A complete guide for a differentiated EX in BPO's

INSIGHTS FOR SUCCESS | IDEAS TO EXECUTE

22 Actionable steps BPOs can take to improve their EX

Communication

Ensure the leadership is accessible	Communicate care through conducive workspaces	Make the vision of HR and leadership prominent	Treat employees like a customer

Investment in Technology

Make investments to ease the workflow	Make digital employee engagement a priority	Augment careers with AI	Improve employee metrics with analytics

Voice of Employee

Provide forums for employees to express concerns	Administer periodic surveys for feedback	Create a company employees want to refer their friends to	Act on employee experience measurements

22 Actionable steps BPOs can take to improve their EX

Learning and Development

Mentor new employees

Have an organised upskilling process

Share knowledge and information effectively

Make aspects of employee experience measurable KPIs

Social Connection

Create a higher purpose for the organisation

Connect employees with social causes of their choice

Help people become part of a community

Socially elevate employees

Rewards and Recognition

Create a culture of genuine appreciation

Support employees facing challenges in their lives

What is EX?

EX is the outcome of aligning an employee's journey of changing contexts and aspirations with organizational systems to fulfill them. It is the coming together of culture, technology, and the physical to achieve a common sense of purpose for the organization and the individual.

The right employee experience is not a set of repeatable tactics that companies can adopt and apply. They are unique for each industry, company, and most of all, each employee. The journey occurs from attracting talent to talent exiting (i.e., from hiring to retiring) and, ideally, beyond.

Why is it important for BPOs?

Stakeholderism is the word of the day. The Business Roundtable's new statement on the Purpose of a Corporation signed by 181 CEOs states these companies have one thing in common. They all believe their reason for being is for the benefit of all stakeholders – customers, employees, suppliers, communities, and shareholders.

This is a tectonic shift from shareholder value being the only social purpose of a company. The new paradigm belongs to all stakeholders. In fact, this new philosophy is a key criterion used by top talent

deciding who to work for or top clients deciding who to do business with.

EX is now table stakes. "Employee as a Customer" is a prerequisite for CX BPOs to play in this market. They not only have to adopt EX but excel at it to be competitive. However, EX is not just a marketing ploy to secure talent and partnerships. Companies who treat their employees like customers improve performance benefitting all stakeholders, including shareholders.

Twimbit's EX framework for CX BPOs

Twimbit has developed a unique framework to evaluate EX performance for CX BPOs. We use six pillars: Communication, Investment in Technology, Voice of Employee, Learning and Development, Social Connection, Rewards, and Recognition. In the next page, we describe the attributes of each, illustrating a baseline of performance for CX BPO's that benchmarks the performance of each company. A summary follows the said framework for each Top 10 EX company.

Twimbit's BPO EX Criteria

	Definition	Baseline	Questions to ask
Communication	Management is able to communicate their vision or requirements effectively to their employees. There is an ease of understanding between management and employees.	Employees know what management expects of them. There is a standard performance measurement in place which helps employees understand what the company requires of them.	Is the organization aligned on the road ahead? Do conducive workspaces communicate care? Is there clarity around the current and aspirational roles? Is the employee treated like a customer?
Investment in Technology	Technology available to employees is up-to-date and effective. Technology makes work culture more efficient and enjoyable. Technology allows employees to work remotely.	Technology is available and functional. Technology allows employees to work remotely.	Are investments made to ease the workflow? Is digital employee engagement a priority? Is AI being used to augment careers? Are analytics driving employee metrics north?
Voice of Employee	Employees can voice questions, comments, and concerns to and about management. These questions, comments, and concerns are noted down and attended to by the company. The company takes ideas voiced by employees into equal consideration.	The company notes down questions, comments, and concerns from employees. The company has a regular survey or suggestion mechanism to voice these opinions. Employees have a platform to voice their ideas or suggestions.	Is the pulse of the workforce felt? Are periodic surveys administered for feedback? Does significant recruitment happen through referrals? Has attrition declined?

