

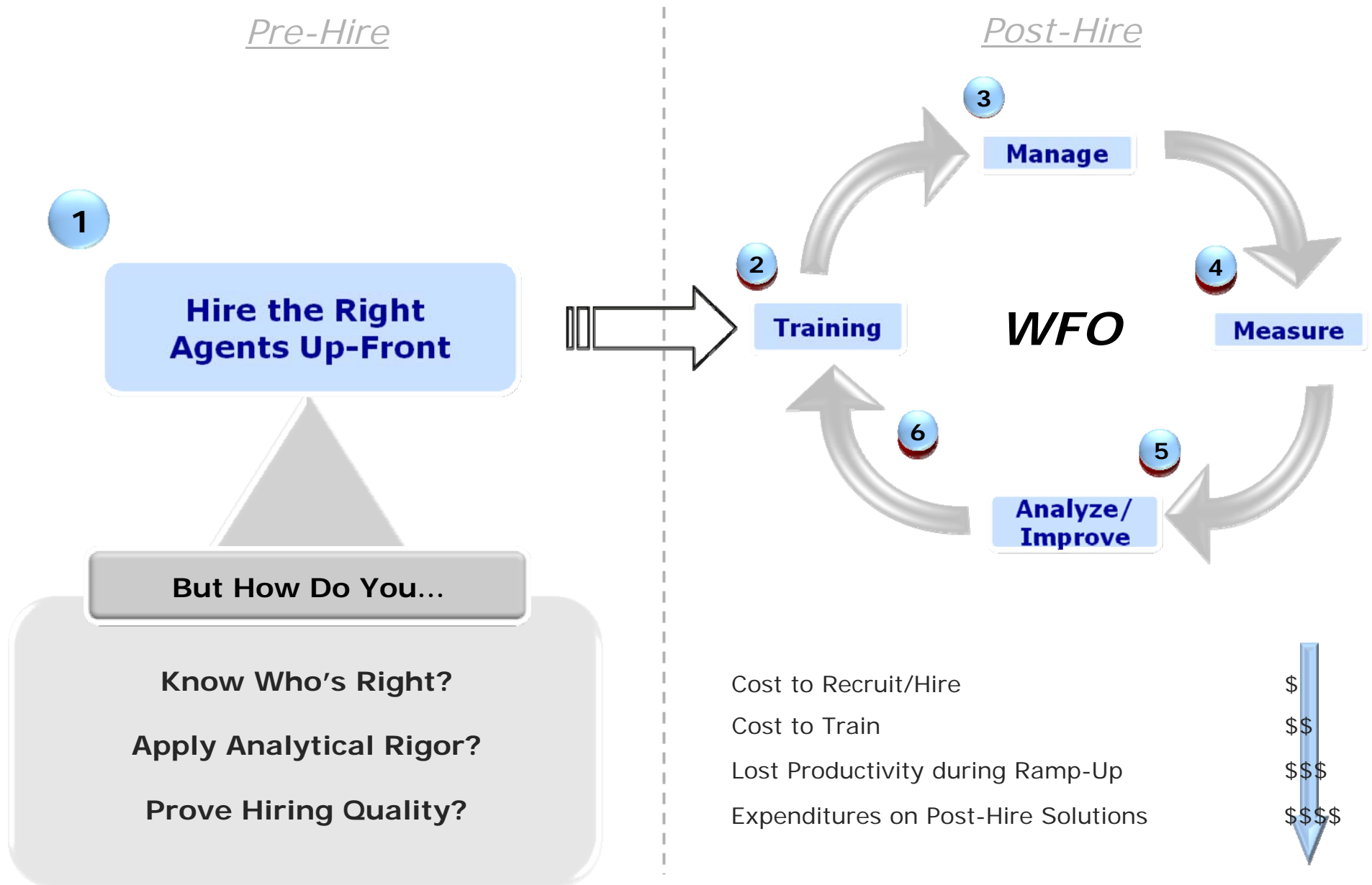


Driving Optimal Contact Center
Performance:

Hiring the Right Agents Up-Front



Are You Focused on the Right Areas of WFO?



