



CASE STUDY

REDUCING TURNOVER
WITH PROFILEXT® AND
JOB MATCH PATTERN



For-Profit Education Industry

Profiles  International
imagine great people®

ProfileXT®

ProfileXT® and Job Match Pattern Earn A+



AT A GLANCE

CHALLENGE:

Enrolling students in the accelerated career programs at a Utah-based college requires a specialist with brains, creativity, and empathy. These skills must be tempered with the ability to move quickly and the determination to go the distance. Employees with these competencies are in high demand.

SOLUTION:

Executives at the college discovered that the unique job-matching feature of the ProfileXT® provides an efficient complement to their recruiting of admissions specialists. PXT helps the college's executives screen numerous applicants for the job while supporting a job fit that helps slow turnover.

RESULTS:

College leaders also believe that using the Job Match Pattern helped reduce turnover by six admission representatives in 12 months, resulting in an additional savings of more than \$800,000. That figure factors in the cost of giving a low-performing representative multiple, expensive leads each month.

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The institution's return on investment from using PXT has arrived in the form of both job satisfaction and dollars and cents.

A History of the College

The college's roots go back more than 30 years, to 1979, when it specialized in one field of learning. The owners of another college purchased the specialty training school in 2001, and launched a new group under one name.

Since then, the group has expanded to five Utah campuses encompassing 2,000 students. All locations have a strong student-to-teacher ratio, and the college strives for a 95 percent or higher job placement of graduates.

The college group is a resource for students who are ready to trade up from jobs with little future. Most of its students are between the ages of 18 and 34, and 73 percent are women. "They are upwardly mobile students who rent and look forward to someday being able to buy a home," said a vice-president of the college group. "The majority of them are seeking their first real career. They have worked, but are looking for a more stable position in life."

College leaders gives these career-minded students relevant employment training in an abbreviated period—usually 15 months, the executive added. Their training allows them to find jobs and excel more quickly than does the worker with only a high school diploma.

“The college’s headline goal is to help students graduate and find employment. To do that, it must employ admissions representatives committed to their jobs.”

Enrollees find a diversity of course offerings and a focus and intensity not apparent at all institutions of higher learning. With an advisory board made of people in industry and business, the college offers students the training that the marketplace demands. Its programs race past traditional colleges that take breaks between semesters and during the summer, and its small size gives the career college the ability to expand and make changes to the curriculum as necessary.

Its broad array of accredited programs in high-demand fields include:

- Healthcare (medical and dental assisting, nursing, pharmacy technician and medical insurance billing and coding)
- Business (BA and BS degrees, as well as accounting and business management)
- Health and wellness (professional massage and bodywork and personal fitness training)
- Justice (BS degree in criminal justice as well as criminal justice and paralegal training)
- Design and technology (graphic and web design and computer network administration)

Additionally, the college offers classes at times that are convenient to working students, including evenings. Its online programs cover business management, accounting, criminal justice and paralegal training as well as American history, computer fundamentals, general psychology, humanities, written communications, logic and critical analysis, and strategies for success.

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QUICK FACTS

\$700k

the projected annual value of using PXT's Job Match Pattern

69:1

the ratio of return on investment

\$800k

additional savings resulting from reduced turnover

Making Use of the PXT

The relationship between Profiles International and the college's leaders began in 2003 when a national director of Profiles with experience in the career college field became acquainted with the president of the college. College officials now use the ProfileXT® with many positions and in all departments, including academic and career services, student services, and financial aid.

Recent numbers reveal striking results when top managers at the college used PXT to help them hire admissions representatives—the sales professionals who amass a vast knowledge of how the college can help a student realize success and who translate that to enrollment.

PXT's unique job fit pattern has helped them determine which admissions representative applicants fit the position best. Using its top performing admissions specialists as models, college leaders developed a pattern to determine what skills and competencies the most successful workers possess.

After creating the pattern, managers decided that an 84 percent match of potential employees to it would give them the performance success they desired. Adhering to this figure has resulted in success. The college projects the annual value of using the PXT's Job Match Pattern with admissions specialists to be more than \$700,000. The return on investment ratio is 69 to 1.

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The Successful Admissions Representative

Top executives look for competencies in four primary areas when hiring an admissions representative:

- 1. People able to assimilate large volumes of information about college programs, understand the credits earned, degrees conferred and prerequisites for enrollment.**

Strong performers not only know the information, but also *enjoy* amassing it, said the executive in charge of operations and marketing.

- 2. Good listeners who have the ability to understand a student's needs.** "They often hear about obstacles that they need to help overcome," said the executive. "A student might need child care, for example. They often take on the complicated personal lives of students." Also, she said, many of the students are unsure about the value of education, "particularly ours, because it is accelerated," she added. A high-performing admissions representative gives them confidence about what they are getting for their money.

- 3. Someone who enjoys helping others.** "I recently interviewed a woman who had worked in this area before and was making significantly more money in another field, but wanted to work in the career college field again because of this desire to be helpful," said the executive.

- 4. A worker who can follow a process.** He or she must be thorough, enjoy doing repetitive tasks, understand that cutting corners is not acceptable, "and take every step to ensure student success."

"Admissions is a sales job," added the executive. "Our admissions representatives must be motivated to achieve a goal." Because of the requirements to regularly hit or surpass a target, the position can be stressful.

Given this profile of success, administrators at the college have relied on PXT's Job Match Pattern as a screening tool to help them understand whether a candidate fits the admissions role. College leaders developed their own pattern using top-performing admission representatives as models.

"We look for a match of 84 percent or higher," said the executive. "We specifically look at thinking style, behavioral traits and occupational interests."

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KEY TAKEAWAY

Summary

The results reveal a strong positive correlation between high performers and high scorers on PXT's job-match model.

Factoring in the Cost of Turnover

While job turnover in all areas is expensive, the area of admissions representatives is one of the most costly because of expensive sales leads provided to each admissions specialist. It works this way: Inquiries about the college arrive in response to aggressive television and print advertising. Admissions representatives receive contact information about potential students from their inquiries. Then they contact the student to explore his or her needs.

"A direct response to our advertising becomes an inquiry," said the marketing leader. "Those are forwarded to admissions representatives, and the leads we provide are quite expensive," she added. Each admissions representative gets about 90 leads per month to follow up on. "It costs us about \$10,000 a month to have a sub-quality admissions representative on staff."

A recent review of admissions representatives' work over the past 18 months, a period during which college leaders developed the PXT's Job Match Pattern, shows an increase in workers' ability to enroll more students. The results reveal a strong positive correlation between high performers and high scorers on PXT's job-match model, said the operations/marketing executive.

General Benefits of ProfileXT®

In recent months, more candidates have applied for positions at the college, with administrators seeing about 30 resumes for each available job, said the marketing executive. The PXT has allowed managers to become more selective in hiring, she said. "We have created processes to review large volumes of resumes. We define clearly the job description and requirements, use the Profile and ask human resources to screen the applicants. That limits the number of resumes I have to sift through."

In a broader sense, college leaders give successful admission representatives the tools that result in student success. A high-performing admissions representative can show the right student the benefits of receiving practical experience in small classes. A successful student will be highly employable and have an earning capacity that will increase regularly. Thus the college and its employees serve both the student and the employer.

