

A culture of honesty and transparency in IT outsourcing = a 100% result



Schuberg Philis, Netherlands

www.schubergphilis.com

The issue

Schuberg Philis is an IT outsourcing company with clients such as online banks, energy companies and government organisations. They give clients a 100% result guarantee; if the systems were to go down, these organisations could not function. This makes work extremely challenging and demanding — there are periods of intense pressure, a high workload and a great sense of responsibility — and so the risk of overwork is always lurking.

Action taken

A 100% guarantee could be interpreted as meaning that no errors can be made, but Schuberg Philis believes this result can be achieved only by accepting that mistakes are part of the process, being completely honest about them and then learning from them. Honesty, transparency



and openness characterise internal relationships and are considered essential for achieving company goals.

This company culture and a focus on working in tightly knit and independent teams gives employees the opportunity to ask for help and be open about their personal strengths and weaknesses. This supportive environment means employees feel comfortable raising issues and are able to develop professionally and personally.

To deal with high workloads, the scrum method (the team works as a unit to reach a common goal) is used to assess and divide work into manageable blocks. The team also holds 'stand-ups' every day to discuss progress, preventing team members from becoming overloaded or isolated and ensuring deadlines are met.

Employees are involved in annual meetings on the future direction of the company, and have significant input into their daily working lives. Moreover, through peer reviews that take place in association with annual appraisals, workers help each other to grow. Therefore, workers can make a meaningful contribution to and feel a responsibility for the company, their working lives and their colleagues.

The company devotes attention to both the physical and the mental health of employees. Employees have access to a certified in-house therapist and a physiotherapist, and participation in sports activities is expressly encouraged, as is healthy eating.

The commitment of management to workers' wellbeing is demonstrated at family days that take place twice a year; senior employees make it their business to get to know everyone. Moreover, the company reinvests approximately one-quarter of its profit every year into the wellbeing of all its employees and their families.

Results achieved

- Staff turnover (staff leaving against the will of the company) is extremely low: less than 1%.
- The sickness absence rate is very low: 0.9% in 2013, far below the average in the ICT sector. This corresponds to direct savings of EUR229000 in absenteeism costs per year.
- Customer satisfaction is very high and for five years there has been a 100% rate of customers recommending Schuberg Philis to others.



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