



## Serving Up an Effective Workforce and Cost Savings



### Subway®

The SUBWAY brand is the World's largest submarine sandwich chain with more than 44,000 locations. They have become the leading choice for people seeking quick, nutritious meals that the whole family can enjoy. As SUBWAY continues to grow, the company is guided by a passion for delighting customers by serving fresh, delicious, made-to-order sandwiches.

### Opportunity

Despite having a turnover rate below the industry average, Harold Jackson, a SUBWAY franchise owner with seven retail food locations and 100 employees throughout Ohio, recognized that further turnover reduction would greatly benefit his business. Even though Jackson was offering highly competitive pay and benefits, he was still having trouble keeping staff long term. Every employee lost was costing the business as much as \$1,000, eventually having a negative impact on customer service levels.

### Solution

Jackson enlisted the services of ADVISA, a Predictive Index Certified Partner in the business of improving people performance to improve companies' workforces. To help reduce the turnover rate, ADVISA suggested Jackson use the **Predictive Index Behavioral Assessment™**, an effective, simple, and easy to use science-based assessment that provides an accurate depiction, or pattern, of people's core drives, giving insight into their needs and behaviors. The assessment objectifies workplace behaviors, giving organizations the power to predict the drives and motivations of job candidates or current employees.

“We now have the right people in the right roles, and that is having a positive impact on customer service and return visits. The PI Behavioral Assessment pays for itself.”

PI's Behavioral Assessment assisted Jackson in matching employees with appropriate positions and responsibilities. Jackson cites one case where an employee in a customer facing role had a behavior profile better suited for a behind the scenes role. Given the mismatch, Jackson shifted the employee's responsibilities to food preparation and kitchen management. The change was welcomed by the employee, increasing his productivity and improving his workflow.

As Jackson's business continues to grow, he has been relying on the PI Behavioral Assessment to help develop current and future managers and predict leadership performance. “We use the PI Behavioral Assessment to define behavioral requirements for specific positions. It has also been invaluable in helping us identify new leaders for existing and future stores, by giving us insight into employee personalities and motivational drives,” comments Jackson.

Jackson has also implemented the **PI Job Assessment™**, also referred to as the Performance Requirement Options (PRO), an assessment that allows organizations to define the ideal behavioral and cognitive recommendations for specific roles before beginning the hiring process, providing a benchmark or ideal behavioral pattern for a particular position.

SUBWAY employees also embraced the PI Behavioral Assessment feedback, achieving greater self-awareness and using it to customize their interpersonal communications. Employees at all of Jackson's SUBWAY locations have their PI Behavioral Assessment patterns drawn on the back of their nametags for quick reference, making communication and decision-making more effective.

## Results

Any franchiser that invests in The Predictive Index's workforce assessment tools will see turnover diminish. As a screening tool, the PI Behavioral Assessment has made our hiring process more productive by enabling us to hire people who we know will stay on board long term. This method has certainly increased our retention and lowered our training costs.

-Harold Jackson

After implementing the PI Methodology:

- Employee turnover has been reduced from 70 percent to as low as 32 percent.
- Reducing employee turnover saved more than \$15,000 a year in training costs alone.
- The PI Behavioral Assessment's accuracy led to increased confidence in job reassignments and smoother transitions.
- The PI Behavioral Assessment demonstrated that the "manager" role is not a one-size-fits-all title.



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