

Cover Story **BPO E-Sat 2009**

Nurturing the Seed

Focused training and growth opportunities ensured happy employees, salary was a pain area

The bottomline is—keep employees happy and engaged. This philosophy led Intelenet to an impressive debut in the BPO e-Sat survey. Key parameters on which the company scored high included quality of training and growth opportunities. The company was rated at PCMM Level 3. Intelenet also institutionalized a strong performance management system aligned to business goals, and which was seen by employees as an employee development tool and not as a policing tool. The company also focused on both top-down and bottom-up communication.

Intelenet scored high on training. Through the company's Skill Enhancement and Employee Development (SEED) program, all employees get a behavioral soft skill-set training which covers quality consciousness, customer centricity, and telephonic call etiquettes under one umbrella model. Another training program, Get Ready for Opportunity at Work (GROW) aims at competency gap analysis of the associates in the com-

pany and accordingly a customized training program is arranged after finding the results of the gap analysis.

The other programs are Strive Towards Excellence and Performance (STEP) where the agents become team leaders, and Leadership Excellence Accreditation & Development (LEAD) where associates become team leaders. The company's HR strategy hinges on four pillars—building employee capabilities, building potential development, building business continuity, and value and culture building.

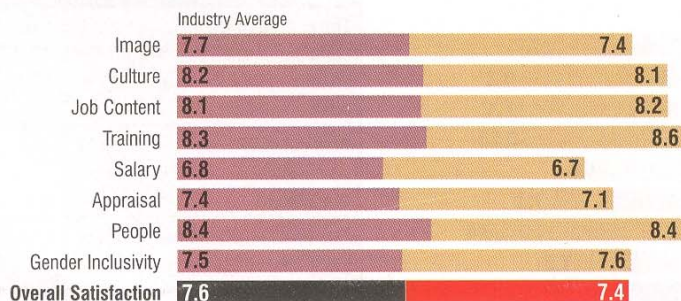
A key pain area is the salary structure which is not tax efficient, salary hikes, and the company not being a good pay master. However, the company believes that even at a time of economic crisis, there was a 7% hike in pay for employees. Since the company has both international and domestic executives, a feeling of imbalance might have crept in. Though the company insists that an internal compensation survey will show that all employees get the best package as per grades. ■■

Intelenet Global RANK **9**



Manuel D'Souza, chief human resource officer, Intelenet Global Services

What Makes Employees Tick



Employee Feedback

	Score	Rank
The training given in this company genuinely helps me in my professional and personal growth	99.9	2
I am satisfied with the quality of training the company provides	99.3	2
I have exciting growth opportunities in this company	95.5	5
My salary structure is quite tax efficient	81.4	13
I am satisfied with the kind of salary hikes I get	71.2	16
I am paid enough for the work I do in this company	80.1	16