Purpose & Agenda

- Purpose
 - To highlight the critical components of a scientifically-sound personnel selection system to help you hire better agents
- Agenda
 - What are assessments? Why use them?
 - How do assessments work?
 - How to know what to assess
 - How can I be assured *my* assessments work? Utilizing performance feedback & demonstrating ROI
 - Additional ways to screen applicants
 - Differences in assessments – Differences in applicability
 - Legal considerations
 - Pitfalls & Common Concerns

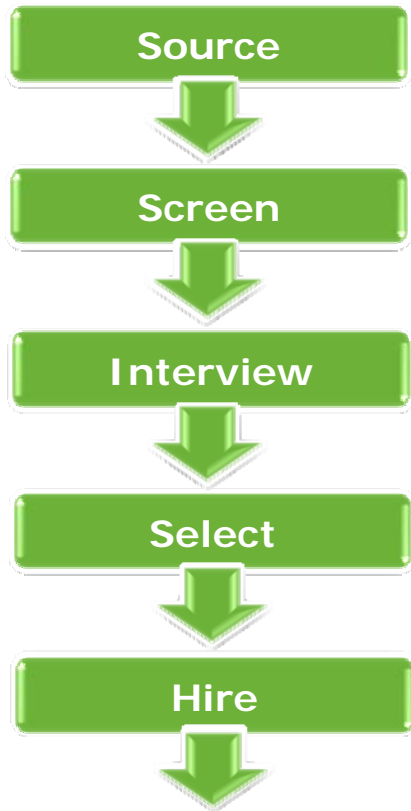
What are assessments?

Standardized measures that provide information to predict future behavior and performance

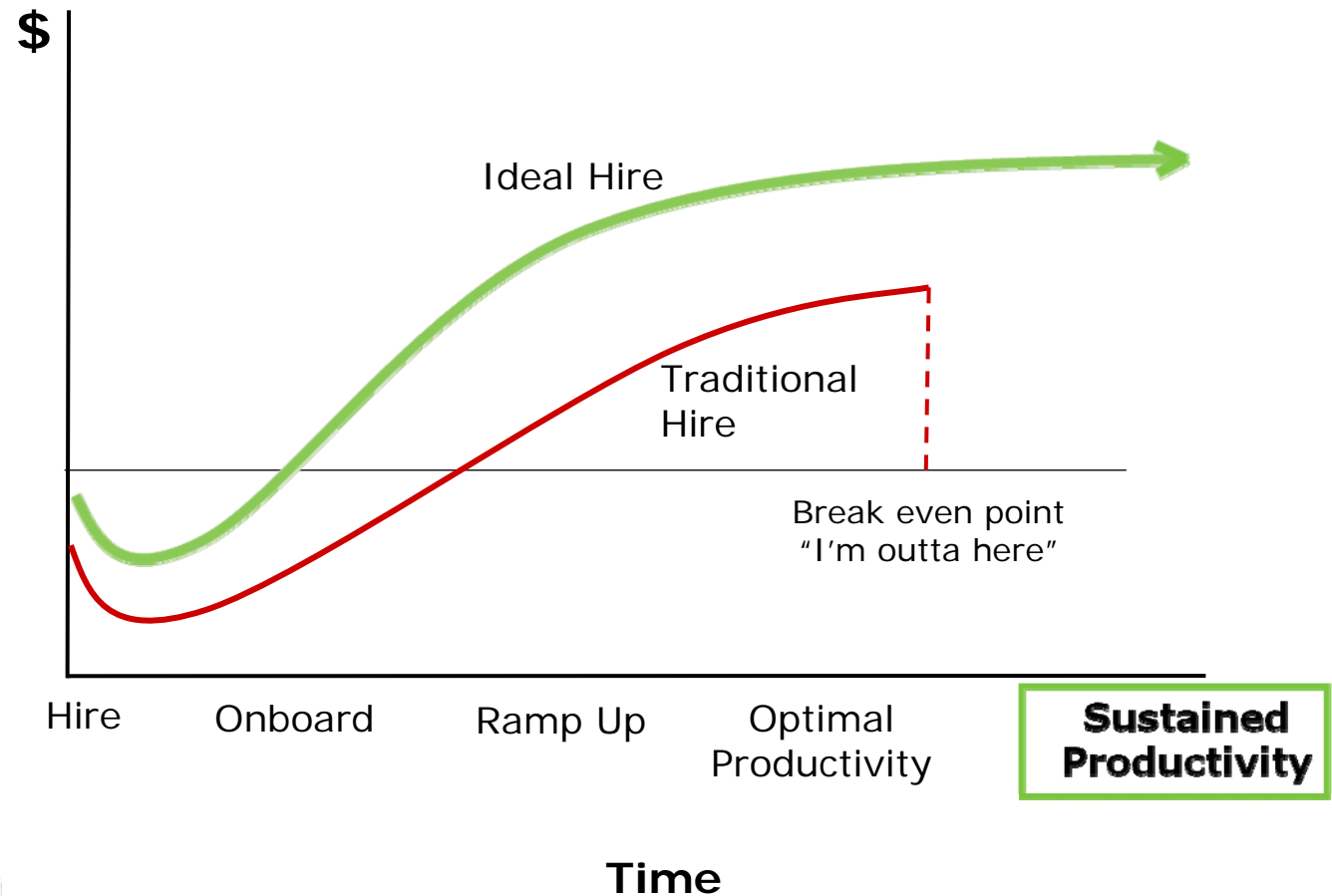
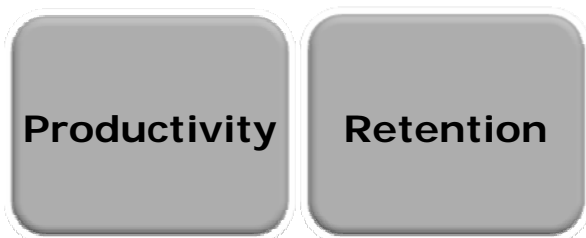
Assessment tools include:

