APPENDIX I - SURVEY QUESTIONNAIRE

PART I – PROFILE INFORMATION

1. Name (Optional):

2. Organization (Optional):

3. Age:

4. Sex: M / F

5. Total Experience (in years):

6. Qualifications:  UG / Graduate / PG / Professional Courses _________________________________

7. Marital Status:  Married / Unmarried

8. Job title:

9. Length of your service in the present organization:
   a. Less than 6 months   b 6 months – 1 year   c. 1 – 2 years   d. 2 + years

10. Your total income per annum:
a. Rs.1, 00,000 – Rs.1, 50,000  b. Rs.1, 51,000 – Rs.2, 00,000
c. Rs.2, 01,000 – Rs.3, 00,000  d. Rs.3, 00,000 +

PART II – JOB RELATED INFORMATION

1. Does your job as a call centre employee give you job satisfaction?
   a. Not at all  b. Some what satisfied  c. Neither satisfied
      nor dis-satisfied  d. quite satisfied

2. What level of freedom does your job profile provide for being creative
   in your work?
   a. Not at all  b. Some what creative  c. Generally
      creative  d. Always

3. Does your job entail working long hours?
   a. Not at all  b. Some times  c. Generally
      d. Always

4. How many days in a month do you work the night shifts?
   a. Between 1 – 5 days b. 6 – 10 days  c. 11 – 15 days
      d. Entire month

5. Do you feel that the leave policy of your organization compensates
   your job profile?
   a. Not at all  b. Some what  c. Yes. Definitely
d. Much more than compensates

6. Rank the below mentioned work related parameters in a scale of 1 to 12 within the braces in the order of your priority regarding the expectation from your job

   a. Job Satisfaction [    ] g. Variety in your job [    ]
   b. Salary [    ] h. Job security [    ]
   c. Incentives [    ] i. Personal security [    ]
   d. Training [    ] j. Appreciation from your superiors [    ]
   e. Growth prospects [    ] k. Work stress [    ]
   f. Team work [    ] l. Flexible Work hours [    ]

7. Do you feel that your salary compensates the job you do?
   a. Not at all b. Some what c. Yes. Definitely
   d. Much more than compensates

8. Do you feel that the organization offers you growth prospects in the near future?
   a. Not at all b. Some what c. Yes. Definitely
   d. Much more than my expectations

9. Do your immediate supervisor / manager recognize your work and appreciate it?
   a. Not at all b. Some times c. Generally
   d. Always
10. Do you feel that the work pressure is too much for you to handle?
   a. Not at all       b. Some times       c. Generally
   d. Always

11. Does your company cover you for medical and life insurance?  - Yes / No

12. Do you generally feel that you do not have sufficient time for social commitments, meeting friends and for family?
   a. Not at all       b. Some times       c. Generally
   d. Always

13. Which of the following ailments did you have during the last 6 months? (you may circle multiple options)
   a. Headache
   b. Nausea
   c. Backache
   d. Hearing problems
   e. Skipping of your menstrual cycle (only for female respondents)
   f. Burning sensation or redness of your eyes
   g. Any other (please specify)

14. How many sick leaves have you availed during the last 6 months?
   a. Nil               b. 1 – 5 days       c. 5 – 10 days
   d. more than 10 days

15. Does your organization provide for medical checkups?
16. Does your organization provide you with trainings / workshops on mental and physical health? Yes / No.

17. Does your organization have any of the following facilities? (you may circle multiple options)
   a. Gym  b. Yoga instructor  c. Music room  
   d. Recreational room  e. None of the above

18. Do you find your job generally monotonous, boring and meaningless?
   a. Not at all  b. Some times  c. Generally
   d. Always

19. Do you find time to informally meet and chat with your colleagues at workplace?
   a. Not at all  b. Some times  c. Generally
   d. Always

20. Does your job profile pose a variety of challenges that utilizes your skills?
   a. Not at all  b. Some times  c. Generally  d. Always

21. Does your job make you physically and mentally exhausted at the end of the day?
22. How often are the training and development activities in your organization?
   a. Every month  b. Every quarter  c. bi-annually  
   d. only when need is felt or at random  
   e. Only at the time of the employee joining the organization

23. Do you feel that the work breaks (like lunch break) given during the work hours are sufficient to refresh you?
   a. Not at all  b. Some times  c. Generally  
   d. Always

24. Do you feel you have been given enough authority and responsibility to accomplish your tasks at work?
   a. Not at all  b. Some times  c. Generally  
   d. Always

25. Do you have a pseudo name at your workplace? – Yes / No.
    If your answer to the above question is Yes then how do you feel about it
    a. good  b. Neutral  c. bad  
    d. miserable

26. Do you have to change your accent at your workplace? – Yes / No.
If your answer to the above question is Yes then how do you feel about it
a. good  b. Neutral  c. bad  d. miserable