Source: Twimbit

Twimbit's BPO EX Criteria

	Definition	Baseline	Questions to ask
Learning and Development	The company provides regular training for its employees. The company provides opportunities for employees to advance in their respective careers.	The company requires that each employee train for a set minimum number of hours. The company has a digital learning management system. The company has varying training tracks based on employee performance. The company provides opportunities for career advancement programs or seminars.	Are future careers mapped out? Is the upskilling organized? Are knowledge and information shared effectively? Is employee experience a measurable KPI?
Social Connection	The company shows willingness to participate in social agendas. The company encourages employee participation in social and charitable agendas. The company has a diversity and inclusivity agenda. The company has a sustainability agenda.	The company donates money to charitable causes. The company has a diversity and inclusivity agenda. The company has a sustainability agenda.	Is there a higher purpose for the organization? How connected are the employees to the said higher purpose? Is the organization helping employees be part of communities of choice? Do the employees feel socially elevated because of the organization?
Rewards and Recognition	The company provides necessary benefits for its employees. The company provides performance bonuses or equity options to employees based on performance.	The company provides basic benefits, including but not limited to health insurance, life insurance, paid time off, maternity and paternity leave, etc. The company provides the same benefits package for everyone. It is not personalized, but it is also not lacking. Basic stock options are available to employees.	Is there a culture of genuine appreciation? Are the benefits in line with the original promise? Are employee experience measurements acted upon?

Source: Twimbit

Best practices
to Ace EX from
the top 10 BPO's

Communication

Ensure the Leadership is Accessible

Provisions are made to ensure that the executives of the company connect with the lower ranked employees to prevent a feeling of alienation and social stratification. It is important that regardless of position, as an employee you can have your concerns heard in the company.

○ **Teleperformance** has several communication programs that include ''Chat with the CEO'' program, focus groups, and Interactive Talk. These programs bring Teleperformance leadership closer to the team by creating an ongoing two-way dialogue. This earned Teleperformance a 9/10 on Twimbit's scale, as the programs give employees several different channels to interact with the leaders of the company.

Communicate Care Through Conducive Workspaces

Offices designed to be pleasant to work in and conducive to teamwork improve the experience of those working there. This is a core aspect of employee experience as the space in which the work occurs affects every aspect of the job.

○ At **TDCX** campuses are modern with aesthetic workspaces and designed with employee preferences in mind. There are various rooms and collaborative spaces to spark new inspiration. Clients help set up bespoke sites that communicate their culture and style. This earned TDCX an 8/10 on Twimbit's scale, as it is a good step towards making work at their offices more pleasant.

Make the Vision of HR and Leadership Prominent

If employees know the vision of their company it shows the rationale of the actions of HR and leadership. This increases trust in the leadership and clarity among employees in the company.

○ **TDCX** displays all HR events on a digital communication platform. Employees are given timely notice so that they may sign up for the events. HR regularly discusses its mission and vision with employees, displaying a roadmap for the future which is broken down into yearly and monthly segments and is readily available to all employees. This earned TDCX a 10/10 on Twimbit's scale because of the wealth of information available to employees, and the consideration taken in its presentation.

Treat Employees Like a Customer

The essence of good EX is giving your employee experience the same care and consideration as your customers. This means innovating to improve their experience instead of accepting what has always been the status quo, to remain competitive in the talent market as well as what the company is selling.

○ **Accenture** has been pioneering the idea of the employee as a customer by explicitly creating an HR role with responsibility for the general employee experience. Improvements can then be made purposefully and methodically. This earned Accenture an 8/10 on Twimbit's scale.

Investment in technology

Make Investments to Ease the Workflow

Everyone hates poorly functioning technology. When technology supports the workflow, employee experience is improved. The fewer the clicks needed to complete a task, and the more that can be done from one place, the better.

○ **Sykes'** OneTEAM is the next-generation, cloud-based customer service delivery platform designed to enable greater efficiency and flexibility across Sykes. OneTEAM helps organize people and allocate work efficiently and collaborate quickly to impact performance outcomes. In addition, it provides visibility into employee activity and proactive alerts. This earned Sykes a 9/10 on Twimbit's scale.

Make Digital Employee Engagement a Priority

When a company prioritizes employee engagement, the perspective is on maximizing employee experience. The more fulfilling and healthy employees' lives are outside of work, the more focused they can be at the workplace.

Tata Consultancy Service uses several virtual platforms to enhance employee engagement like

○ Safety First: Initiative focused on employee safety and security.

○ Fit4life: Builds a fraternity of health and fitness-conscious employees and creates a culture of fitness.

○ Purpose4life: Forum for volunteering for community projects in the areas of education, health, and environment.

○ Maitree: Community of TCSers and their families who plan activities that help create a bond among employees and promote work-life balance.

○ TCS Cares: Program aimed at creating robust avenues to build an emotionally strong and mentally resilient workforce.

This earned Tata Consultancy Service an 8/10 on Twimbit's scale, because of the wide variety of services provided.

