

JUDGMENT INDEX™ IMPACT STUDY

BlueCross BlueShield

Impact: Customer Service improves, \$2.8 million saved each year

Industry: Insurance



JUDGMENT INDEX

www.judgmentindex.com

This page is intentionally blank.



Client: BlueCross BlueShield of Tennessee

Problem

Customer Service is a difficult job position in any environment. When you are an insurance company with millions of subscribers, the job is often fast-paced, requires in-depth product knowledge, and can be overwhelming. The longer a person has been in that position, the less time they spend “looking things up” in the reference books and the more calls they can handle. For BCBST, hiring good people was at times easier than keeping them. Their search for help in hiring great people that **stayed**, led them to the use of the Judgment Index™ hiring and development program.

Procedure

Customer Service is one of the larger departments within the company. Training time for a new person in that position is lengthy and turnover is costly. The first step in helping BCBST was to assess groups of current Customer Service representatives to gather data on what measurables formed a Best Performer. A Best Performer was defined as those who had been in customer service for five years or more and received excellent performance appraisals in customer care and job satisfaction. Key indices were benchmarked and constructed into a Best Performer customer service model, followed by testing for accuracy. After gaining approval, the template report was installed into the computer system for use in the hiring process.

Process

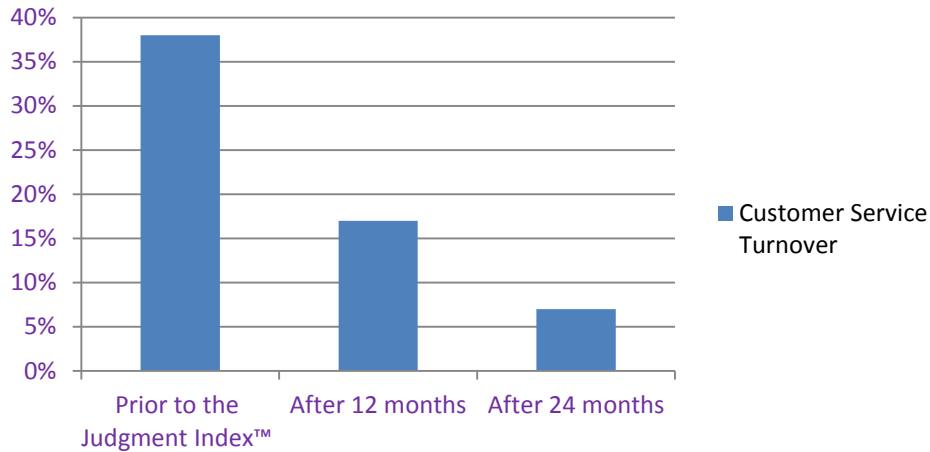
Applicants spent 10 to 15 minutes completing the Judgment Index™ assessment tool. Results were provided to the hiring managers who then conducted further interviews with those who closely matched the Best Performer customer service model.

Results

Within one year turnover was cut in half. By the end of two years, turnover had been reduced in half again - to 7%.

In training costs alone, savings amounts to \$2,800,000 per year.

Customer Service Turnover



BOTTOM LINE SAVINGS IS \$2,800,000 PER YEAR, \$14 MILLION OVER 60 MONTHS.

ADDRESSING WEAKNESSES

Using Judgment Index™, the company not only hired better, but trained better. Specific indicators were uncovered that pointed to several critical skills that were lacking. **Training was used to strengthen and improve these weaknesses.**

- The ability to notice more than the client's obvious issues and requirements
- The ability to reduce and manage both work and personal stress
- The ability to deal with difficult people

"When we started using the Judgment Index™ in our employment processes, we saw dramatic results. Using the JI, we identified employees who would make good customer service representatives and would find their jobs fulfilling. This 'improved job fit' process reduced our turnover in these positions from 38% to 7% in less than two years. Our customer service metrics improved even faster because we had a more stable and more knowledgeable workforce handling customer needs. Prior to discovering the Judgment Index™ we had tried many ways to reduce turnover. We had been very effective at finding people who had the experience, capabilities, and skills to be successful in these positions; however, we had been unable to predict who would find the jobs rewarding enough to stay any reasonable length of time. The Judgment Index™ added this dimension to our recruiting process and saved us significant training dollars."

Daniel L Blomberg

Senior Vice-President Human Resources, BlueCross BlueShield of Tennessee