



# *Using Assessments to Solve Business Challenges*

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# *An industry leading wireless company*

- *FORTUNE 100 company*
- *Annual revenues – \$33.7B in 2011*
- *Serve more than 56 million customers*
- *Serve 92% of FORTUNE 500 companies*
- *Strong prepaid brand portfolio with Virgin Mobile USA, Boost Mobile, Assurance Wireless*
- *First wireless 4G network from a national carrier in the United States\**
- *Nationwide 3G voice and data network*
- *Next generation, broadband push-to-talk service*
- *Global IP network with reach to 165 countries*

*\*Sprint 4G network reaches over 70 markets, on select devices. See [Sprint.com/4G](http://Sprint.com/4G) for details.*



# *Pre-Hire Assessments at Sprint*

## *Types of Assessments Used*

- > Pre-screening questions built into the application process*
- > Online assessments*
- > Structured interviews*

## *Online Assessments used for 75% of new hires*

- > Customer service positions in call centers*
- > Retail store sales and technical reps*
- > Front-line supervisor and managers*
- > Inside sales & field sales for small and medium businesses*

# Pre-Hire Assessment Benefits

Culture   Capability   Customer   Cost Effectiveness

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## Benefits for HR/Recruiting

- Fosters diversity in hiring
  - Brand management
  - Elevates HR as a partner
- Consistency
- Candidate management
- Leverage technology
- Lower cost per hire
- Measurable ROI

## Benefits for the Business

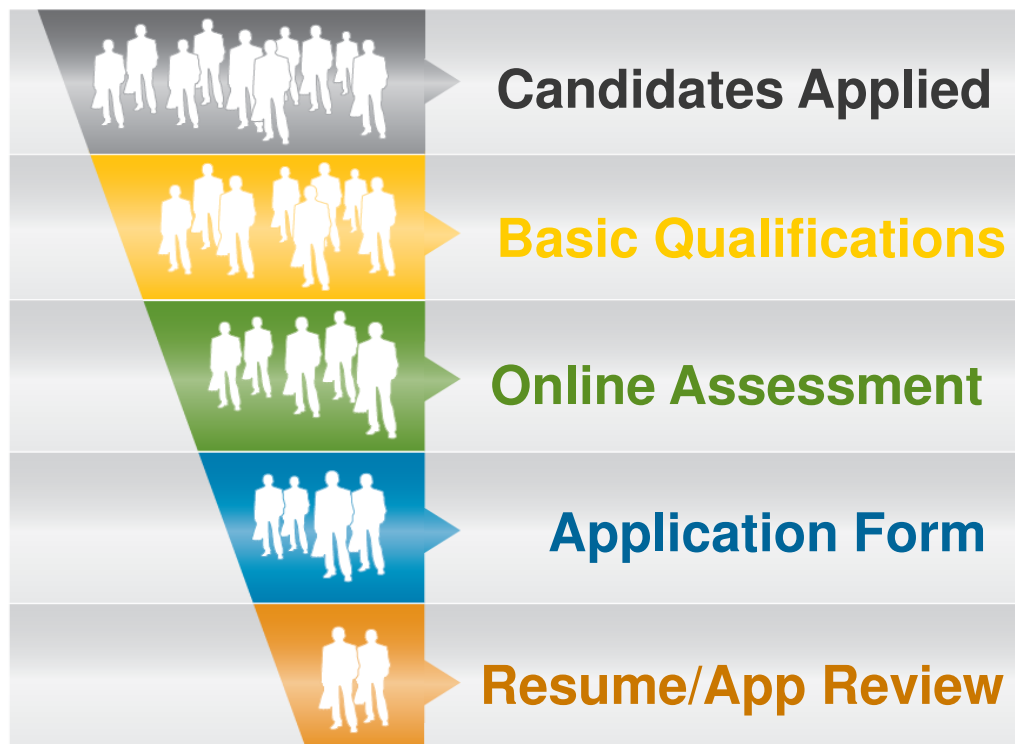
- Culture & Job Fit
- Higher performance
  - Lower turnover
  - More diversity
- Candidate management
- Hiring effectiveness
- Hiring efficiency
- Measurable ROI

# The Business (and HR) Challenge

- *Business Problem*
  - > *Customer satisfaction at a low point in 2007*
  - > *Customer churn was higher than competitors*
  - > *New hire sales performance was inconsistent*
- *HR Problem*
  - > *Reduced HR budget*
  - > *Fewer recruiters*
  - > *More candidates*



