



Recruitment and Retention

CUSTOMER MANAGEMENT

TRANSCRIPTION & CAPTIONING

OTHER BPO SERVICES

MULTILINGUAL SERVICES

“Where Have All The Good English Speakers Gone?”

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Recruiter: Why do you want to work in a call center?

Applicant: From Manila Bulletin.

Applicant: I'm a work alcoholic.

Applicant: I'm the eldest and the only child in our family.



Recruiter: What do you know about the call center Industry?

Applicant: The call center industry is booming out, side by side, somewhere else.

Applicant: The call center is a booming industry for the past few days and I want to become part of that boom.

Applicant: It's easy to be a call center, just looks arounds you, that why I want to become a call center!

Applicant: Because of the big bucks of money.. I want to hab a house



Recruiter: Can you please count from 1 to 20?

Applicant: Starting from 1 ma'am?

Recruiter: UH.. yes

Applicant: (clears throat) awan, chew, tree, four, fibe, zix, zeven, eight, nine, ten, elevun, twlve, thirTEN, forTEN, fifTEN, sixTEN, sevenTEN, eighTEN, nineTEN, tweyny

Recruiter: Umm... ok, thank you very much for interviewing with us...



“Can I hold you for a while?”

“Thank you for calling so much.”

“I can see that this is an unreserved reservation.”

“Thank you so much for that information.”

“Well, it depends, sir.”

“Let me get back at you.”



“Let me walk you to the set-up.”

“For this one you have to sign up first before you have to be signed up, ok?”

“How age is your son?”

“Do you have a pen and a ballpen?”

“Yes, that is Eastern Pacific time.”

"no 6-6. That's TWO SIX"



Customer: Is that G for GEORGE?

Agent: No! That's G for GESUS (Jesus).

Customer: What?

Agent: No! That's G for Gebra (Zebra).

Dead air...

Customer: Hello! are you still there?

Agent: Yes Sir! i'm still there.



Customer: Are *cats* allowed?

Agent: Kindly hold while I verify that information....

Agent: Ma'am, *cots* are allowed but with an extra charge of \$30.00.

Customer: Will the *cat* be with me inside the room?

Agent: Of course ma'am! We can request for it to be placed near the foot of the bed.

Customer: Cool! Will you allow dogs inside the room too?

Agent: I apologize. Pets are not allowed.



“Has outsourcing to the Philippines already hit a human resource barrier?” – Asia Times, 5/2006

“We have a constrained labor pool in the Philippines, unlike India.” – Richard Mills Chalmé Associates
Executive Search



- In 2006 there were more than 30 countries offering offshoring services with the Philippines ranking #3 behind India and China. – McKinsey & Co.
- In 2006 124 contact centers earned \$3.6 Billion in revenue (3% of GDP) from BPO up 50% over 2005– BPAP
- PGMA allocated 500 million pesos (9.8million USD) for “near hire” training



- Staff growth – 160,000 in contact centers (95,000 seats), 240,000 overall in BPO space – BPAP
- “...the attrition rate, with churn at 35%, (is) well above the 8.3% attrition rate that the industry has set as acceptable – CCAP 2006
- Only 3 – 5% of university graduates are immediately employable upon graduation.
- Approximately 3 million applicants in 2006
- Gender of hires: Female – 72% and Male -28%

- Turnover in contact centers ranges from 5 to 75%
- Average hiring rates range from 3 – 5% for 55% of companies polled;
- 26% reported 6 – 10 % hiring rates in 2006.
- Growth rates reported from 7 to 200% in 2006.



- 89% companies surveyed reported that English proficiency would have a significant or very significant impact on growth.
- 55% of clients polled see English proficiency as an area of improvement.
- 55% of companies provide remedial training in English skills training; 40% do not.



