



BENEFITTING WITH PEOPLE FOCUS WITH AN AWARD WINNING SOLUTION

Abstract

When the client addressed a high attrition rate in their shared services organization through better people practices, a peripheral outcome was business value delivery of over \$15 Mn, and a major global level award win for the solution.



Infosys BPM's client is one of the largest US based wireless network operators, providing wireless voice and data services in the US, Puerto Rico, and the US Virgin Islands.

Infosys BPM and the client have had a longstanding partnership since 2011 which has grown in size over the years with 150 full time Infosys BPM employees supporting the client's sourcing and procurement (S&P) and finance and accounting (F&A) functions today.

Unstable support for growth

The client's shared services organization (SSO) provides real-time customer support for different time zones. Among its biggest challenges was the high attrition of people working the graveyard shifts. In addition to the disruption to their personal lives caused by working in the night, the SSO's employee engagement initiatives were

also lackluster. This led to a very high churn rate of 43% against the industry average of 35%, and resultantly frequent issues with the quality of service delivery.

At the time, the client was growing rapidly through their 'un-carrier' initiative and through acquisitions. Realizing the

strategic importance of staff stability to support the rapid expansion in business, the client sought Infosys BPM's support to establish a strong people practice. The brief was to retain talent in the engagement and build a globally effective professional pool of talent through upskilling.

An action plan for stability and success

Getting to the task at hand, Infosys BPM set up a team to strategize and execute a multi-year program to improve talent management practices. The team comprised of Infosys BPM operations managers who took overall ownership of people metrics, and HR practitioners who organized and ran the initiatives and programs.

Using a holistic approach, the team used data to plan several people centric themes in collaboration with the client management who helped with the strategic direction and sponsorships. Over three years, the team drove the following broad initiatives:





Improved job descriptions: Through multiple iterations, the team in consultation with the client's process owners created detailed job descriptions aligned to business needs, clearly outlining the expectations and skillset requirements for each role



Improved hiring: A 3-layer interviewing process involving the reporting manager, a subject matter expert (SME), and a team lead helped in filtering out and hiring the most suitable candidates.



Improved onboarding: The hiring and onboarding processes were designed to clearly outline the challenges of working in a nightshift. This included medical experts and experienced co-workers sharing experiences, as well as a buddy program to coach the new employee on navigating through the new job challenges.



Improved training and upskilling: Using skill mapping tools, the team designed and instituted several behavioral and professional competency upskilling workshops. Quarterly process knowledge tests (PKT) ensured familiarity with process dynamics, and training programs were designed to help new hires gradually ramp up from simpler to more complex processes over a three-month timeframe.



Improved innovation: Trainings on Lean, Six Sigma Methodologies, F&A domain, as well as automation & digital technologies enabled staff to deep dive into processes to come up with ideas for transformation. Successful in-house innovations instilled a sense of purpose, confidence, and pride among the employees.



Improved incentives and growth: A monthly rewards and recognitions program rewarded top performers for excellent performance, and various other incentive programs were introduced. These included a blend of tenure and performance incentives, travel opportunities to global offices, and opportunities for tenured employees to scale up and move into complex and higher value roles.



Improved engagement: The team instilled a culture of managers being accountable to staff right through hiring, induction, and production, to further skilling and progressions. All staff were also encouraged and enabled to interact with different levels of management through several people practices which creatively evolved a sense of belongingness.



Improved self-learning: Access to Infosys Lex, a new age self-learning application accessible anytime, anywhere, and on any device enabled a robust learning experience with over 15 digital modules for technology assisted learning.

The outcomes of people-focus

The re-energized talent management processes significantly cut down the attrition rate from 43% to an industry best of 12.8% against a target of 22%, while raising employee satisfaction scores from 75% to 83%. Moreover, the new hire practices which looked at net cultural team fitment helped reduce early attrition from 50% to 30%.

Apart from a drastic drop in the overall cost of hiring, the low staff turnover enabled a noiseless service delivery, a strong bench, and staffing flexibility capable of seamlessly servicing demand variations of up to 25%. Moreover, the improved growth

opportunity policies helped fill 90% of team lead and manager positions from within the SSO.

The solution also delivered substantial peripheral business benefits. Fewer service delivery misses through retained tribal knowledge helped increase the process efficiency by 20%, and service delivery failure reduced from 5% to 0%. As a result, end-customer satisfaction steadily improved from 5.89 to 6.38 (out of 7).

To cap it all, the client achieved a business value delivery of over \$15M through tenured employees identifying more than 20 improvement projects to eliminate

potential risks. Just goes to show that when a company focuses on its people, its people get equally focused on delivering business value.

For delivering such a robust and high achieving solution, Infosys BPM was recognized with the SSON Orlando Impact Award 2019 in the Creative Talent Management category. The award is a testament of the strong trust that Infosys BPM has built within the client, encouraging their employees to get trained by the Infosys BPM team.

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