SSQ

PREDICTING
TOP PERFORMERS

THE COMPANY

SSQ Financial Group is a growing company providing individual and group life and health insurance as well as savings and investment products throughout Canada, with over 3 million customers, 2,000 employees and $11 billion in assets under management. SSQ also provides auto and home insurance in the province of Quebec. Up to 70% of the auto and home insurance business revenue is paid out in claims, efficiency is key in managing the remaining 30%. People, processes, and intellectual capital are vital. Making small improvements in hiring and performance can have a big payoff.

Business Issue

Making better predictions to improve the hiring process

One issue impeding profit at SSQ was time to hire as well as the high cost of turnover. A key role identified was "sales advisor" which generates significant revenue and represents a high cost when employees leave.

Each year, as many as 500 people apply for each of the 70-80 sales advisor positions that are available to support growth and turnover. Once hired, a sales advisor spends 90 days in training at a cost of $20,000 to the company. SSQ felt there were gains to be made in the selection process as well as opportunities to better predict high functioning and longer tenured candidates in order to:

- **Improve the hiring process**
- **Hire more top performers**
- **Improve retention rate**

⟫⟫ Create a Benchmark

SSQ's HR management collaborated with SuccessFinder to build a bespoke, high performer benchmark for their sales advisor role. The result was a personalized profile that was specific to this role and that would be used to predict sales advisor success.

⟫⟫ Use the Solution

Over the following year, the SuccessFinder solution was included in the onboarding for all new sales advisors. After 12 months in their role, the new sales advisors' performance was compared to the performance predictions from the SuccessFinder data.

⟫⟫ See Success

93% accuracy in SuccessFinder's prediction of who would meet or exceeded on the job performance expectations! These strong predictive results impressed SSQ management and the project was approved for expansion.

As an added bonus outside of the scope of the project, the solution uncovered unique traits common among the advisors who left the job after only a few months because of not being the right fit. These traits can now be used as red flags in the hiring process to avoid wasted time and money training the wrong people.

Business Results

The SuccessFinder tool is helping SSQ meet its business objectives. The company is improving the efficiency of its mass hiring process, making offers more quickly, and "saving" candidates who may not have interviewed well. As a result of using SuccessFinder in the selection process, turnover decreased and sales has increased. SSQ was able to hire better fit candidates who became high performers and stayed in their roles longer.

- **Faster**, more effective hiring
- **Lower** turnover
- **Increased** sales

SSQ is looking to expand the use of SuccessFinder to include financial advisors and call centre managers in the next phase of custom benchmark development. In addition, they are looking to help managers with an onboarding handbook based on a new hires' SuccessFinder profile. For example, if the new hire has strong communication and interpersonal skills, but lacks closing skills, this would be an area the manager might choose to coach around. The team feels like this would provide a real benefit to managers by equipping them to give specific and impactful coaching.

Finally, the predictive results have proven to be so strong, the executive team is considering the implementation of SuccessFinder for top managers across the organization. They see the potential in SuccessFinder's service to significantly improve their ability to hire and promote executives who embody the cultural values that are so important to the growth of the company.

> "SALES AND FINANCIAL SERVICES ADVISORS PLAY A CRITICAL ROLE, AND SUCCESSFINDER HAS GIVEN US A TRIED AND TESTED WAY TO PREDICT WHO THE HIGH PERFORMERS WILL BE IN THESE FIELDS. IT'S HAVING A MATERIAL IMPACT ON OUR BOTTOM LINE."
>
> - **MARTIN ROBERT |** Senior Director, HR Partner & External Communications , **SSQ**.

Next Initiatives for SSQ and SuccessFinder:

» Expansion of SuccessFinder Benchmark profiles to other pivotal roles

» Coching and Onboarding

» Career Guidance

» Cultural Fit

» Manager & Executive Succession

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