- Resume interpreting & scoring systems
- Pre-screening & job-specific qualifications questions
- Knowledge, skills, & problem-solving tests
- Ability, personality, & work style measures
- Job & culture fit measures
- Phone interviews
- Structured interviews
- Job simulations
- Work samples
- Background checks

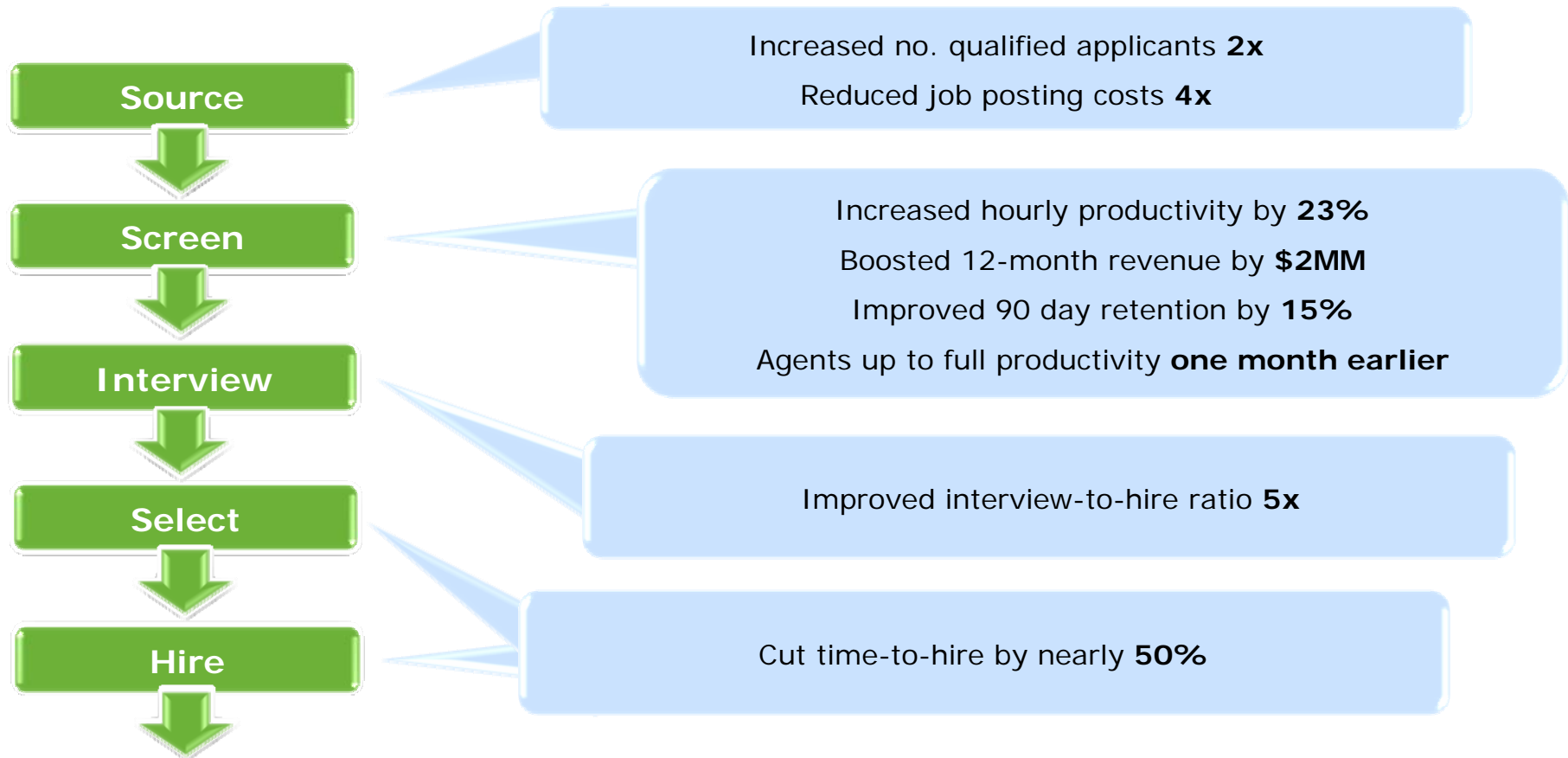
Purpose of Selection System: Evolv Impact



