

## Case Study

# Orange-Telkom Meets High-Volume Recruitment Goals with Horizon Contact Centers Recruitment System

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### Background

When France Telecom entered the Kenyan telecommunications market with the acquisition of 51% of Telkom Kenya, they introduced their Orange mobile brand with the promise of massively improved customer service - at that point, still a sore point for Kenya's long-suffering mobile customers.

To fulfill this commitment, Telkom Kenya outsourced customer services operations for their Orange mobile brand with Horizon Contact Centers as one of their handling Contact Center. This began with a 90 day trial period that saw 20 customer service representatives scheduled to work 16 hours spread over 5 days a week. During this time, the incoming call volumes numbered about 3000 calls per day. The trial was successful and Horizon Contact Centers awarded a contract that would see the number of calls grow by almost 400% to an average of 11,000 calls per day. This was a busy time for the Recruitment department to recruit more staff members and increase the numbers to 125 customer service representatives.

### Challenges

Horizon Contact Centers Recruitment was called upon to develop a sophisticated assessment and selection process that would:

1. Make it possible to screen up to 1000 applicants within two weeks
2. Provide the necessary scalability to handle the expected high volume of applications
3. Offer the necessary flexibility to screen for multiple jobs i.e. TLs, QAs and Agents
4. Deliver effective screening, assessment, and management capabilities to ensure that only the most suitable applicants were hired

5. Allow information collected off-line to be integrated with online assessment scores

6. Enable information about hired candidates to be integrated into one system with Recruitment and Training.

### Solution

Horizon Contact Centers Ltd created a Recruitment Strategy that included the following:

- 1. Reassessment of Top Performing Agent Profile :** - The performance of the existing team was evaluated and 90% of the agents were found to be good to average in performance and had zero to minimal absenteeism. Based on this information a "Winning Agent Profile" created out of their attributes to streamline the recruitment process.
- 2. Adjustment in the Interview Process :** - Our recruitment process was adjusted with additional resources and staff members added to the phone screening process. This ensured efficiency in handling the applicants in the database as well as fresh applicants receiving response within a short period of sending an application. This also meant that only phone screened candidates were invited for the interview thereby increasing our conversion rate of successful candidates during the interview.
- 3. The good the bad and the ugly of the open position :** - One of the problems faced during recruitment is, candidates often think they understand the job requirements and environment. However, once they are on the job, they soon realize the job is not what they expected. To avoid this scenario we presented all critical aspects of the position up front. For example, as a customer service representative, employees need to be flexible enough to work varying shifts and they will be expected to be on phones all day as well as expected to work on any day of the week.

## Case Study

### 4. Internal Job posting and employee referral : -

The Team Leader and Quality Assurance positions were posted internally to existing staff members thereby narrowing down to a more prospective candidate who understands the job and therefore cutting down on the cost and time of employee recruitment and training. These promotions had a positive effect on employees and also served as a good retention strategy in the long run. Additionally, employee referrals proved to be the best external source for new hires especially when evaluating cost per hire, interview-to-hire ratio, and new-hire retention.

Most referrals from existing staff have a higher success rate during hires. These two sources were found to be invaluable.

### Results and Benefits

All the required employees were recruited within the required time frame. The success of Horizon contact Centers in identifying suitable people enabled Orange-Telkom to ramp-up on schedule and the process has since been improved and implemented in future high volume recruitment.

Overall payback, which includes an element for improved employee quality, was achieved in three months. The project continues to generate positive return on investment for Orange-Telkom and Horizon Contact Centers Ltd.

Horizon Contact Centers is East and Central Africa's first state-of-the-art and fully on demand International Contact Center and Business Process Outsourcing (BPO) Company, offering a broad portfolio of voice and non-voice services to the global market. With a world class facility in Nairobi, Kenya and a scalability to house over 1,200 agents, Horizon is the largest Outsourcing Contact Center in the region.

For more information, visit: [www.horizoncontactcenters.com](http://www.horizoncontactcenters.com).

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