# Automating Assessments: Impact on Recruiting Efficiency



Before	After	
170k	170k	
N/A	149k	12% rejected by automated MQ
N/A	74k	50+% rejected by online assessment
N/A	60k	20% do not complete or fail application form
170k	60k	Candidates needing "handle time"

# Assessment Approach to Address Business Needs

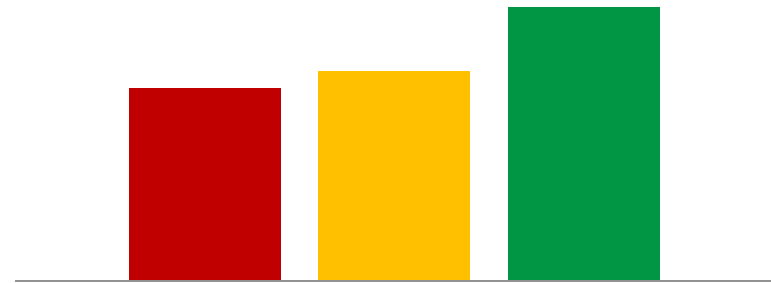
- *Modified assessment content and scoring in care and retail to emphasize customer service*
- *Added assessment for technical consultants in stores to improve service orientation*
- *Added assessment for store manager and care supervisor to improve leadership and coaching*
- *Retooled assessment content and use in business sales to improve new hire quality and performance*
- *Raised the bar for assessments to improve quality of hire*
- *Provided standard behavioral interview guides to managers as they open requisitions*

# Front-line Care Improvements

*Compared to low scorers, Care agents who earn high scores on the assessment:*

- *Achieve 5% higher Issue Resolved rates*
- *Complete calls 46 seconds faster*
- *Transfer 5% fewer calls*

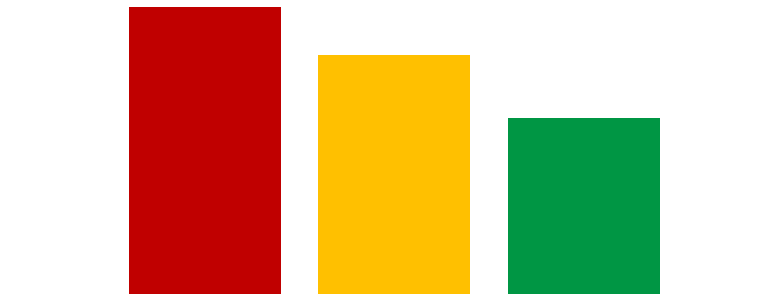
**Issue Resolved Rates**  
(5% difference between high and low scorers)



**Transfers**  
(5% difference between high and low scorers)



**Average Handle Time**  
(high scorers were 46 seconds faster)





# Front-line Sales Improvements

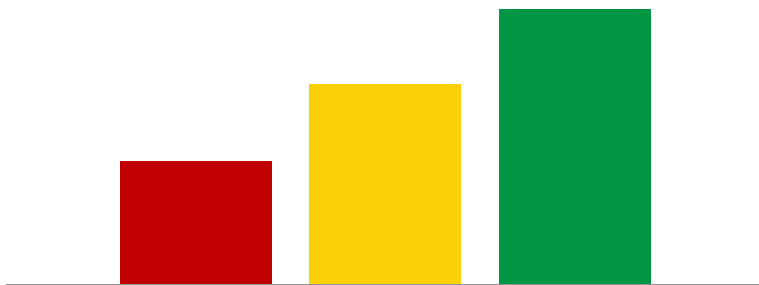
*Compared to low scorers, retail associates who earn high scores on the assessment achieve:*

- *16% higher monthly accessory revenue*
- *8% higher monthly upgrades*
- *11% higher monthly net activations*

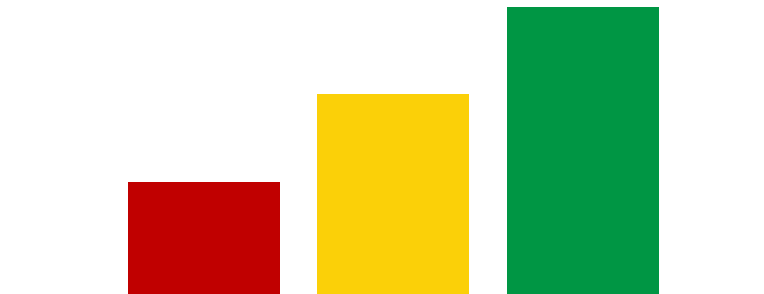
**Monthly Upgrades**  
(High scorers upgraded 8% more customers)