27. Do you feel that you have lost your personal identity due to your job profile?
   – Yes / No. If your answer to the above question is Yes then how do you feel about it (you may circle multiple options)
   a. Alienated from your work (not feeling good about your work)
   b. impersonal about this
   c. lower self esteem (feeling bad about yourself)
   d. forced to live a dual identity

28. Do you feel that your organization not only follows the customer’s time zones but also all aspects of their culture like dressing, food habits, management styles, etc.?
   a. Not at all  b. Some times  c. Generally  d. Always

29. Do you feel attracted to emulate the customer’s culture after being quite acquainted with their lifestyles, fashions, tastes, etc?
   a. Not at all  b. Some times  c. Generally  d. Always

30. Do you feel celebrating days like Valentine’s day, Mother’s Day, is better than celebrating our Indian festival days?
31. How often do you encounter customer abuse on the telephone?
   a. Never   b. Some times   c. Generally
   d. Always

32. Do you feel stressed after such abusive calls?
   a. Not at all   b. Some times   c. Generally
   d. Always

33. Are you allowed to disconnect such irate customer calls?
   a. Never   b. Some times   c. Generally
   d. Always

34. Do you have a psychologist / counselor at your workplace – Yes / No.

35. How many times have you changed your job so far?
   a. Once   b. Twice   c. Thrice
   d. more than 4 times

36. Does your organization provide appropriate personal security measures for the safety of its employees? Yes / No.
   If your answer to the above question is Yes then - do you feel it is due to…
   (You may circle multiple options)
   a. Regular checks on Security Guards
b. No female employee is allowed to leave office during nightshifts without a male escort
c. Use of vehicle tracking systems
d. Registration of Vehicle Drivers with the local police authorities
e. Safety Training / mock drills on the job
f. Genuine concern for employee safety by the management

If your answer to the above question is No then - do you feel it is due to…

(You may circle multiple options)

a. No standard policy on employee safety after work hours
b. No minimum safety measures as per law being adopted by the organization
c. HR not being involved in the safety procedures
d. No check on employee safety by higher authorities in the organization
e. No employee tracking system existing in the organization
f. No concerns shown towards employee safety in general

37. Were there any untoward incidences due to lapses in employee safety while traveling at night times for any employee in your organization? If so how many such incidents were reported?

a. None so far  b. Only one  c. Two  d. more than two

38. Do you feel that the security measures taken by your company for women employee is good? – Yes / No.
If your answer to the above question is Yes then - do you feel it is due to…
(You may circle multiple options)
a. pressure from the media due to latest incidents of rape and murder
b. the legal setup currently in place
c. the organizations genuine concern regarding its female employees
d. Employee demands for better security measures
e. NASSCOM, FICCI and other such association’s directives in this regards
f. All the above factors

39. Does your organization cover your accident insurance costs? – Yes / No.

40. How is your overall experience working in the call center industry?
a. Extremely good b. Good c. Satisfying
d. dis-satisfied

41. Would you recommend your friend or your relative to work in a call centre?
   If your answer to the above question is Yes then - do you feel it is due to…
   (You may circle multiple options)
a. Good work environment
b. Good salary
c. Good job profile
d. Career growth prospects
e. Training in the job
f. Good for youngsters

If your answer to the above question is No then - do you feel it is due to…

(You may circle multiple options)

a. Night shifts
b. Monotonous work
c. Health problems due to the job profile
d. No social life
e. No educational opportunities
f. Not safe for female employees

42. How long do you see yourself working in the call center job?
a. less than 6 mths  b. 6 months – 1 year  c. 1 – 2 years
d. 2+ years
APPENDIX II - GLOSSARY

The following are definitions for technical terms and acronyms used in this report.

1. **‘Flat’ management structures** - refers to an organizational structure with few or no levels of intervening management between staff and managers.

2. **24 X 7 work culture** - 24 hours a day, 7 days a week working round the clock.

3. **Automated Call Distributor** - An Automatic Call Distributor (ACD) is a system that can recognize, answer, and route incoming calls for your business.

4. **Acoustic shock** - the symptoms a person may experience after hearing an unexpected, loud sound e.g. a telephone.

5. **Auto dialer software** – Software that automatically dials the number waits for the caller to answer and then delivers an outgoing message.

6. **Automatic call router** - is a device or system that distributes incoming calls to a specific group of terminals that agents use.

7. **Business to Business (B2B)** - describes commerce transactions between businesses, such as between a manufacturer and a
wholesaler, or between a wholesaler and a retailer.

8. **Business to Customers (B2C)** – Business that sells products or services to its end user consumers.

