

Thomas offered invaluable support to Tangerine as part of their recruitment process, training programme and development of existing talent base.



Banking

1,000+ employees
Canadian company
2 million clients



Objectives

- Train and develop HR Business Partners to complement the introduction of an “Agile Methodology” within the business
- Improve the caliber of candidates being recruited and streamline the recruitment process for their contact centres
- Improve the talent pipeline within the business



Results

- ★ Thomas assessments now used as part of the management, coaching and feedback with agents
- ★ Hiring managers now conduct 33% less interviews related to every agent they hire
- ★ Assessment data used to determine the best training and development opportunities

THE CHALLENGE: Improve communication and collaboration

Based on prior experience with Thomas, Senior Human Resource Leaders at Tangerine initially engaged with Thomas to complement the introduction of an ‘Agile Methodology’ within the business. Specifically, the Thomas team supported Tangerine with training and development of their HR Business Partners to enable them to deliver internal workshops to improve the communication and collaboration of cross functional teams, using Thomas’ behavioral assessment, the Personal Profile Analysis.

Seeing further opportunity to leverage Thomas solutions and services, Tangerine’s Senior HR leaders engaged with Thomas to address and improve the caliber of candidates being recruited for their contact centers. The contact centers are a core element of Tangerine’s award-winning client service, as well as a critical source of people for their talent pipeline, with contact center agents moving into other departments and areas of the business. Specific opportunities within the contact center included but were not limited to: improving the interview process, improving performance and successful graduation from a 4-week training program, better understanding of the existing talent base of 400+ contact center agents.

THE SOLUTION: Strengths and limitation analysis

During the needs-analysis and review process, Thomas and Tangerine partners collaborated to develop a solution that was specific to Tangerine’s unique business environment. The overall solution included Thomas’ Benchmarking analysis, along with the use of three of Thomas’ assessment tools, and finally a webinar training series to provide valuable feedback to agents on their assessment results.



Everyone on the Thomas team interacts in a consistent manner with professionalism, expertise and a willingness to always try something new to benefit their clients



Thomas' Benchmarking analysis is a service that helps organisations understand the characteristics that make for success in their roles. Assessment results along with key performance indicators (KPI's) for the role, are reviewed using statistical analysis methods.

Detailed reporting on probability values that meet statistical significance, along with findings from regression analysis are presented back to the organisations. Included with this are recommendations and strategies to apply the findings to talent acquisition and management processes, all supported by the scientific findings from the Benchmarking analysis. Based on Tangerine's agent job requirements and competencies, for the benchmark analysis the parties mutually agreed to utilise the following assessments from the Thomas library:

- Personal Profile Analysis (PPA), a workplace behavioral assessment
- General Intelligence Assessment (GIA), an aptitude assessment
- Trait Emotional Intelligence Questionnaire (TEIQue), a workplace Emotional Intelligence assessment

KPIs for each agent, from the most recent twelve months were supplied to Thomas' psychology team. KPI's included metrics such as:

- average handle time
- first call resolution
- quality scores
- sales per call
- error rating
- absenteeism
- lateness

KPI's and assessment results were analyzed by the Thomas Product Development team and a detailed benchmark report of the findings and recommendations was presented to Tangerine.



Agents were invited to complete each of the assessments in a phased approach over a four-month timeline. Participation rates were high as a result of the planning and execution from Tangerine's HR team and the contact centre leaders



Business leaders were excited with the opportunity to collectable data on agents, but they had some concerns with the logistics of 400+ agents participating in the process, and receiving their results. These concerns were mitigated as a result of how the overall solution was structured and deployed. Agents were invited to complete each of the assessments in a phased approach over a four-month timeline. Participation rates were high as a result of the planning and execution from Tangerine's HR team and the contact centre leaders. Agents' assessment results were returned to them in a phased approach. Each agent received a copy of their personal assessment results, with the opportunity to review a 60-minute webinar and complete a self-directed development plan, specific to each of the three assessment reports.

THE RESULT: Benchmarking findings implemented across the business

The findings and recommendations from the Benchmark analysis have been leveraged by Tangerine in their recruiting, training and onboarding processes. The Thomas assessments, specifically the GIA have been instrumental in re-designing the candidate selection workflow, allowing Tangerine to identify high caliber candidates earlier in the recruitment process. As a result, Tangerine has been able to improve their final interview to job offer ratio from 3:1, to 2:1 meaning that hiring managers now conduct 33% less interviews related to every agent they hire, saving managers time and saving the business money.



The Thomas assessments, specifically the GIA have been instrumental in re-designing the candidate selection workflow, allowing Tangerine to identify high caliber candidates earlier in the recruitment process



The relationship between assessment scores, training and onboarding outcomes has also been tracked and measured. The Tangerine team sees an evidenced-based relationship between assessment scores, specifically from the GIA assessment, and better performance from agents on knowledge tests that form part of the successful completion of the 4-week agent training program. Along with this, when agent trainees GIA scores are above average, the uptake of information is remarkable, even when trainees have no banking experience. This allows Tangerine to hire candidates with no banking experience, who can still perform well in training and onboarding, can learn quickly and apply new training on the job.

Along with these tangible results, the assessment tools have also been used in management, coaching and feedback with agents. Based on challenging market conditions with sourcing candidates, Tangerine cannot always hire those candidates that match their benchmark ideally, however, assessment data can then be used to determine the best training and coaching opportunities for each employee's specific gaps to the role.

“

As a result, Tangerine has been able to improve their final interview to job offer ratio from 3:1, to 2:1

”



Tools used

PPA
Personal Profile Analysis

GIA
General Intelligence Assessment

TEIQ^{ue}
Trait Emotional Intelligence Questionnaire

For more information about how we can help deliver confidence for your organisation, get in touch



UK: 01 628 244 024
CAN: 1-888-597-6455



UK: info@thomas.co.uk
CAN: request@thomasus.com



@ThomasInt_UK
@Thomas_Chat



Thomas International
Thomas International North America



Thomas International UK
Thomas International North America