Augment Careers With AI

Saving the time of HR employees and allowing them to focus on more fulfilling and challenging tasks improves the experience of the HR department. This is accomplished by making the menial tasks often associated with working in HR like filling in survey results or answering simple questions automatic.

○ **Tata Consultancy Service** uses Cara, an AI-based HR assistant that answers employee questions on HR policies, and Milo, a Chatbot to facilitate the mentoring process. These tools save HR employees time by answering simple questions allowing the HR department to focus on other important tasks. This earned Tata Consultancy Service a 9/10 on Twimbit's scale due to its uniqueness among BPOs.

Improve Employee Metrics with Analytics

The monitoring of performance and the application of lessons learned is the most efficient way to improve employee experience, because every ecosystem and employee is different. To accomplish the necessary level of personalisation, data is necessary.

○ **TDCX** has a comprehensive HR Analytics Dashboard with a graphical user interface to monitor a wide range of key HR performance indicators. Employee metrics have been improving due to a diligent effort to target issues, with an 88% employee satisfaction rating and only 18% attrition. This earned TDCX a 9/10 on Twimbit's scale.

VOE (Voice of the Employee)

Provide Forums for Employees to Express Concerns

When employees have spaces where their voices can be heard, and problems can safely be brought up, they can contribute to the bettering of their own employee experience. In addition, having an opportunity to be heard is comforting regardless of whether there is an issue that requires that voice to be used.

○ TDVoice is the employee satisfaction channel available on the **TDCX**'s digital communication platform where employees can raise concerns, comments, and questions. In addition, employees take part in a daily huddle, townhall, and employee assistance program. This earned TDCX a 7/10 on Twimbit's scale, because while good and helpful, the measures are quite common.

Administer Periodic Surveys for Feedback

When employees are consistently asked whether they are satisfied with the current state of affairs in their company, rapid course corrections can be made to improve employee experience and maximize employee satisfaction.

○ At **TDCX** immediately after a meeting, a CSAT survey pops up for employees to complete. The current rate of completion for this CSAT survey is around 95%. In addition, there is a yearly survey regarding employee satisfaction with a 99.2% completion rate, and an 88% employee satisfaction rate. This earned TDCX a 9/10 on Twimbit's scale because of the excellent completion rate of the survey.

Create a Company Employees Want to Refer their Friends to

When recruitment happens through referrals it shows that employees are confident in their company and want their friends working there as well. A high referral rate is an indicator of success.

○ **TaskUs** has an impressive 71% referral rate, owing to a less restrictive company culture allowing positive bonds to form, and creating an atmosphere where people truly want to invite their friends. This earned TaskUs an 8/10 on Twimbit's scale.

Act on Employee Experience Measurements

Employee experience measurements diagnose what employees find to be lacking but acting on the data is what leads to improvements in EX and validates the process. If no actions are taken, the survey and analysis are for nothing.

○ By applying data from Qualtrics surveys, **Hinduja Global Solutions** has reduced attrition by 30% and increased issue resolution by 35%. The efforts have also led to a 29-point improvement to ENPS (Employer Net Promoter Score). This earned Hinduja Global Solutions a 8/10 on Twimbit's scale.

Learning and Development

Mentor new Employees

Senior management employees are paired with younger employees in lower positions in mentorship relations to teach them job and career skills. While this often happens organically to some extent, creating a system of support for mentoring helps employees build connections and benefit from the wisdom of their peers who have already succeeded at what they do.

- **Tata Consultancy Service's** iConnect is a highly collaborative tool designed to help employees reach out to senior mentors for guidance on career paths and have face-to-face dialogues about their role and career. The tool has flexibility for both one on one and group mentoring. This earned Tata Consultancy Service an 8/10 on Twimbit's scale.

Have an Organised Upskilling Process

Companies usually have a system to train employees in the necessary skills needed for the job. The better this training is, the more prepared employees will be to do their jobs, and the more organized the process, the less frustration will occur for all parties involved.

Each employee must attend the **Mphasis** Learning Academy from the point of hiring. There are three steps included:

- The Pre-Employment Program: 150 hours of learning & 100 hours of hands-on spread over 2-3 months

- The Delivery Readiness Program (DRP): 13 weeks of intensive training & rigorous evaluation to ensure Delivery Readiness

- The third is an optional step called the Project Zone: 30 days of engagement for trainees who don't get absorbed by Delivery immediately after DRP

This earned Mphasis BPO a 9/10 on Twimbit's scale due to the extensiveness of the given training.

