

SELECTING TOP RETAIL SALES STAFF

EMPLOYEE SCREENING QUESTIONNAIRE

A CASE STUDY

THE CHALLENGE

A leading retailer of food, convenience items, and fuel identified several important business drivers for revising its process for hiring store associates.

- 1) This client was experiencing a turnover rate of over 100%. Given this organization has thousands of employees and an intensive onboarding and training process, costs associated with unnecessary turnover were in the millions of dollars.
- 2) In a highly competitive industry, this organization recognized that the key to customer loyalty involved maximizing the quality of the customer experience by hiring associates who are inclined to:
 - a. Be friendly and provide excellent customer service
 - b. Be dependable and hard working
 - c. Show up to work, on time and substance-free

This organization had to find a valid, objective means of increasing the quality of its hires, reducing employee turnover, and maximizing the quality of the customer experience while keeping the solution convenient, cost effective, and simple to implement.

THE SOLUTION

This client chose SIGMA's ESQ as a critical component of their newly designed hiring process. Managers administered an online version of the ESQ to all qualified applicants. Copies of the results were forwarded to the corporate Human Resources department. Only those applicants receiving satisfactory scores were allowed to advance to the next phase of the selection process.

THE RESULT

After the first 4 months of implementing the ESQ for selection of all personnel, the company examined the relationship between ESQ scores and associate performance. Results indicated that, even among those candidates who "passed" the ESQ, there was a significant relationship between ESQ scores and important outcomes including length of time on the job and job performance. Simply put, those candidates with high ESQ scores stayed on the job longer, provided better customer service, and were more likely to pass the drug screening test.

As a result of the redesigned selection process, of which the ESQ was a critical component, the client was able to reduce employee turnover by 50% after only one year.

The client was so impressed with the ESQ that the following year, SIGMA's President was asked to co-present with the client's owner and the client's Chief People Officer at an important industry conference.