



Case Study: Customer Service – Call Center

HOGAN
ASSESSMENT SYSTEMS

THE SCIENCE OF PERSONALITY

Challenge: A national retail organization with both direct store-based sales consultants and call center-based customer service/sales representatives was experiencing turnover ranging from 85-100%. Additionally, the organization had seen a drop in sales for recent hires as compared against the previous two years, and it was concerned by low quality scores obtained by their sales/service force.

Solution: Hogan created selection profiles based on the Hogan Personality Inventory (HPI) and created an organization-specific Situational Judgment Inventory (SJI) to measure decision making, judgment, and problem solving. A criterion-related validation study as well as the creation and validation of the Situational Judgment Inventory began concurrently.

Results: After assessing more than 26,000 direct sales and 84,000 call center applicants, the organization conducted follow-up analyses to determine the effectiveness of the inventories.

The retail organization used data such as attendance, turnover, gross sales, add-on sales, new accounts, saved accounts, profitability of sales, and corporate referrals as performance indicators. The data indicate that those employees who were rated as high fit on the assessments:

- Averaged \$6,000 more per month in add-on sales
- Generated on average 9 more new accounts per month
- Saved 16% more terminating accounts than the comparison group
- Turnover for the assessed employees dropped to 46%, with 29% being voluntary

Similar results were seen within the customer call center. Turnover was reduced from 100% to 62% within established call centers and remains at 34% for call centers staffed entirely by the assessed applicant group. Metrics used in the call center were new accounts, gross sales, average handle time, and quality scores. The metrics most affected by the assessment process were average handle time and quality scores. Handle time was reduced by 14%, saving the organization an estimated \$1.2 million per year in efficiency. Average quality scores were raised to 97%, a 12% point increase over the previous 24 months.

Assessment Inventory Used

[Hogan Personality Inventory](#)