# Learning Resources Inc
## Assessing, Developing & Documenting Soft Skills

Phone: 203-637-5047   Fax: 203-637-2786
e-mail: support@Learning-Resources.com
www.Learning-Resources.com

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**Case Studies describing organizational results from the use of AccuVision soft skills assessment technology**.

1. Sales positions within automotive dealerships have a high history of turnover.  In one of the country's largest dealerships the following results were achieved through an assessment system focusing on skills and work preferences.  Overall results showed that turnover decreased by over 70% and sales increased by 50%.

   *Turnover was cut almost in half (i.e., turnover for "unsuccessful" applicants was 62% while the turnover rate for "successful" applicants was 35% during the same time period.)
   *Monthly sales volume was more than 50% greater (i.e., average monthly sales for "unsuccessful" applicants were 4,9 units per month, while for "successful" applicants the average was 7.9 units (61% higher).

2. A direct sales call center implemented an automated assessment system combined with AccuVision (LRI's video-based assessment) and found the following results with their new professional hires.  Overall results showed that turnover decreased from 82% down to 40% and sales increased by 82%.

3. A major financial institution was opening up call centers in three different cities and used LRI's recruiting and selection systems to meet their hiring needs.  Their major concern was finding enough people and keeping the costs associated with recruitment efforts down.  Overall they found that the cost per hire was reduced by 50% and the hiring time to fill positions was reduced by 1-½ weeks.

4. A large manufacturing plant needed to hire 750 laborers in a very short time period.  In the past the process involved applicants showing up at the plant to be processed. LRI's technology was able to build a technology enabled Selection System that processed 10,000 caller/respondents in four days.

5. AAA (American Automobile Association) was concerned that a portion of their customers were not happy with AAA's roadside service.  They found that the majority of the problem resided in the customer service call center personnel.  Less than perfect customer service was only one of their problems.  Many of the AAA call centers from around the country were faced with huge turnover percentages and had a difficult time attracting new applicants to their call centers.  AAA was not sure as to where their employee performance system was failing, but recognized a need to standardize their processes across clubs so they could deliver the "premier" roadside customer service anywhere in the country.

   In order to remain the premier automobile service providers, AAA had to exhibit superior customer service, for which they are well-known.  There was increased competition for the services AAA provided from various sources for the first time. If the problem of poor customer service continued, they could expect a drastic decrease in the number of members defecting to other providers.

AAA assembled a committee representing the association to look at the employee performance model and how the different clubs used it.   They found that in order to improve the quality of service from the customer service positions it was imperative to first select individuals who had a high probability of performing successfully.  In order to reach this goal they needed to develop competency models to help guide the process so all clubs would be selecting representatives for the same competencies or skill sets.

AAA National contracted AlignMark to first develop the competency models around six different call center positions.  These competency models would help identify which knowledge, skills, and abilities were necessary for successful performance on the job.  The second request was for AAA National to partner with AlignMark and provide to the clubs tools that enabled them to select for those competencies.

After implementing AlignMark's selection process for their hiring needs, AAA first began to experience tremendous improvement in the quality of their customer service professionals. In some of the AAA clubs, turnover was reduced by 10% to 30%.  One club indicated that their turnover was reduced from 25% to 16%, the lowest turnover ratio that they have ever experienced.  Before using the System some clubs would only have one or two individuals requesting a job.  With AlignMark's solution, they now had anywhere between 10 to 20 times the individuals requesting jobs.  The time to interview was reduced significantly because less time was now spent on selling the job.  Interested respondents had already been provided a realistic job preview and prescreened.  AAA now has a model by which they can select, train, and manage their customer service employees.  This is essential, because they now have the ability to align their human resource efforts to reach their strategic goals.

6. Sprint Communications (a national provider of phone/communication services) implemented a LRI selection system within 12 of their 23 call centers.  The System comprised of a series of assessment questions focused on minimum qualifications, job interest and work preferences, workplace environmental preferences, and a skills-based measure.  In 11 of the 12 call centers there was a reduction in turnover of over 75% and in the 12th there was a reduction in turnover of 54%.  For one call center turnover was reduced from 83% down to 21% which was significantly below the industry average for these positions.  During the same time period there was no significant change in turnover for the 11 call centers not implementing the AlignMark assessment system.

For additional information, please contact:

Alan Lesure
President