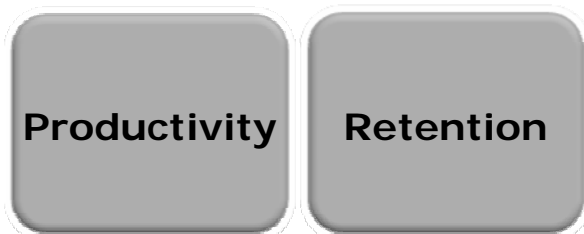
Key Workforce Measures



Benefits of an Effective, End-to-End Solution



Key Workforce Measures



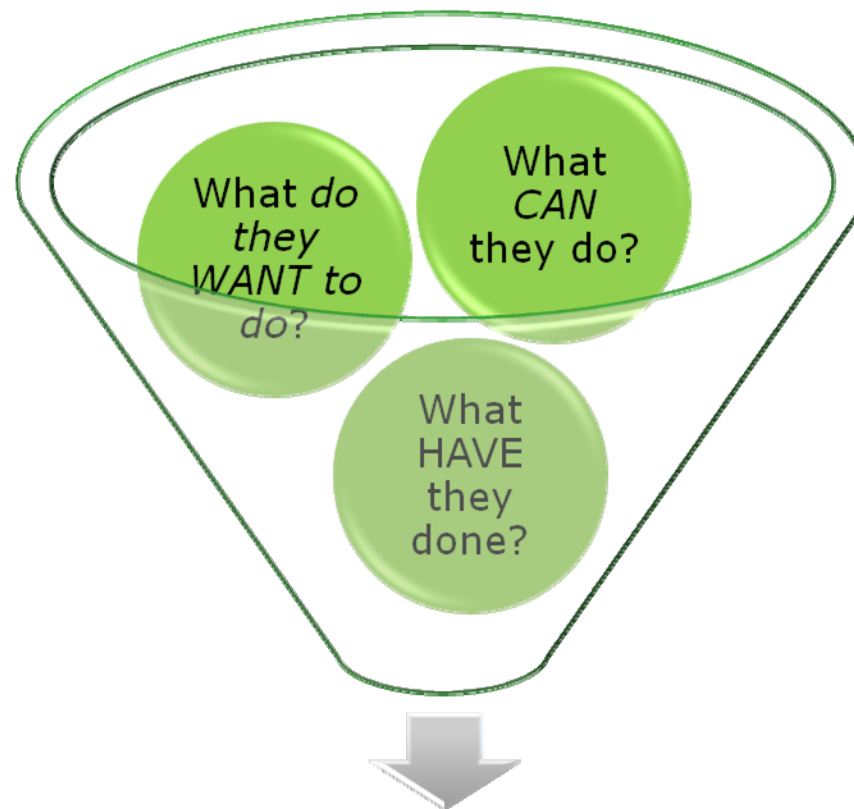
“It has cut my recruiting time in half because everything is done for me. All I need to do is review the applicants and set the best ones up for an interview.”