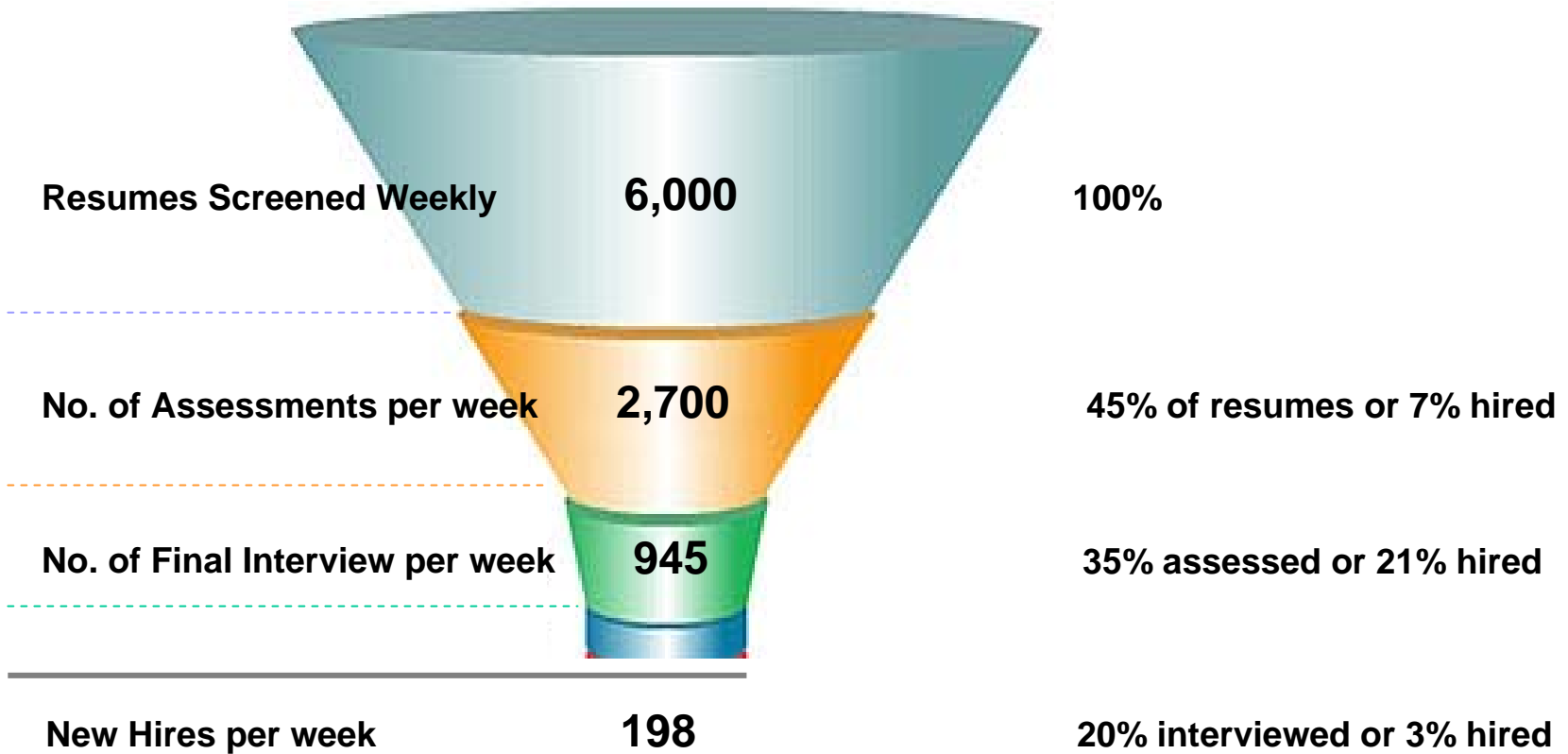
- Global BPO will grow to \$180 Billion by 2010 – McKinsey & Co.
- (BPO space) is estimated to grow to \$12 Billion by 2010 – BPAP 2006
- “By 2008 the Philippines will surpass India in the number of contact centers.” – XMG Global
- 2010 estimated at over 900,000 employees in BPO overall; contact centers @ +330K, back office @ +300k



