CUSTOMER SERVICE CAREER BATTERY (CSCB)

INDUSTRY/COMPANY PROFILE
Fortune 500 grocery retailer; several hundred stores spanning the southeastern United States

TARGET JOB FAMILY
Hourly associates

BUSINESS NEEDS
- Efficiency, accuracy, and fairness in identifying high-potential candidates
- Higher employee performance
- Reduced turnover and improved employee engagement
- Enhanced customer satisfaction

SOLUTION OVERVIEW
DDI designed a selection process featuring a customized, short-form (20-minute) version of its Customer Service Career Battery (CSCB). The CSCB is a multifaceted inventory designed for use in selecting employees for a wide range of customer-facing work roles. It integrates three complementary content sets—Work-Related Judgment, Work Style and Disposition, and Background Experience—to accurately predict a potential candidate’s effectiveness and engagement in a customer-facing work role.

To ensure that the CSCB was an appropriate fit for this company, DDI conducted a thorough job analysis process to identify the core competencies for the target positions and coordinated a multi-site (24 geographically dispersed stores) validation study to evaluate the test’s accuracy in predicting these competencies.

PROOF: VALIDATION RESULTS
DDI managed a study to demonstrate the CSCB’s impact on the client’s business needs. DDI gathered data on employees’ effectiveness in competencies such as Decision Making, Customer Focus, and Company Citizenship as well as on overall performance. DDI also collected information about outcomes such as Avoiding Disciplinary Actions, Increasing Customer Satisfaction, and Engagement. Next, DDI analyzed the CSCB’s ability to differentiate employees across levels of these critical outcomes.

FINDINGS: CSCB scores were strongly related to overall performance as displayed below: the company’s top performers were 3.9 times more likely to score high on the CSCB.

The CSCB also identified employees who exceeded their coworkers in terms of:
- Decision Making
- Customer Focus
- Company Citizenship
- Safety Awareness
- Avoiding Time Waste
- Customer Satisfaction
- Employee Engagement
- Retention Likelihood

In addition to predictive accuracy, the CSCB also minimizes score differences among candidate groups (for example, in terms of race, gender, and age).

CONCLUSIONS: This case study demonstrates the CSCB’s potency for predicting key outcomes for a customer service job family. These results support the CSCB’s use to identify employees capable of rapid and sustained contribution toward a company’s strategic objectives and to simultaneously facilitate diversity goals.