- Contact Center Hiring Manager

How do selection tools work?

They measure differences in job applicants regarding:

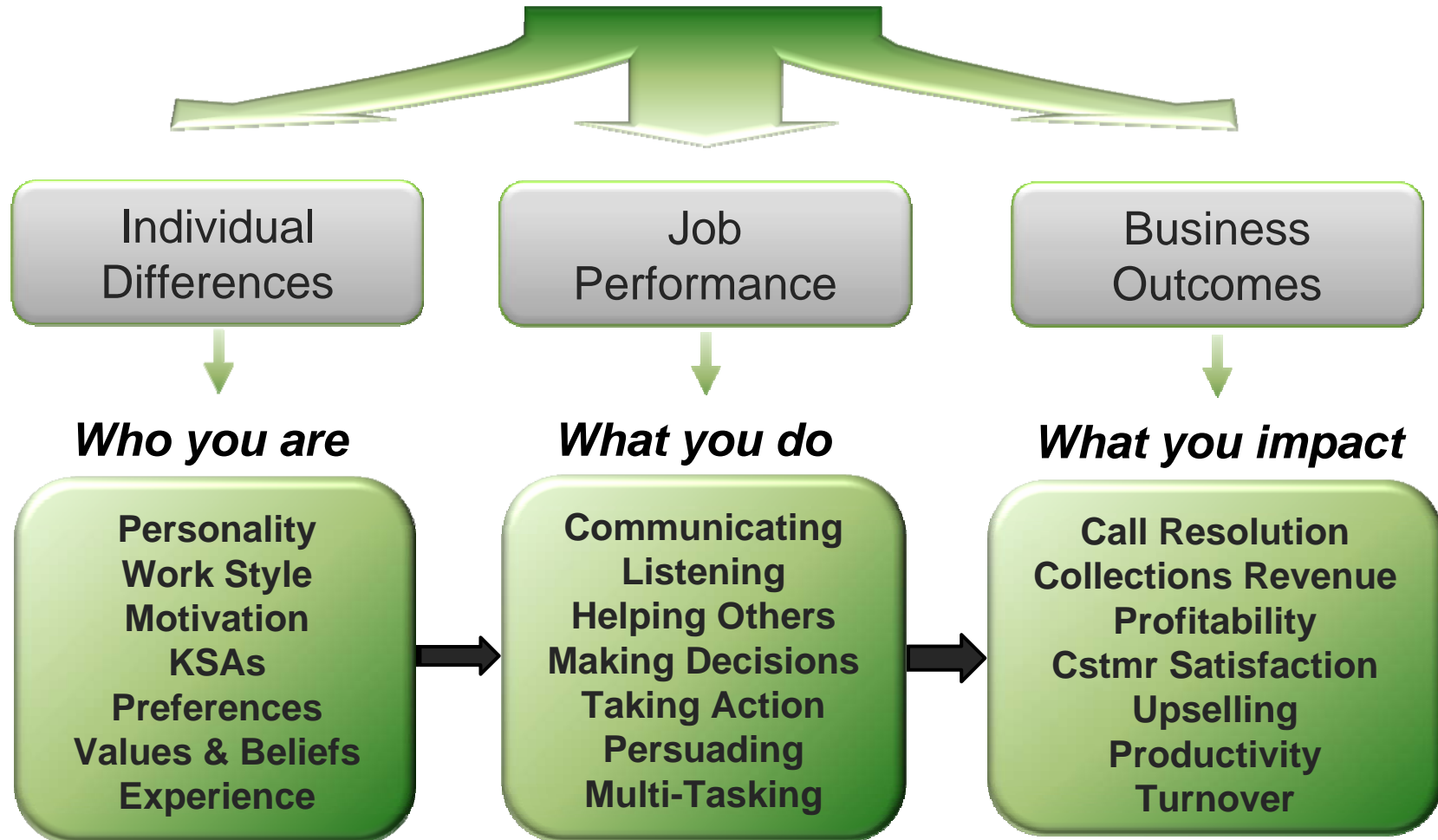
- Can do (personality, ability, aptitude)
- Will do, Likes to do (motivation, interests, preferences)
- Have done already (knowledge, experience, training, education)