- Shortfall of qualified candidates 150 – 250K by 2010
- Increasing levels of English required for higher value added voice and knowledge work
- Increasing cost in recruiting and training to meet growth and attrition needs
- Increased competition for same candidate pool eroding margins and raising prices for future BPO customers



Recruitment Funnel



300,000+ resumes/year = 9000 potential hires; attrition 30% results in 6300 actual new hires



- Lack of efficient and effective line supervisors and managers
- Higher turnover rates and lower quality of work by continuous stream of new hires
- Lack of infrastructure and marketing of BPO services abroad



- Lowered quality of services
- Increased recruitment and training costs
- Increased security issues and risks
- Increased operational costs and lower morale due to burnout
- Reduced marketability of BPO services abroad
- Increased salary costs for and poaching of qualified agents



- Standardize English language assessments tailored to the BPO Industry
- Getting the profile right vs. filling the pipeline
- Compensate people fairly and competitively
- Hire more part-time workers to alleviate need for full-time staff



- Use of more cost effective on-line assessments for recruitment that go beyond language to increase thru-put and reduce the time-to-hire
- Greater accountability or transparency of recruiters for turnover within the first 90 – 180 days of hire
- Better integration between recruitment and training in partnering with 3rd party training vendors



- Creating a fun work environment that promotes employee satisfaction and morale
- Increase skills of front line supervisors and managers in call center operations management (CIAC, COPC)
- Establish benefits programs that include profit sharing and other value added services
- Clearly establish the link between exceeding performance targets and reward/recognition programs



- Ensure a clear path for career advancement for high performing employees
- Empower team members through job enrichment and professional development opportunities
- Move jobs up the value chain to more sophisticated knowledge processes from voice work
- Provide more opportunities of moving people from graveyard and customer service jobs to day shift and back office positions



- “Sizzling Growth in BPO” – competition trained staff
- “Back Office Operations” – focus on empty seats
- “Near Hire” Phenomenon – 3rd party vendors
- “Job Hopping” – pay for retention; inflation
- “High School Grads” – new candidate pool?
- “Ageing Population” (Hewitt) – part time talent
- “Work @ Home” – infrastructure and security



BPAP HR & Training Power Team

BPAP's mandate:

- create demand for business processing outsourcing (BPO) services in the Philippines and,
- produce the necessary supply of manpower to deliver the demand.

HRT Power Team's purpose is to increase the quantity and quality of supply of candidates thereby meeting the demand for the industry's future growth in the Philippines.



- A secondary purpose is to provide a forum for the exchange of ideas among interested HR and training professionals, industry officials and other interested BPAP members.
- With a focus on the business process outsourcing industry, including, but not limited to, the contact centers, business process outsourcing, IT outsourcing, engineering and architectural services, animation, medical transcription, captioning and transcription.



- Support BPAP as a one-stop association for the entire Philippine business process outsourcing industry to promoting the Philippines to the world.
- Improve the relationship between industry and government to promote the BPO industry as a whole.
- Establish and promote industry standards for the BPO industry for English language training, operations management, human resources and recruitment.



- Leverage the expertise and experience of HR and training professionals to educate and develop future BPO managers and leaders.
- Improve the overall effectiveness of BPO players through the open sharing of ideas, standards, tools and best practices.
- Conduct workshops, conferences and other promotional events to advance the state-of-the-art and practices of the BPO industry.



- Promote standards of English language and communications skills training for universities, 3rd party vendors and sourcing companies.
- Create a higher level of ethical behavior and leadership to promote goodwill and healthy growth of the overall BPO industry in the Philippines.
- Create a vision and a tagline to promote the marketing of the BPO industry abroad.

Questions and “Hopefully” Some Answers