategic Planning and Staffing to fix the hiring problem, McBeth began by examining the candidate screening process— one that caused recruiters to spend the majority of their time with candidates who proved to be unqualified for the job. He saw an opportunity to address this issue with an online skills assessment system provided by leading skills measurement company Brainbench.

“We needed a solution that would identify potential top performers earlier in the process, boost our hiring success rate, and give us a proactive jump on CRC’s recruiting needs,” he says. “Not only did we achieve what we were looking for, but we were able to deliver and capture value for everyone involved in the process.”

“An online skills assessment system dramatically improved our recruiting process.”

Solution at a Glance: Online Skills Assessment for Call Center Candidate Pre-Screening

Problem:

Recruiter-intensive candidate screening process limits organization’s ability to fill call center positions.

Solution:

Automate candidate pre-screening with online assessment of key skills. Advance top performers to interview and hiring process.

Result:

Online pre-screening solution with objective skills metrics delivers improvements across the recruitment process:

- Cost-per-hire reduced from \$420 to \$80 (80%)
- Candidate interview-to-hire ratio rises from 37% to 80%
- Significant drop in post-hire attrition
- A 400% improvement in recruiting production

Online Assessment Reduces Screening Burden for Recruiters

SaskTel's old screening process required recruiters to evaluate a candidate with a role-playing simulation. One recruiter would play the caller, and the other recruiter would proctor the simulation. This required 10 to 15 minutes of preparation and the simulation itself took approximately 30 minutes. On a typical day, two recruiters would be able to accommodate seven to eight time slots for interviews. Of those time slots, typically two or three candidates would be qualified—a success rate of approximately 30%.

“Recruiters actually spent the majority of their time with unsuccessful candidates,” says McBeth. “By replacing that simulation with an online skills test, we could give them a way to identify and interview only pre-qualified candidates. The difference was amazing.” Instead of going directly through a simulation, the candidate would be assigned an online SaskTel call center skills assessment. The candidate would complete the assessment, with immediate results delivered online to the recruiter.

The skills assessment score would help determine the candidate's suitability for an interview. With prequalified candidates, the interviews were shorter and more candidates could be evaluated. As a result, two recruiters are now able to evaluate up to 30 pre-screened and qualified candidates in one day. Of those, 25 would go on to become successful hires. The success rate of candidates interviewed soared from 30% to more than 80%.

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“Our success in speeding up the recruiting process was great,” says McBeth, “but to achieve that success, we needed to get everyone to agree to replace the simulation with an online test. We needed to prove that the test was challenging, difficult to cheat, fair, and relevant to our unique needs.”

Computer Adaptive Testing Technology Ensures Integrity of Solution

“As with any new solution, gaining buy-in was crucial. At the outset of our implementation process, everyone involved had several concerns,” explains McBeth. “First, there was the issue of security. We didn't want a test that someone could duplicate or otherwise abuse to gain an unfair advantage. If a conventional test template gets out in public, it may not only compromise our recruiting effort, but it would also hurt our image as an innovative e-business.”

The online assessment system gave SaskTel a solution for ensuring test integrity through Computer Adaptive Testing technology. This technology enables the online testing engine to dynamically select each question, determining difficulty based on the test-taker's answer to the previous question. “With Computer Adaptive Testing, we didn't have to worry about keeping a template secure, because we were not delivering duplicate tests,” says McBeth.

“The questions are designed to provide a challenge in an open-book format, so security and fairness were ensured without requiring us to implement cumbersome procedures.” Once Strategic Planning and Staffing established that the security issue was being addressed, the group set out to win the approval of employees and of the employee union, a process that required validation.

The assessment’s Computer Adaptive Technology and ISO 9001-2000 certification helped gain the confidence of these groups. To gain final acceptance, however, McBeth’s group had to run the new screening process side-by-side with the old simulation system.

Refinement and Validation:
Assessment System Wins Confidence of
Candidates and Recruiters Alike

The test that SaskTel initially adopted for its screening process was a standard Brainbench Outbound Sales Skills assessment. To gain support for the test and the online assessment process, McBeth’s group met with the CRC and laid out a proposal. They would screen 50 candidates with both the online Outbound Sales Skills assessment and the old system, keeping the results of each process separate to ensure validity.

They found that the online skills assessment qualified candidates with the same level of predictability as the old screening process. With the test producing quantifiable and parallel results, the CRC and the Strategic Planning and Staffing department agreed on a phased-in approach, slowly eliminating the old process and replacing it with the online skills assessment. “We saw that we were qualifying the right people with the online solution, and we were doing it much faster,” says McBeth. “We spent less time recruiting. We achieved more success, and we used fewer recruiters.”

Decision-makers Capture Value of Improved Business Process One of the most important and difficult challenges facing a company as it implements any human capital solution is the task of capturing value. For McBeth’s group, however, the recruiting process left room for identifying a considerable source of value to the company. To capture that value, McBeth quantified the recruiter time and expense needed to identify a candidate, and then used those metrics to make the business case. He calculated the total cost-per-hire of the old system at approximately \$480 per hire. The new system reduced that cost to approximately \$80 per hire.

“Getting the business case down on paper is very important in an implementation such as this,” he explains. “Fortunately, the case for us was very clear. An online skills assessment system dramatically improved our recruiting process.” Today, McBeth’s team is applying the process to recruiting for other departments within the company, including the company’s Service Technician Group. In this implementation, managers are also taking advantage of the system’s flexibility to create a customized test that addresses SaskTel’s unique needs “It’s a winning solution,” he says. “We have now achieved the proactive stance that we need to identify the right people, in time, to meet the demands of our service. It makes us a better company.” ■