9. **Burn Out Stress Syndrome (BOSS)** – Physiological and psychological symptoms that BPO employees face, after working for a while in the set up. Primarily due to the change in the 24-hour biological clock, one sees employees facing various psychosomatic disorders and health-related issues, which are non-existent in the normal routine.

10. **Business Process Outsourcing (BPO)** - the contracting of the operations and responsibilities of specific business functions (or processes) to a third-party service provider.

11. **Call Centers** – A central location where all customer telephone calls of an organization are directed, where trained professionals handle the customer calls and provide answers to their queries.

12. **Customer Interaction Services (CIS)** – Interacting with customers to better manage customer relationships by offering customer assistance activities like pre-sales and post sales assistance.

13. **Contact Centers** - A contact centre is a facility used by companies to manage all client contact through a variety of mediums such as
telephone, fax, letter, e-mail and increasingly, online live chat.

14. **Customer Relationship Management (CRM)** - is a widely implemented model for managing a company’s interactions with customers, clients, and sales prospects. It involves using technology to organize, automate, and synchronize business processes—principally sales activities, but also those for marketing, customer service, and technical support.

15. **Cross Selling** - Cross-selling is the action or practice of selling among or between established clients, markets, traders, etc. or the action or practice of selling an additional product or service to an existing customer.

16. **Computer-Telephony Integration (CTI)** – a technology that allows interactions on a telephone and a computer to be integrated or coordinated.

17. **e-commerce** - refers to the buying and selling of products or services over electronic systems such as the Internet and other computer networks.

18. **e-contact point** - is responsible for the administration and management of customer activities in his/her organization through a variety of mediums such as telephone, fax, letter, and e-mail and increasingly, online lives chat.
19. **e-mail** - Electronic mail, commonly known as email or e-mail, is a method of exchanging digital messages from an author to one or more recipients.

20. **e-Security** – Security measures undertaken to protect users data on the internet or website.

21. **e-tailing** – Selling on the internet (also called Electronic Retailing).

22. **Global Outsourced Shops** - a third-party service provider undertaking outsourced work for various organizations across the globe.

23. **Global Positioning System (GPS)** - Global Positioning System was developed by the United States' Department of Defense. It uses between 24 and 32 Medium Earth Orbit satellites that transmit precise microwave signals. This enables GPS receivers to determine their current location, time and velocity. The GPS satellites are maintained by the United States Air Force. GPS is often used by civilians as a navigation system. On the ground, any GPS receiver contains a computer that "triangulates" its own position by getting bearings from at least three satellites. The result is provided in the form of a geographic position - longitude and latitude - to, for most receivers, within an accuracy of 10 to 100 meters. Software applications can then use those coordinates to provide driving or walking instructions.
24. **Hunt groups** – the methodology of distributing phone calls from a single telephone number to a group of several phone lines. Specifically, it refers to the process or algorithm used to select which line will receive the call.

25. **Inbound Voice Calls** - An inbound centre is one that handles calls coming in from outside, most often through toll free numbers. These calls are primarily service and support calls, and inbound sales.

26. **ISO 9001** - The ISO 9000 family of standards are related to quality management systems and designed to help organizations ensure that they meet the needs of customers and other stakeholders. ISO 9001 is the certification given by International Organization for Standardization to any organization complying with ISO 9000 family of standards.

27. **Information Technology Enabled Services (ITES)** - is defined as outsourcing of processes that can be enabled with information technology and covers diverse areas like finance, HR, administration, health care, telecommunication, manufacturing etc. Armed with technology and manpower, these services are provided from e-enabled locations. This radically reduces costs and improves service standards.

28. **Interactive Voice Response System (IVRS)** - is a technology that allows a computer to interact with humans through the use of voice and input via keypad. In telecommunications, IVR allows customers to interact with a company’s host system via a telephone keypad or by
speech recognition, after which they can service their own inquiries by following the IVR dialogue. IVR systems can respond with prerecorded or dynamically generated audio to further direct users on how to proceed.

29. **Knowledge Process Outsourcing (KPO)** - describes the outsourcing of core business activities, which often are competitively important or form an integral part of a company's value chain. Therefore KPO requires advanced analytical and technical skills as well as a high degree of proprietary domain expertise. Reasons behind KPO include an increase in specialized knowledge and expertise, additional value creation, the potential for cost reductions, and a shortage of skilled labor.

30. **Manpower turnover rate** - In a human resources context, turnover or staff turnover or labour turnover is the rate at which an employer gains and loses employees.

31. **Moments of truth** - In customer service, instance of contact or interaction between a customer and a firm (through a product, sales force, or visit) that gives the customer an opportunity to form (or change) an impression about the firm.

