Recruiting, Hiring and Training Operational Assessment

COPC®

What is a Recruiting, Hiring & Training Operational Assessment?

The Recruiting, Hiring and Training (RHT) COPC® Operational Assessment gives you a quick yet detailed overview of your people acquisition and training processes and provides specific recommendations for improving them.

Our RHT Operational Assessment is a structured and proven approach to analyzing details such as organizational design, minimum skills and job definition; recruiting, hiring and training processes and performance; and attrition.

Information Gathering & Planning → Onsite Assessment → Analysis → Final Report

At the end of this assessment, we will provide a road map to transform your recruiting, hiring and training process, leading to service delivery improvements, productivity gains, a better customer experience and increases in revenue and profitability.

Do You Need an Operational Assessment by COPC Inc.?

If one or more of the following issues is true for your operation, you need an RHT Operational Assessment:

- Your recruiting, hiring or training processes need improvement, but you are not sure what needs to be fixed

- You have a high attrition rate of agents within the first six to 12 months of employment

- You hear from your operations team that agents are not capable of performing at an acceptable minimum level

- Your training results show that almost everyone passes training

- Your recruiting, hiring, and training metrics look good, yet your agent-level quality results are poor
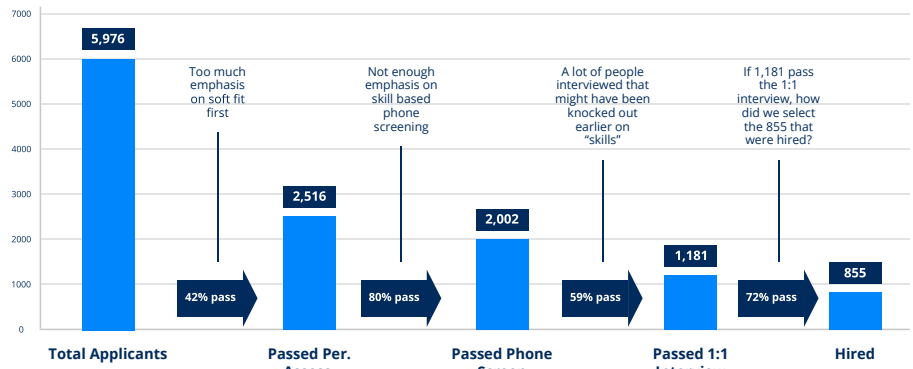
A Sample of Our Findings

An international hospitality company wanted to better understand why their recruiting process for call center agents was expensive and time-consuming. The Operational Assessment showed that it emphasized the soft skills of personality and compatibility during the company's initial screening, rather than checking for a specific hard skill set. Also, few people were eliminated during each round of the process, which meant recruiters were spending time and money interviewing many more candidates than necessary.
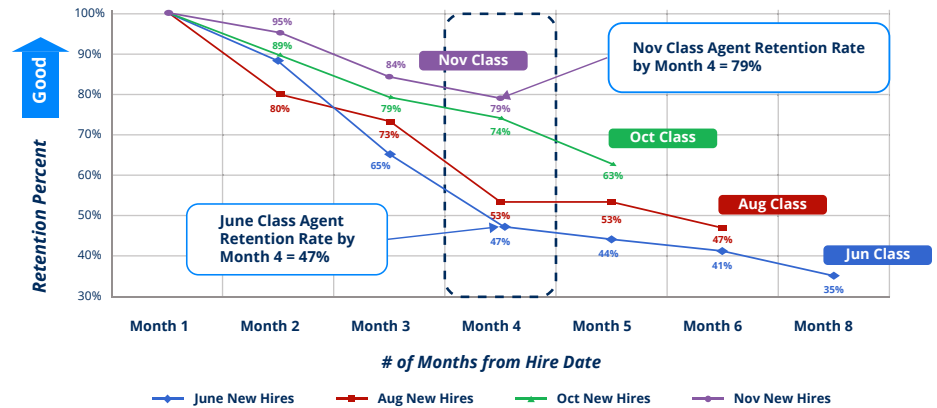
A Sample of Our Results

A major electronics retailer was having an agent retention issue. As part of the COPC® Operational Assessment, we analyzed the company's effectiveness to retain newly hired agents. By the fourth month after agent training, the company was losing nearly half of its new hires. COPC Inc. recommended establishing minimum skills definition for the recruiting process, along with various hiring and training initiatives, which were implemented. Four months later, retention levels had risen to nearly 70 percent, an increase of 32 percentage points.

HR Cycle Results First Six Months

Total Applicants	5,976
Passed Per. Assess.	2,516 — 42% pass
Passed Phone Screen	2,002 — 80% pass
Passed 1:1 Interview	1,181 — 59% pass
Hired	855 — 72% pass

- Too much emphasis on soft fit first
- Not enough emphasis on skill based phone screening
- A lot of people interviewed that might have been knocked out earlier on "skills"
- If 1,181 pass the 1:1 interview, how did we select the 855 that were hired?

New Hire Retention from Hire Date by Months

Retention Percent — Good

June Class Agent Retention Rate by Month 4 = 47%
Nov Class Agent Retention Rate by Month 4 = 79%

Nov Class; Oct Class; Aug Class; Jun Class

June New Hires: 89%, 65%, 47%, 44%, 41%, 35%
Aug New Hires: 80%, 73%, 53%, 53%, 47%
Oct New Hires: 79%, 74%, 63%
Nov New Hires: 95%, 84%, 79%

# of Months from Hire Date

— June New Hires   — Aug New Hires   — Oct New Hires   — Nov New Hires

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com.

Learn more at **copc.com**

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