



Johnson Inc. and The McQuaig System An Overview

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Johnson Inc.

A 15-Year Relationship

Executive Summary

By using The McQuaig System, Johnson Inc. has strengthened the quality of their staff, reduced turnover and is thriving in an increasingly competitive market. For instance, by determining what behavioral factors their top customer service people share in common and selecting only those candidates who match, Johnson has doubled the productivity in the customer service department.

The Company

Johnson Inc. has a long, illustrious history in the Canadian insurance industry. Based in Atlantic Canada, it has grown rapidly in Quebec, Ontario and Western Canada.

The Challenges

1. Continual staff turnover and on-going staff training

In the early 80's, Johnson needed a better way to assess recruits and current personnel. The staff at the expanding Ontario operation was growing by 50 percent annually at the time.

2. Steady expansion and technological change.

Over the years, it became even more imperative for Johnson to recruit and retain the right people. Change in the industry is moving at an unprecedented pace and the number of Johnson competitors has grown to 150 in Ontario alone.

Johnson adopted The McQuaig System - a three-step process for managing people:

1. Define the demands of a job
2. Assess candidates against the established criteria
3. Retain the best people

The McQuaig Institute®

Phone: 416-941-9418

Toll Free: 1 800 387-5455

www.mcquaig.com

1. Define the Job: THE McQUAIG JOB SURVEY®

"We have JOB SURVEY profiles for every position in the company so we know what temperaments (behaviors) are necessary for each job." -

Sandra M. Facey, HR Coordinator.

Her story:

- THE JOB SURVEY helps us to profile the temperament/behaviors that are required for each position.
- These profiles help in defining our requirements and provide interview questions specific to each position.
- This enables better matching of people to our company's growing needs.

2. Assess the Individual: THE McQUAIG WORD SURVEY®

At Johnson we use THE WORD SURVEY to determine the aptitudes of staff members and candidates; for instance, who will excel in sales, service or both.

"We can pinpoint appropriate people based on WORD SURVEY results. This has had a major impact on our business," reports Sandra Facey.

3. Retain the Best People: THE McQUAIG WORD SURVEY®

Data from WORD SURVEYS helps our coordinators and supervisors identify what brings out the best in their people.

- THE WORD SURVEY provides us with information on how to motivate and develop, offers training guidelines and assesses team roles.
- Understanding the right approach to working with staff members helps in daily motivation and productivity.
- WORD SURVEY results are invaluable for conflict resolution and for creating teams with a balance of temperament types.

The Results

"Within the first year of working with The Institute, we had successfully strengthened the quality of staff and reduced turnover. And we continue to find The System invaluable. For example, we know that, when we place people with a temperament suited for service in such roles, they are able to serve 2500 customers, compared to 1200 in the past." - Sandra Facey

"The McQuaig System provides us with a comprehensive temperament profile. It's an excellent indicator to supplement and confirm our commitment to placing the right people in the right jobs." - Fraser Lindsay, Senior VP and Ontario Regional Manager

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