32. **Musculo-Skeletal Disorders** - Health problems range from discomfort, minor aches and pains, to more serious medical conditions requiring time off work and even medical treatment.
33. **National Skills Registry (NCR)** - NASSCOM in partnership with the industry has developed a unique initiative – National Skills Registry – a national database of registered and verified knowledge workers in the industry. National Skills Registry (NSR) aims to build a robust and credible information repository on the knowledge professionals in the sector. The data fields include permanent fact sheet of information on the professional along-with Photograph & appropriate background checks (where undertaken), thus providing identity security for the organization and its clients. Biometrics is also included in this repository to ensure unique identification.

34. **Offshore outsourcing hub** - Outsourcing literally means employing a third party service provider to perform some business activities. When such an outsourcing is done with an organization outside the country of origin then it is called as “Off shoring”. US based organization outsources its work to an Indian organization.

35. **Outbound Call Centers** - An outbound centre is one that does mainly outgoing telemarketing.

36. **Postural problems** - Musculo-Skeletal Disorders due to desk job profile at workplace.

37. **Quit rate** – Number of employees resigning from their jobs during a given period.
38. **Research Process Outsourcing (RPO)** - Research outsourcing is when one entity undertakes research on behalf of another.

39. **Service Bureau** - A service bureau is a call centre for hire, or an outsourcer. It is what is commonly known as a Third Party Call Centre.

40. **Siebel** – CRM Software from Oracle Corporation.

41. **Six Sigma** - is a business management strategy, originally developed by Motorola, USA in 1986. Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes.

42. **Telemarketing** – Directly marketing / selling to the customer over the telephone.

43. **The Vishakha case** - On August 13, 1997, the Supreme Court of India issued a judgment against sexual harassment at the workplace, which has come to be known as the Vishaka judgment. It laid down the definition of sexual harassment, preventive measures and redress mechanisms. It stipulated a mandatory complaint committee on sexual harassment at all workplaces and institutions.

44. **Venture Funds** - An investment fund that manages money from investors seeking private equity stakes in startup and small- and
medium-size enterprises with strong growth potential. These investments are generally characterized as high-risk/high-return opportunities.

45. **Voice Processes based BPO’s** – BPO’s interfacing with customers using telephone as a medium of providing service.

46. **Web Enabled Call Centers** - BPO’s interfacing with customers using the internet and e-mails as a medium of providing service.

47. **Web-chat** - A web chat is a system that allows users to communicate in real time on the internet using easily accessible web interfaces.

48. **Workstation** - A workstation is a high-end microcomputer designed for technical or scientific applications. Intended primarily to be used by one person at a time, they are commonly connected to a local area network and run multi-user operating systems. The term *workstation* has also been used to refer to a Personal Computer connected to a network.
APPENDIX III - ABBREVIATIONS

1. **ACD** - Automated Call Distributor
2. **ASSOCHAM** - The Associated Chambers of Commerce & Industry of India
3. **B2B** - Business to Business
4. **B2C** - Business to Customers
5. **BOSS** - Burn Out Stress Syndrome
6. **BPIAI** – Business Process Industry Association of India
7. **BPO** – Business Process Outsourcing
8. **BRIC** - Brazil – Russia – India – China
9. **CCA** - Customer Care Associates / Agents
10. **CEO** – Chief Executive Officer
11. **CII** - Confederation of Indian Industry
12. **CIS** - Customer Interaction Services
13. **CRM** - Customer Relationship Management
14. **CTI** - Computer-Telephony Integration
15. **EPABX** – Electronic Private Automatic Branch Exchange
16. **F&A** - Finance and Accounting
17. **FDI** - Foreign Direct Investments
18. **FICCI** – Federation of Indian Chamber of Commerce and Industry
19. **FMCG** - Fast Moving Consumer Goods
20. **FY** – Financial Year
21. **GDP** – Gross Domestic Product
22. **GPS** - Global Positioning System
23. **ILO** – International Labour Organization
24. ISO – International Organization for Standardization
25. IT - Information Technology
26. ITES – Information Technology Enabled Services
27. IVRS – Interactive Voice Response System
28. JCM - Job Characteristics Model
29. KPO - Knowledge Process Outsourcing
30. LPG - Liberalization – Privatization – Globalization
31. MIT - Massachusetts Institute of Technology
32. MNC – Multi National Corporation
33. NASSCOM – The National Association of Software and Services Companies
34. NCR - National Skills Registry
35. NCW - National Commission for Women
36. NGO - Non Government Organization
37. OSHA - Occupational Safety and Health Administration
38. RPO - Research Process Outsourcing
39. SAFEWORK - Global Programme on Safety and Health at Work
40. SEZ - Special Economic Zone
41. SPSS - Statistical Package for Social Sciences
42. STPI – Software Technology Parks of India
43. USA – United States of America
44. USD – United States Dollar
45. VPN - Virtual Private Network
46. VSAT - Very Small Aperture Terminal
47. Y-O-Y - Year – On – Year