

CASE STUDY

FORTUNE 50 TELECOM COMPANY

This client is one of the **largest telecommunications companies** in the world, with **high volume hiring** in a **key role** and a **history of extremely high turnover**.

Telecom Giant Uses HighMatch to Help Solve Their High Turnover Rate Challenge

Goals:

- ▶ Reduce short-term turnover of service techs
- ▶ Increase twelve month retention rate of service techs

Solution:

- ▶ Perform a benchmark study
- ▶ Develop a predictive profile for success
- ▶ Perform a 12mo validation study to gauge impact

The Challenge

The talent acquisition team at this Telecom giant is responsible for hiring hundreds of service technicians across multiple regions. These technicians perform field installations and repairs, and require a combination of skills and specific personality traits to effectively perform the job while keeping customers happy.

Success on this team was measured across three primary KPI's: **30 day turnover rate, 90 day turnover rate and 12 month retention**. Due to a combination of **high turnover (close to 50% overall)** and **high volume hiring**, recruiters on this TA team were overwhelmed and unable to meet their targets.

This client's TA team needed an accurate, consistent way to identify which candidates were likely to show up and complete mandatory training and stay on the job past 12 months, and they needed that solution to work at scale given the high volume of hiring.

The Solution

HighMatch performed a **benchmark study with current employees** to build a predictive profile using tenure as the driving metric. After 12 months of data collection using the predictive profile, HighMatch conducted a **validation study to analyze the predictability and effectiveness of the assessment**.

The client designated a pilot group made up of 747 current employees who completed the HighMatch assessment. HighMatch conducted a **Benchmark Study using current employee assessment data** alongside **tenure stats and insight from direct supervisors of the role**.

From these results, HighMatch was able to build a **predictive profile**, effectively identifying which **personality and cognitive traits** separated those candidates who were hired and remained employed at the 30 day mark versus those that were terminated as of the 30 day mark.

Impact

In implementing the predictive profile built from the Benchmark Study results, the client was able to **more effectively screen and identify those candidates whose innate traits and abilities best aligned with those needed for success in the role**.

In order to call the assessment a success, the client measured turnover rates at the 30 day, 90 day and 12 month mark. Overall turnover for this role started at **45.6%**, and after implementing the HighMatch assessment, overall turnover was **reduced by 48.1%**.

In addition to measuring the reduction in turnover percentage, the client conducted an analysis with the field operations group to determine the **average turnover cost for a frontline employee**.

Using this analysis, the client's **48.1% reduction in turnover equated to an annual savings of \$5,809,500**.



Bottom Line

The TA team at this Telecom giant was able to **reduce their turnover by close to 50%** after implementing HighMatch, resulting in an **annual savings of \$5.8M**. They were able to achieve this accomplishment while also **maintaining existing standards in customer satisfaction**.

This data-driven approach to screening candidates allowed the TA team to **more effectively identify those technicians who would stay in the job longer, while also giving hiring managers confidence that these new hires would reflect well on the region and hit performance targets**.