
The importance of employee engagement in controlling attrition for IT industry scenario

- A step by step approach

Abstract: The IT industry is facing a major challenge in the area of employee attrition. Every organization is working on devising new measure to increase retention. This white paper focuses on the importance of employee engagement in controlling attrition. The information would be helpful for all IT managers looking for effective ways to control attrition.

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1 Introduction

The IT industry scenario is very dynamic and the rate of attrition is very high. The cost of a new hire is high enough to impact the profitability of the IT organizations.

A lot of energy has gone into the organizations and HR devising ways and means to control attrition.

Employee engagement has come up as one of the important considerations for controlling attrition. Even some of the organizations have gone a step ahead in making it a mandate to follow a standard engagement model.

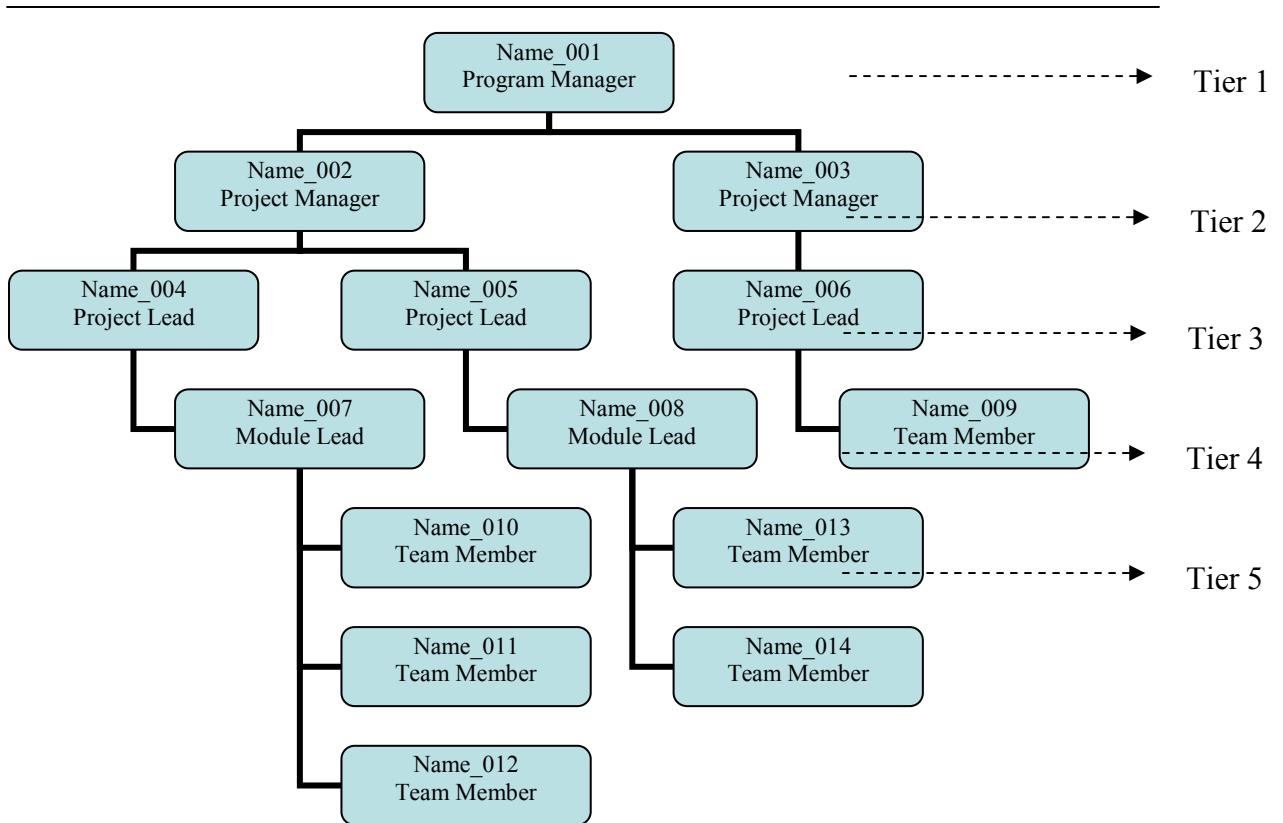
The subsequent section focuses on a structured engagement model which can be applied in any IT organization and the attrition can be reduced.

2 Approach

Following is the step by step approach that can be followed by any IT organization -

Step 1: Prepare Organization Chart

Draw an organization chart for your complete hierarchy and add names with roles and responsibilities.



Step 2: Identify Relation Types

Identify the exhaustive list of relation types from the organization chart. These types should cover all levels of Hierarchy.

	Tier1	Tier2	Tier3	Tier4	Tier5
Tier1		1	2	3	4
Tier2	1		1	2	3
Tier3	2	1		1	2
Tier4	3	2	1		1
Tier5	4	3	2	1	

Step 3: Get the Meeting Type and Frequency

For each relation type refer the following chart for meeting type and frequency. Meeting in a 1 to 1 basis can happen as optional.

Engagement Level	Type	Frequency (Group)	Frequency (1-1, optional)
1	Direct Reporting	Weekly	Monthly
2	Skip-Level-01	Monthly	Quarterly
3	Skip-Level-02	Quarterly	Once only, NR later
4	Skip-Level-03	Half-Yearly	Once only, NR later

Step 4: Get the Meeting Type Counts

Consolidate the meetings into a tabular format and come up with the summary of meeting types and along with the counts -

Engagement Level	Type	Count
1	Direct Reporting	2
2	Skip-Level-01	3
3	Skip-Level-02	3
4	Skip-Level-03	5

Step 5: Identify the time available

Identify the time available from the supervisor. The time considered should be not less than 10% of the management time available to start with can be configured based on experience.

Time available = t hrs (per week). As a starting value lets take it as 10% of 40 hrs = 4 hrs (D).

Step 6: Calculate the duration required

Based on the people on your hierarchy, the duration of the meetings can be derived -

Engage ment Level	Type	Count (A)	% (w'tage) (B)	Duration (Min/Per) (B*D*60)/A	Duration (Min/Per) (rounded)
1	Direct Reporting	2	50%	60	60
2	Skip-Level-01	3	30%	24	25
3	Skip-Level-02	3	20%	16	15
4	Skip-Level-03	5	10%	4.8	5

Step 7: Publish the Engagement Model

Call for a combined team meeting and percolate down the engagement model to the entire team in a common forum.

Step 8: Execute the Engagement Model

Execute the engagement model and refine it based on the organization need.

Step 9: Repeat for different levels

Repeat the steps to derive the engagement model for any other level of supervisor. For this the hierarchy below the supervisor should only be considered.

3 Conclusion

Application of the standardized engagement model is the key to employee satisfaction leading to low rate of attrition. Organizations can utilize this model effectively and benefit from the same. The model is generic enough to be customized and applied in any IT scenario. Although the model has been designed for an IT scenario, application to non-IT might also be successful but should be done with caution.