Share Knowledge and Information Effectively

Many important skills and lessons are learned when operating a large company. Ensuring employees have access to this gained wisdom means every employee can learn to operate like their best colleagues across the world.

○ The United Cultures of **Teleperformance** program enables the company to scale across multiple cultures in 80 countries and focus on sharing best practices and how to replicate them successfully in each country.

○ Teleperformance University is a customized college course that transmits culture while gathering and sharing experience gained in customer relationship and experience management.

○ The Teleperformance e-Institute is an e-Learning platform to calibrate knowledge levels of executives all around the world.

○ This earned Teleperformance a 9/10 on Twimbit's scale due to the wide variety of specialized offerings.

Make Aspects of Employee Experience Measurable KPIs

When a company makes it a point to measure, document, and report metrics pertaining to their Employee Experience it shows commitment to employee wellbeing, and forces an effort to be taken to avoid a negative trend in the KPIs that pertain to EX.

○ On their annual report **Tata Consultancy Service** has a major section describing efforts related to all the aspects of work at their company from talent acquisition to talent engagement and career management. The report discussed the efforts made to improve all these aspects and gave statistics regarding the success of these efforts. This shows that EX is a core pillar that TCS is focusing on. This earned Tata Consultancy Service an 8/10 on Twimbit's scale.

Social connection

Create a Higher Purpose for the Organisation

Purposeful organisations make work fulfilling, and a focused effort towards a specific charitable goal as opposed to a general charitable effort feels much more substantial. Particularly millennial employees put a lot of weight on working for a company with a humanitarian mission.

Hinduja Global Solutions supports a variety of projects related to the advancement of education. The projects have borne fruit for many students across the world.

- State-of-the-art schools for 5,000 children
- Funding school fees for over 300 meritorious students
- Promoting education by eliminating hunger for 10,000 children every day
- Enabling holistic education through sports for 5,000 students
- Increase the number of school enrolment through a smart class program in 16 municipal schools

This earned Hinduja Global Solutions an 8/10 on Twimbit's scale.

Connect employees to social causes of their choice

Employees feel they are causing real change with the company instead of being in a company that is causing change. The employees are actively involved and helping.

- **Tata Consultancy Service** runs an effective volunteering program called Purpose4Life, which helps employees contribute towards societal well-being. As part of this initiative, each associate is encouraged to commit 10 hours of volunteer activity every year. Employees are encouraged to form teams and involve family members in their efforts. This earned Tata Consultancy Service an 8/10 on Twimbit's scale.

Help People Become Part of a Community

When companies are a gateway into new communities' people want to join, they become a positive enabling force. It is imperative that people are not left behind or excluded because of innate characteristics, so efforts must be made to include them.

○ **Mphasis BPO** has created an advisory council to create opportunities for persons with disabilities, specifically focusing on Inclusive vocational training and skill development, wealth, and income generation for the disadvantaged through training, and equal opportunity in education for disadvantaged children. This earned Mphasis BPO an 8/10 on Twimbit's scale.

Socially Elevate Employees

People of marginalized groups are afforded with fewer inherent advantages, and when companies make efforts to include them and empower them this elevates them socially and grants them opportunities to succeed.

○ **Sykes** Women In Technology (SWIT) is dedicated to increasing inclusion in Sykes, and training women to be competitive in the workplace. In 2019 the organization led to a 21% increase in technology positions held by women. This earned Sykes an 8/10 on Twimbit's scale.

Rewards and Benefits

Create a Culture of Genuine Appreciation

Every culture and country have different traditions and needs. When multinational companies accommodate these needs, employees are acknowledged, not erased.

- More than 60% of **Teleperformance** employees gain from extra holidays in addition to the local statutory allowance. Around 80% of employees receive partially or fully subsidized meals, depending on local laws and customs: access to a canteen, restaurant vouchers, or food purchase vouchers. 70% of subsidiaries offer employee discounts to cultural activities such as movies, concerts, shows, exhibitions, etc. This earned Teleperformance an 8/10 on Twimbit's scale.

Support Employees Facing Challenging Parts of their Lives

Benefits are most appreciated when they help an employee most in need. Everyone faces difficult times in their life, and support in those times is most appreciated, and thus inspires trust among employees.

Mphasis BPO grants the following benefits to employees in various difficult life situations.

Paid maternity leave	6 months
Adoption Leave for Single Parent	3 Months/ 12 weeks Work from Home
Paternity Leave	5 Days
Fertility Treatment Leave	2 Weeks/14 Days
Gender Reassignment Leave	30 Days

This earned Teleperformance an 8/10 on Twimbit's scale.

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