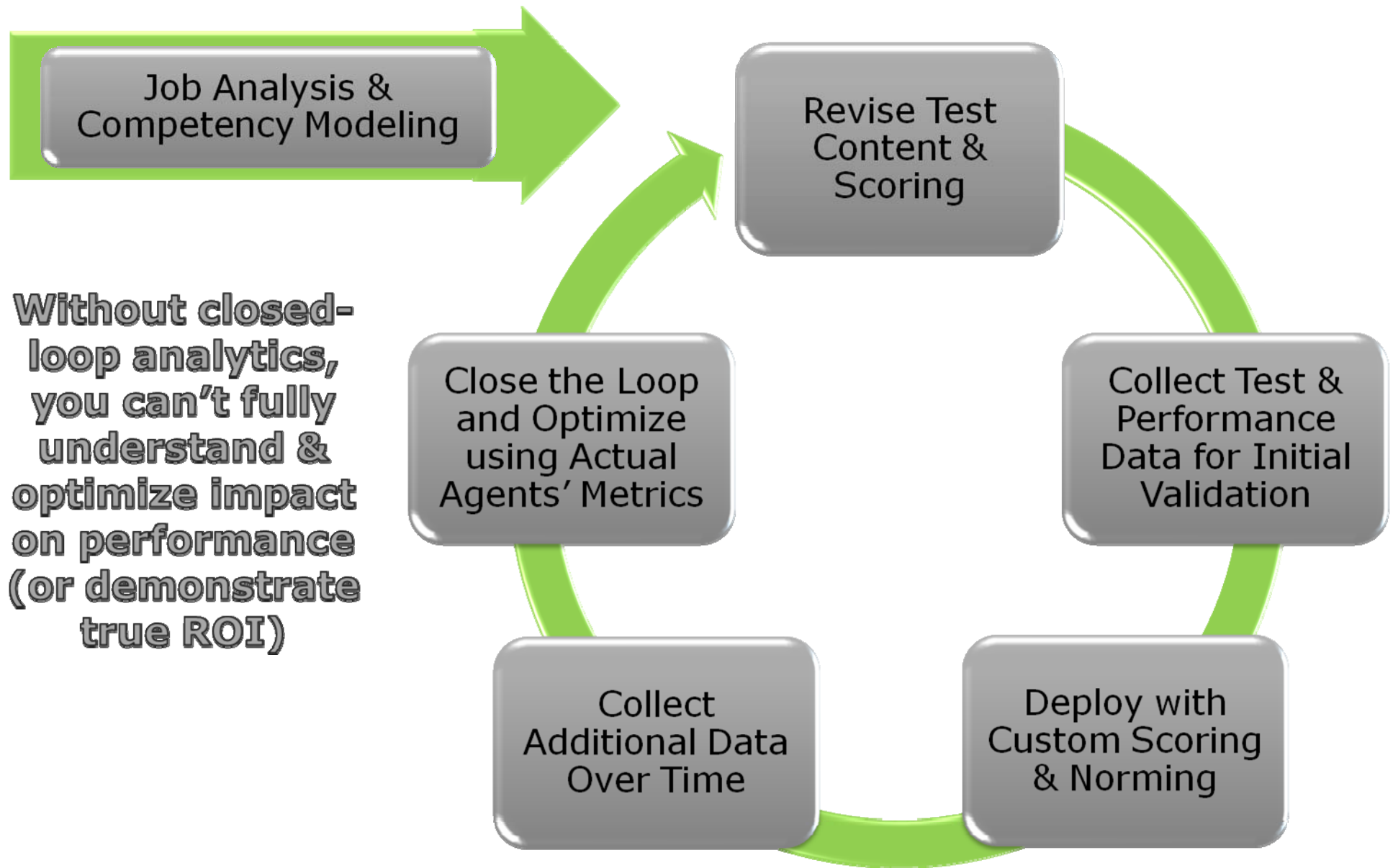
Future Performance

How do they work?

