Call center training becomes more specialized
A HIRELABS CASE STUDY

TCS engaged HireLabs talent assessment services to conduct a training needs analysis, before TCS invested in training its call center representative. First HireLabs created a customized assessments to test weaknesses of the call center representatives, and after testing, TCS received an in depth report identifying the gaps and problem areas that needed to be addressed. This was very beneficial because the TCS management was able to design the training specifically for their needs rather than provide a generalized training for the entire staff. The following is a case study explaining how TCS was able to improve their productivity and increased their ROI by using talent assessment before conducting training.

About TCS

Ever since its inception in 1983, TCS Pakistan has continued to lead, the courier and logistics service industry in Pakistan through innovation, pioneering spirit, commitment and passion.

TCS Express network now spans five continents and now caters to over 2000 locations in Pakistan.

With regular and careful attention for the Human Resource Management and development, TCS has now become an employer of choice in Pakistan. The management continues to

Background

HireLabs worked with TCS in assessing their current talent at their call center. As a premium service, customized assessments were developed for TCS. Call centers tend to have a high turnover; there were two objectives that needed to be met from the customized assessments:

Objective 1: Perform as a screening tool as a filter the hundreds of resumes received regularly.

Objective 2: Assist in reducing the turnover by hiring people whose occupational behavior would fit the needs of TCS.

Challenge

While conducting interviews from the line mangers, HireLabs realized that that since the call center's responsibility is to address in-coming calls with inquires and complaints from customers who are often upset. HireLabs' research team studied 1250 candidates who applied for a call center position, and realized that in a majority of the cases the candidates have a lesser desire to work in a call center than what they tend to display in the interview – this make screening very difficult. HireLabs' research team suggested that the type of candidate that should be hired is one who had the correct skills (including speaking, technology literate and others), but in order to address the defined objectives two very important behavioral traits needed to be addressed:

1. Empathy: The candidate must be able to understand the distress that the caller is going through and reduce the caller's hostility by empathizing with the caller.

2. Hospitability: The candidate must be able make the caller feel that his/her request is the most crucial, and will take precedence over other matters.

Solution

HireLabs gathered relevant data from the line managers and the HR department, and created customized tests. The tests were reviewed with the line managers. The corporate language and actual situations were used in the creation of the questions thereby maintaining the local element.

The assessment was implemented first to assess capabilities and shortcomings of the current workforce – acting in the capacity for training needs analysis. The same tests were used to assess candidates for recruitment into the vacant positions.

Results

The customization and localization of the tests are designed to reduce the caller complaint rate by 35% and reduce the employee turnover rate by 50% over a one year period. The Objectives are being met.

HireLabs Assessments were initially used to assess the entire customer services workforce – results were used to align the entire workforce. These identified the present weaknesses of each team member and were used as bases for training assessing training needs.

The second step for TCS was to implement the assessment screening and filtering applicants for new positions open in the TCS call centers. All incoming applicants are screened on a basic assessment that was created and followed up by a proctored and more detailed assessment in their own office premises.

The assessments have also allowed a greater level of standardization of the workforce in the dispersed geographic locations for the TCS staff.

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