



# FACTS

## CUSTOMER SERVICE CAREER BATTERY

### A TOOL FOR ACHIEVING CUSTOMER SERVICE EXCELLENCE

As the first link between your company and your customers or prospects, customer service representatives are pivotal members of your workforce. By providing good service, they keep customers satisfied and coming back. On the other hand, poorly handled encounters can leave customers dissatisfied at best or, worse, heading straight to a competitor.

That's not to say that finding—or keeping—good service reps is easy. Or that providing excellent customer service is a job anyone can do well. Turnover in these positions is typically high. Depending on your company and industry, your reps may have to deal with a wide variety of product and service issues, talk to dozens of customers a day in person or through a call center, and be helpful, pleasant, and capable every step of the way.

So how are you hiring people who have what it takes to succeed?

DDI's Customer Service Career Battery (CSCB) helps speed and improve hiring by quickly identifying individuals who possess

the profile critical to success in today's customer service environment. The CSCB can be used as part of a process for hiring new customer service representatives or as a way to place current employees into new or existing customer service roles.

### THE BENEFITS

Individuals who score high on the CSCB are much more likely than low scorers to be top performers in customer service roles, to excel in areas important to job success, and to be highly satisfied with the job.

For example:

- > Top CSCB scorers at **an auto parts retailer** were 3.1 times more likely to excel in overall performance and 5.0 times more likely to be highly satisfied with the job.
- > Top CSCB scorers at **a Fortune 500 grocery retailer** were 3.9 times more likely to excel in overall performance and 8.9 times more likely to have a high likelihood of retention.
- > Top CSCB scorers at **a health care services company** were 6.0 times more likely to excel in overall performance and 8.2 times more likely to excel in interpersonal performance.
- > Top CSCB scorers at **a Fortune 500 banking and financial services company** were 10.4 times more likely to excel in overall performance and 4.0 times more likely to excel in persuading delinquent customers to pay.

In addition to raising the bar on customer service, the CSCB also helps reduce the time to fill open customer service positions and supports diversity goals (e.g., race, gender, and age) by minimizing score differences among candidate groups.

### THE DETAILS

The CSCB measures candidates for customer-facing service positions based on three critical areas:

- > Making Effective Judgments and Decisions.
- > Managing Self and Getting Along With Others.
- > Demonstrating Personal Competence.

**Making Effective Judgments and Decisions** items assess a candidate’s judgment related to customer-facing work settings and problem-solving ability. The CSCB contains two types of items in this area: Situational Judgment and Action Benchmarking. For both item types, candidates are evaluated on their ability to distinguish effective from ineffective approaches.

#### Example Item (Situational Judgment):

1. A customer contacts you with a question about an outdated process that you don’t have any experience with or know anything about. You decide to:
  - a. Explain that you don’t know the answer, but will return the call by a specific date.
  - b. Transfer the call to a coworker whom you believe has more information about the process.
  - c. Place the customer on hold while you track down the answer using other internal resources.
  - d. Respond to the customer with the most likely answer based on your current knowledge of the process.

#### Example Item (Action Benchmarking):

1	2	3	4	5
VERY INEFFECTIVE	SOMEWHAT INEFFECTIVE	NEITHER EFFECTIVE NOR INEFFECTIVE	SOMEWHAT EFFECTIVE	VERY EFFECTIVE

Rate the effectiveness of each action in the following list for dealing with an angry customer who has come to you with a complaint.

1. Describing the reasons why you are not able to address the complaint at this time.
2. Seeking information to find out which company representative is responsible for the issue.
3. Letting the customer know that the complaint is not major enough to become upset about.

#### Managing Self and Getting Along

**With Others** items assess a candidate’s adaptability, self-efficacy, positive disposition, fit with a team-oriented work environment, decision-making style, and work ethic.

#### Example Items:

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

Rate your level of agreement with each statement.

1. I frequently have theoretical discussions about work.
2. I wait to make major decisions until the last minute.
3. Management, not employees, should be responsible for the overall effectiveness of a company.
4. I often suspect hidden motives behind coworkers’ actions
5. I rarely encounter job tasks that are difficult for me.