External & Organizational Influences & Constraints



How are assessments developed?



Without closed-loop analytics, you can't fully understand & optimize impact on performance (or demonstrate true ROI)

Examples of Key Selection Tools

Selection Tool	Why	Impact
Realistic Job Preview (RJP)	<ul style="list-style-type: none"> • Communicates job & work requirements • Provides preview into day-to-day activities & challenges 	<ul style="list-style-type: none"> • Employee retention & satisfaction • Early quit rates • Training completion rates
Personality/Workstyle /Fit Assessments	<ul style="list-style-type: none"> • Identifies inherently more suitable applicants 	<ul style="list-style-type: none"> • Quality of hire (e.g., customer service quality, sales volume, commitment) • Culture fit
Simulations/Skills/ Knowledge Assessments	<ul style="list-style-type: none"> • Identifies applicants with specific knowledge or skill sets for positions 	<ul style="list-style-type: none"> • Quality of hire (e.g., technical knowledge, speaking skills, problem-solving ability, min quals)
Behaviorally-Based Structured Interview	<ul style="list-style-type: none"> • Confirms applicants' experience & competencies on critical dimensions 	<ul style="list-style-type: none"> • Quality of hire • Culture fit • Retention

Interview Guide Questions

Structured behavioral interviews highlight and identify past performance and behaviors related to the personal competencies which drive success for an organization.

Demonstrating Confidence & Composure Under Stress

Examples of Ineffective Behaviors	Examples of Effective Behaviors
<ul style="list-style-type: none"> • Appears anxious or tentative in demanding situations; comes across as insecure when meeting people or in new situations • Becomes emotionally reactive or defensive when discussions become tense or heated • Criticizes other’s character and qualifications during disagreements as opposed to only questioning their ideas 	<ul style="list-style-type: none"> • Carries him/herself in a manner that projects confidence and self-assurance; maintains a calm, professional demeanor • Maintains objectivity and offers solutions to the cause of conflicts • Does not react in a defensive manner or take negative comments personally; welcomes constructive criticism/feedback

Describe a time when you had to display a high level of confidence and composure in a difficult situation.

Agents often have to work with consumers who are upset, extremely frustrated, or unreasonable with their expectations. Tell me about a time you had to deal with such a person in work or school.

Important Considerations

Are the assessment and delivery platform truly designed for call centers and the unique demands of call center hiring?

- **Is the assessment content “borrowed” from other industries (e.g., retail) and simply packaged as call center-specific?**

Is the assessment position-specific?

- **Significant differences not only between inbound & outbound roles, but between roles within those categories (e.g., inbound technical support vs. inbound sales)**

Is the content appropriate for your population?

- **Hourly, front-line agents vs. salaried employees**
- **In-House vs. At Home Agents**
- **Validated in your environment?**
- **Tied to your KPI's?**

Legal Considerations

- The Uniform Guidelines on Personnel Selection Procedures
- Equal Employment Opportunity Commission (EEOC)
- Office of Federal Contract Compliance Programs (OFCCP)
- Standards for Educational & Psychological Testing

Legal guidelines around:

1. Adverse impact
 - ▶ Gender, Race/Ethnicity, Age
 - ▶ Not necessarily illegal – but be careful!
 - ▶ Vague language around measurement & acceptability levels
2. Job-relatedness
3. Business necessity
4. No invasion of privacy (medical inquiries)

Common concerns regarding assessments

- ✘ Assessments take people out of the hiring process
- ✘ Assessments don't work (are not predictive, can be faked, etc.)
- ✘ Assessments aren't fair
- ✘ Assessments are legally risky
- ✘ Candidates do not like assessments
- ✘ Assessment tools create a homogeneous workforce (a.k.a., "clones") lacking diversity
- ✘ Assessment tools are too complex to use
- ✘ Assessments cost too much

Q&A – and Thank You



Call Center Hiring Intelligence™

Dr. David Ostberg, VP Selection Science

866.971.4473

dostberg@evolvondemand.com