**Monthly Accessory Revenue**  
(High scorers sold 16% more accessories)



**Monthly Net Activations**  
(High scorers activated 11% more lines)



# Business-to-Business Sales Improvements

Compared to low scorers, **inside sales reps** who score high on the assessment achieve 17% higher monthly net activations

- **Field Sales associates** who score high on the assessment sold 33% more units per month than low scorers

Monthly Net Activations  
(High Scorers +17%)



Monthly Units Sold  
(High scorers + 33%)



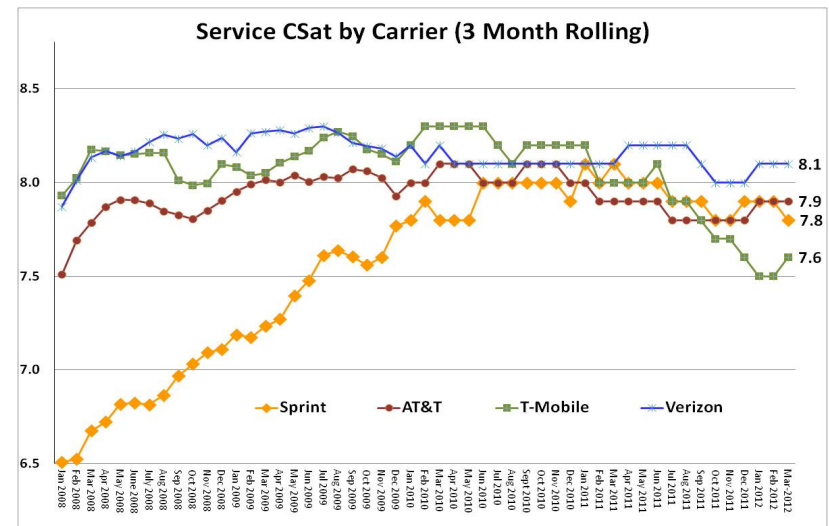
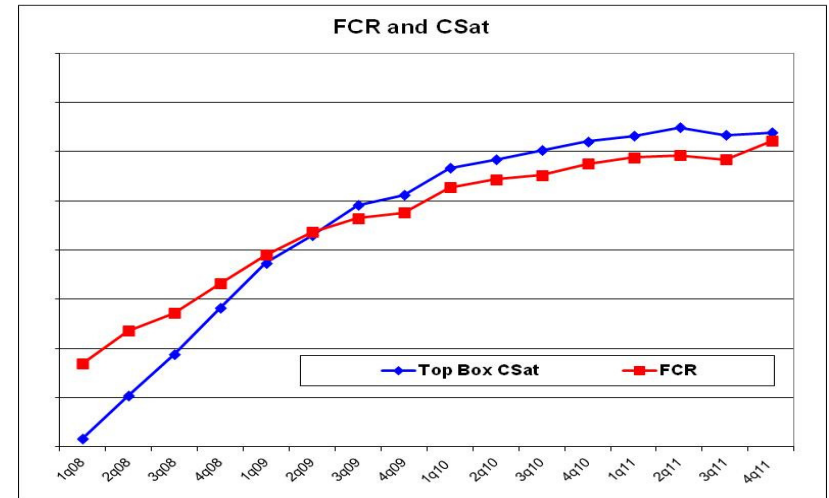
# Bottom-Line Results

## Customer Experience:

- 14 consecutive quarters of improvement in customer satisfaction and first-call resolution metrics
  - > Improvements in 15 of last 16 quarters
- Accolades for best customer experience in the wireless industry

## Subscribers:

- Total company net additions of more than 1 million for six consecutive quarters
- Best ever Sprint platform postpaid ARPU increase of 6.9% year-over-year