**Demonstrating Personal Competence** items assess a candidate's prior experience in adapting to challenging situations and maintaining high levels of personal integrity.

**Example Items:**

1. Your past supervisors would most likely describe you as:
  - a. A strict follower of rules and procedures.
  - b. Flexible and adaptable when you have faced changes.
  - c. Anxious or nervous when not told exactly when and how to do a task.
  - d. Always looking for new approaches to do tasks in more efficient ways.
2. When making a decision as part of a team, your role has usually been to:
  - a. Adjust your position to meet the needs of others.
  - b. Suggest compromise options to reduce conflict.
  - c. Try to find one solution which satisfies everyone.
  - d. Identify options that some team members might disagree with.
  - e. Pressure others on the team to accept your ideas.

**Individual Reports**

Once an individual completes the Customer Service Career Battery, a report (sample below) is generated that rates him or her on each of the three critical areas of performance. These scores are translated into an overall band that is highly predictive of performance. The report provides valuable insight into a candidate's likely customer service performance as well as the likelihood the candidate will be engaged on the job. Highly engaged employees are more likely to meet customer satisfaction and productivity goals, exhibit superior work standards, and interact effectively with peers and subordinates. Additional report outputs include interview questions and suggestions for tailoring development.

Performance reports provide insight into an individual's customer service potential in critical areas of performance

Customer Service Career Battery CANDIDATE PROFILE REPORT				DDI					
Candidate: Sample, DDI		Score Band: B – Second Priority to Progress							
Test Date: 8/11/2006 11:45:00 AM									
ASSESSMENT SUCCESS FACTORS		PERFORMANCE INDICATORS							
<b>Making Effective Judgments and Decisions</b> <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>Excellent</td> </tr> </table>						Excellent	<b>High scorers on Making Effective Judgments and Decisions are more likely to demonstrate on-the-job behaviors such as:</b> <ul style="list-style-type: none"> <li>* Collecting information to better understand problems.</li> <li>* Attending to important and relevant decision factors.</li> <li>* Avoiding procrastination in decision-making.</li> <li>* Acting promptly to meet customer/client needs</li> <li>* Describing expectations and goals to ensure clarity and mutual understanding with customers.</li> <li>* Communicating clear messages to customers.</li> </ul>		
				Excellent					
<b>Managing Self and Getting Along with Others</b> <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>Poor</td> </tr> </table>						Poor	<b>High scorers on Managing Self and Getting Along with Others are more likely to demonstrate on-the-job behaviors such as:</b> <ul style="list-style-type: none"> <li>* Proactively trying to build effective working relationships with other people.</li> </ul>		
				Poor					

## TARGET AUDIENCE

The CSCB is appropriate for candidates for individual contributor or leadership positions (or those already in these positions) in which customer service is important to job or role success.

## PROGRAM IMPLEMENTATION

DDI offers a variety of delivery options for the Customer Service Career Battery to suit your business and candidate needs:

- > Web-delivered on DDI's portal.
- > Web-delivered on customer-branded site.
- > Paper and pencil with either mail-in or fax-in scoring.
- > Integrated with other HRIS or applicant tracking systems (ATS).

## RELATED SOLUTIONS

The Customer Service Career Battery can be used in conjunction with *Targeted Selection*<sup>®</sup>, DDI's behavior-based interviewing solution. *Targeted Selection*<sup>®</sup> provides hiring managers with the skills and the structure for conducting quality interviews—ensuring that you have all the information you need to make sound decisions during the hiring and promotion process.

## TO LEARN MORE

Contact your DDI representative or call our Client Relations Group at 1-800-933-4463.

## CONTACT INFORMATION

WORLD HEADQUARTERS  
412.257.0600

E-MAIL [INFO@DDIWORLD.COM](mailto:INFO@DDIWORLD.COM)

[WWW.DDIWORLD.COM/LOCATIONS](http://WWW.DDIWORLD.COM/LOCATIONS)