

# People First

An employee-centric growth strategy coupled with several new HR initiatives pushes up employee satisfaction

**e4e** **RANK 1**

e4e is the surprise package of the DQ-IDC BPO E-Sat Survey 2006. This relatively less known BPO, established in 2000 in California with its India headquarters at Bangalore, comes right at the top of the employee satisfaction charts.

The last year has been significant from the employee perspective when several new HR initiatives were undertaken, and this explains the phenomenal performance of e4e. Aarti Rebecca Cherian, senior manager, Marketing, e4e, says, "We gave a face-lift to our existing HR processes and introduced a number of innovative people policies and programs to achieve a higher level of employee engagement and to bring in fun at work."

The first restructuring exercise began with the HR function where the employee relations (ER) function ushered in greater roles for ER executives, who were made responsible to address all stated and unstated employee issues and concerns.

Focused approaches were adopted to make employees a part of the real-time global decision-making process. Communication between employees were encouraged through regular Open-house meetings (an address by the vice president every quarter), HR Powwows (interactive forum with HR for employees to voice their brickbats and bouquets) and Open Door policy

where the Senior Management is accessible to all.

Compensation structure was also revised with the launch of the 'Pay for Performance' initiative, where employees' demonstrative skills and performances were given greater importance than experience. As per this practice, incentives are not cleared along with monthly salaries, but paid on half-yearly or annual basis. Stock options, salary incentives, awards, overseas trips for an all round experience and other such incentives that are directly linked to the performance parameter—were made more aggressive.

A company-wide Competency Mapping exercise was also introduced to identify key competencies for each position and using it for recruitment, training and development, performance management, and succession planning. The Mentorship program was revamped and every new manager was placed under the wings of a veteran. The Mentors acted as their guide, teacher, role model and sponsor.

Interestingly, satisfaction scores on all parameters for e4e remains far higher than all other participants in the top five. Clearly, e4e is a beneficiary of all the new employee-centric initiatives taken in the last year. Says Cherian, "The 10-person start-up has today morphed into a \$60 mn company but has still managed to retain the character of a small, closely-knit organization with core values that always put people first."

Reasons for Joining		
	Score	Industry Rank
High growth opportunity	82.3	1
Good work environment	76.0	2
Salary is good	52.1	3

Reasons for Leaving		
	Score	Industry Rank
For higher education	22.9	3
Salary	11.5	19
No personal life	6.3	17

Reasons for Stress		
	Score	Industry Rank
Travel time	31.3	12
Health issues	24.0	5
Insufficient holidays	24.0	12

Types of Illness		
	Score	Industry Rank
Sleeping disorder	24.0	15
Digestive system related disorder	11.5	20
Eyesight problem	10.4	18

## What they say...

Strengths	Score	Industry Rank
I am satisfied with the perks and benefits available to me	100.0	1
I am satisfied with the kind of salary hikes I get	100.0	1
I am getting paid at par with industry standards	100.0	1
Weaknesses	Score	Industry Rank
This company has high standards of corporate governance	100.0	1
I respect this company's work values and ethics	100.0	1
The company's infrastructure is good and makes my work a whole lot easier	100.0	1