# *In the Press*

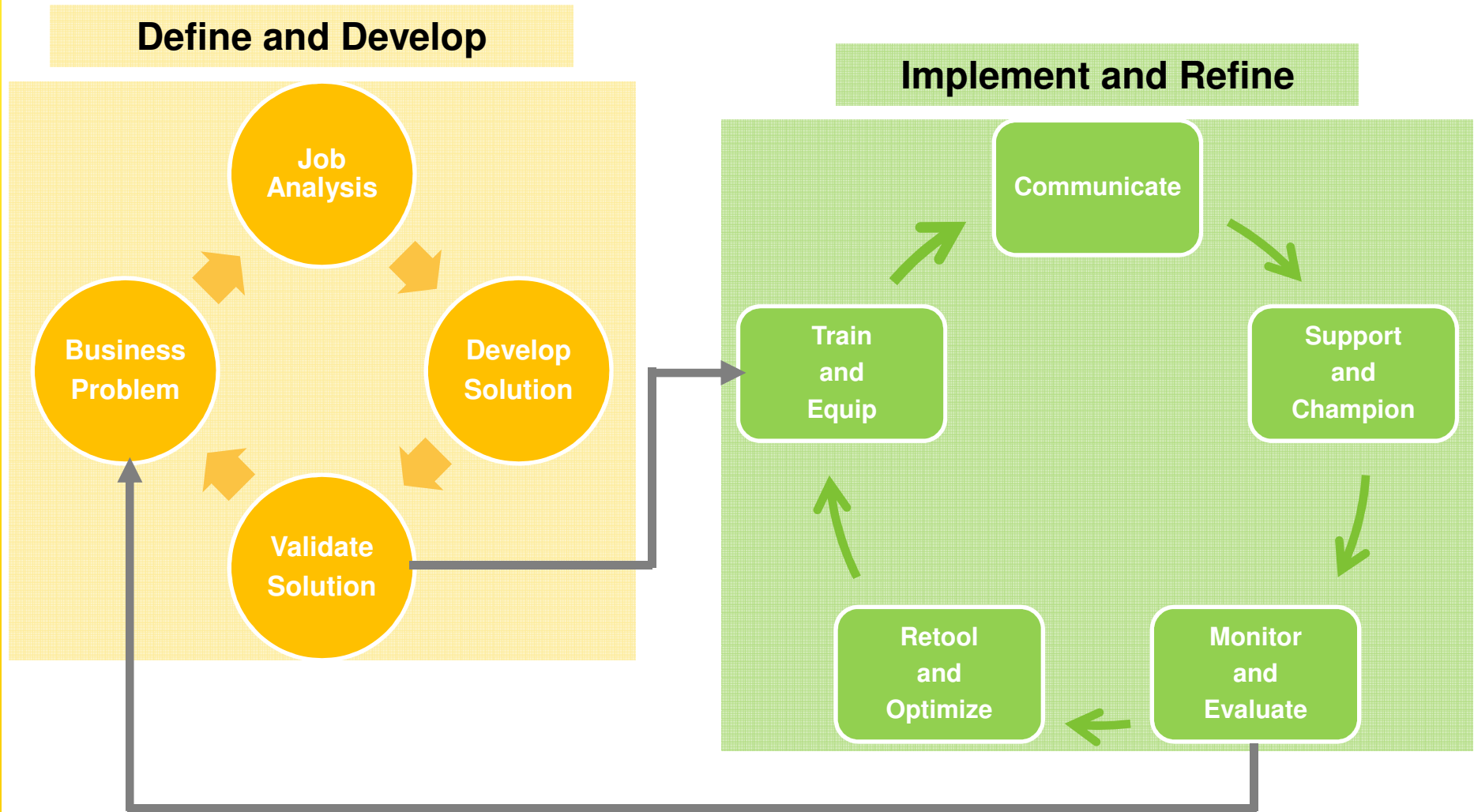
Sprint is unbeaten among major wireless carriers for customer satisfaction and is the #1 most improved U.S. company in customer satisfaction, across 47 industries, over the last three years – *American Customer Satisfaction Index (2011)*

Sprint has been ranked Highest in Satisfaction with the Purchase Experience among Full-service Wireless Providers – *J.D. Power and Associates (2012)*

"The Customer Experience Index, 2012" Sprint's customer experience index score was higher than the average score of all of the wireless service providers surveyed – *Forrester Research, Inc. (2012)*

U.S. Long-Haul Wholesale Carrier Excellence Awards for Customer Service, Network Performance, Provisioning and Sales Reps – *ATLANTIC-ACM (April 2012)*

# The Assessment Life Cycle



# *With Success, Comes New Business Challenges*

- In 2011, the business came to HR with a new challenge:
  - > “Help us reduce new hire turnover”**
- The turnover problem impacts both the business and HR
  - > Cost and resources to hire, onboard, and train**



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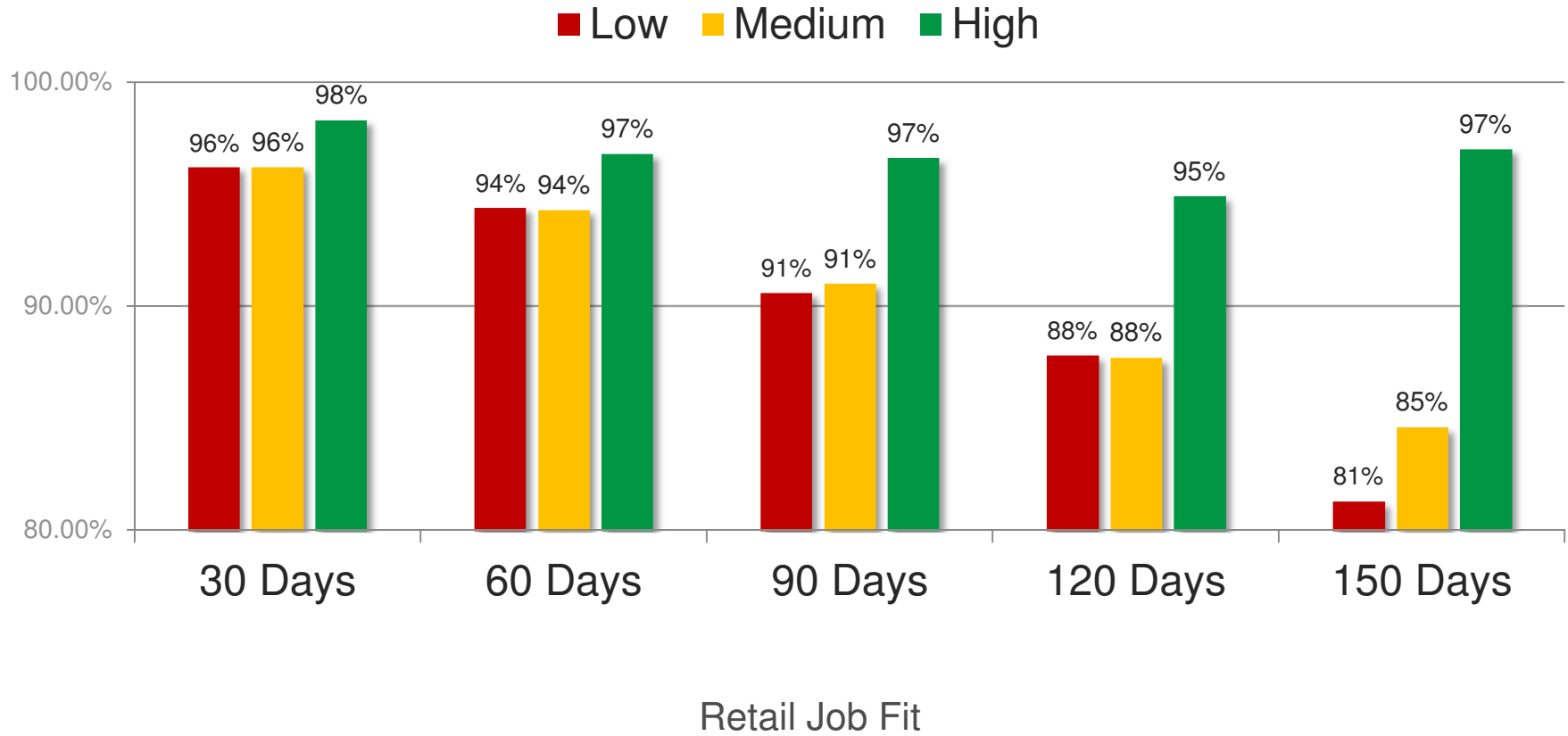


*“And I’m proud to report our turnover rate is the highest in years.”*

# *Developed Innovative Job Fit Scale*

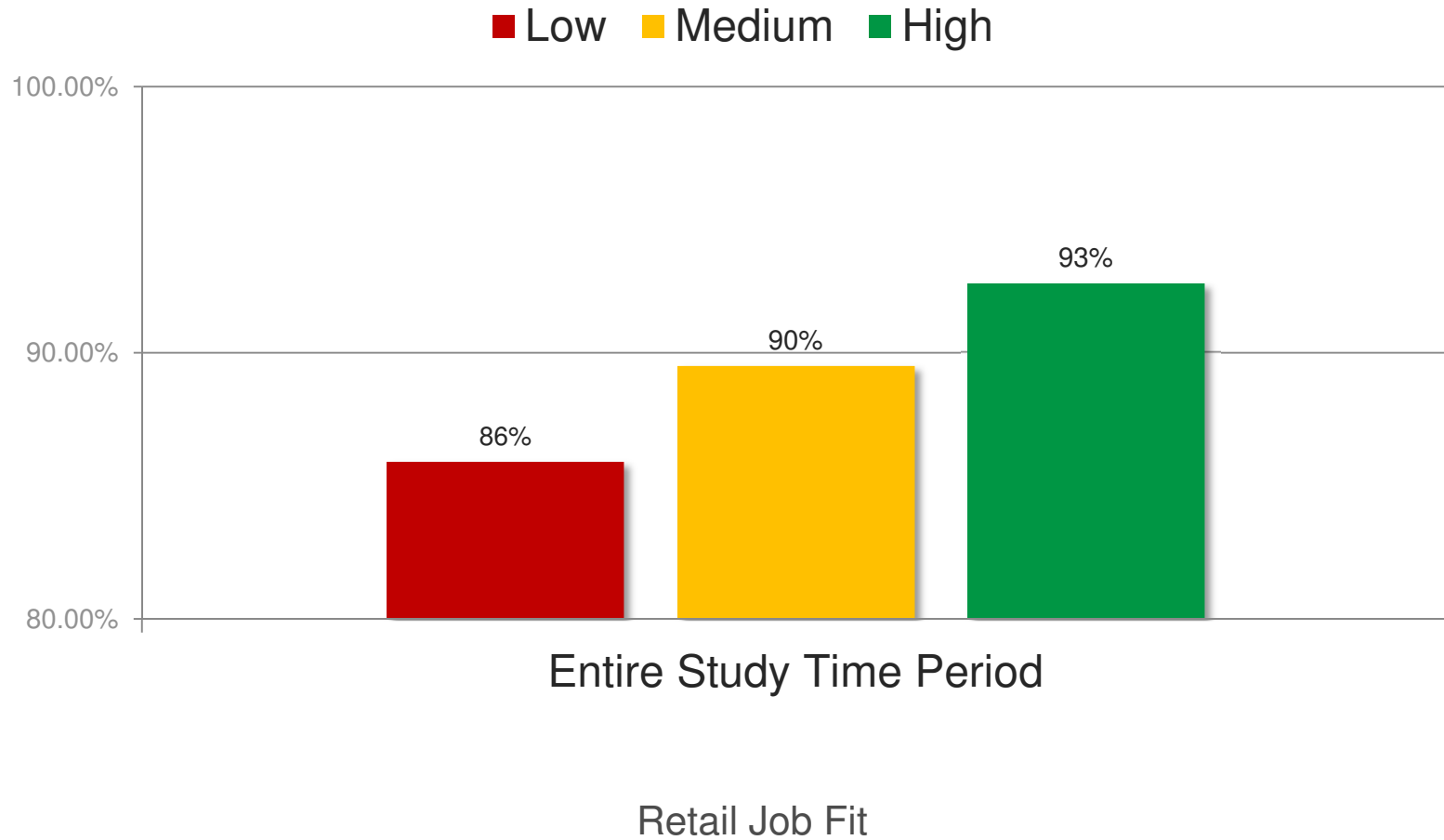
- *Developed with employee and manager input (focus groups, surveys)*
- *Candidate chooses between pairs of job characteristics (equal desirability, only one is part of the job)*
- *Examples:*
  - > *Which of the following would you prefer?*
    - *Working with people that I consider friends.*
    - *Being able to decide on my own work schedule.*
  - > *Which of the following would you prefer?*
    - *Looking at a computer screen for the entire day.*
    - *Having a rigid work schedule.*
- *Piloted to fine-tune and validate*
- *Screens out those candidates most likely to turnover*

# Results: Retention





# Results: Retention



# *Developed Realistic Job Preview*

- *Partnered with Retail Ops, Sprint University*
- *Developed 3 minute video showing benefits AND challenges of job*



# Revised Assessment

Previous Assessment	Updated Assessment*
	Realistic Job Preview
Achievement Motivation	Achievement Motivation
Retail Sales Focus	Retail Sales Focus
Customer Focus	Customer Focus
	Retail Job Fit

\* Also adding a scenario-based retail simulation to the assessment battery

# *Closing Thoughts on Pre-Hire Assessments*

*Assessments can help organizations make better hiring decisions that can solve business challenges...*

- *Customer Service*
- *Sales*
- *Turnover*

*As well as HR challenges...*

- *Efficiency*
- *Consistency*
- *Quality*
- *Measurable ROI*

