

CO-CREATE TO OUTPERFORM™

Quality Standard Document

Conferma

Version Number: 1.1

Date of Approval: 13th Mar 2025

WNS

Synopsis

This document defines various procedures followed by the process to have an effective transactional quality system.

Reference

QSD/Conferma

Status

Definitive

Applicability

This document applies to all regular, part-time, contractual employees of the process. It also applies to the employees related to the training, work force management and quality functions.

Approval Matrix

Role	Name (Designation)
Author	Shubham Maheshwari (General Manager – Quality)
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External Reference

ISO 9001:2015

Associated Documents

APX and Quality System Procedures

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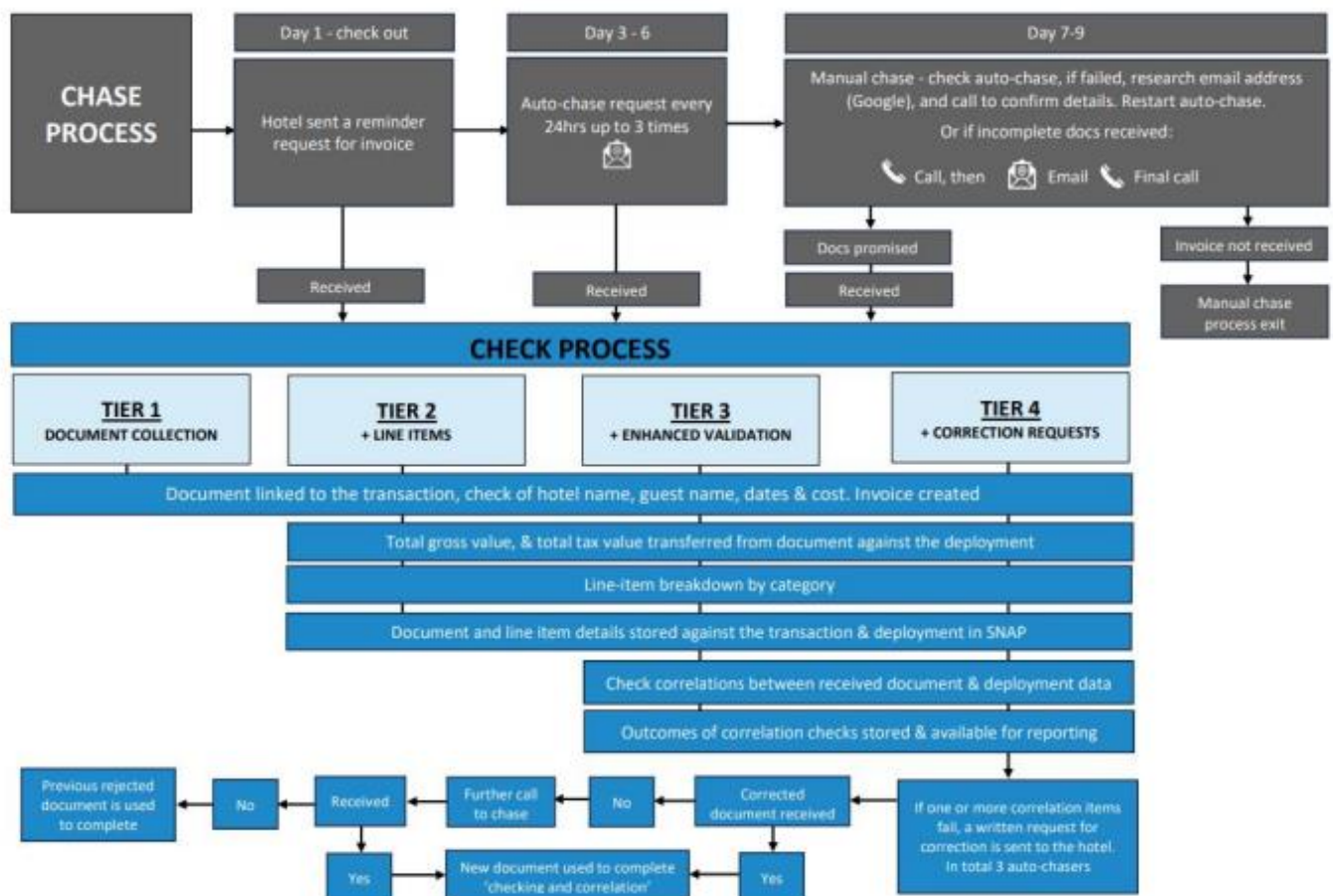
Amendment History

Date (mm/dd/yy)	Version	Amendment Number	Amendment Author	Reason for Amendment
03/13/2025	1	0	Shubham Maheshwari	Document Quality framework to establish methodology, delivery requirements and process outline for the program

QSD 01 - Process Description

- About the Client** – Conferma provides virtual card payment solutions to reduce the risk of fraud and unauthorized use by ensuring payments are preapproved, set spending limits and restrict card usage to specific vendors and categories, easily deactivate or modify cards and configure transaction parameters to align with company policies. Without physical cards to issue and monitor, virtual cards simplify expense management and reduce time-consuming admin. Sync and capture spending on desktop or mobile with real-time visibility of virtual payments, usage of virtual cards for all kinds of transactions, including hotel bookings, airline tickets, car rentals, and more
- WNS Service(s)** - The WNS team scope covers reconciliation of invoices depending upon the service tier – Invoice collection only, invoice collection plus line-by-line breakdown and VAT information. Additionally, correlations set up by the company like company name and address on the invoice, set payment instructions adhered to example room, breakfast, per meal including alcohol

Basic Overview of Scope of Support



* Customer treatment and applicable process steps may vary according to interaction intent, channel, and customer type

QSD 02 – Statutory & Regulatory Requirements

- Below will be covered in the training from compliance perspective -

1. **Data Encryption**
 - Encrypt data both at rest and in transit to protect it from unauthorized access
2. **Access Controls**
 - Implement strict access controls to ensure only authorized personnel can access sensitive data
3. **Regular Updates and Patching**
 - Keep all systems, applications, and software up to date with the latest security patches
4. **Data Classification**
 - Classify data based on its sensitivity and apply appropriate security measures for each classification
5. **Backup and Recovery**
 - Regularly back up data and ensure you have a robust disaster recovery plan in place
6. **Employee Training**
 - Conduct regular training sessions to educate employees about data security best practices and how to recognize phishing attempts and other threats
7. **Network Security**
 - Use firewalls, intrusion detection systems (IDS), and intrusion prevention systems (IPS) to protect your network
8. **Monitoring and Auditing**
 - Continuously monitor and audit access to sensitive data to detect and respond to suspicious activities promptly
9. **Secure Software Development**
 - Follow secure coding practices and conduct regular security testing during the software development lifecycle
10. **Incident Response Plan** Develop and maintain an incident response plan to quickly address and mitigate the impact of data breaches

Below are mandatory Information Security trainings for all WNS employees:

** Completion & reporting is managed by the training team

Training Programs	Applicability
Information Security Handbook	All employees
iSAP-II eLearning Program	All employees
WNS IP Policy	All employees
PCI DSS Awareness Program	All BU employees that handle payment card transactions.
Data Protection Act Employee Awareness Program	All BU / EU employees that support UK / European Union clients
Personal Information Protection & Electronic Documents	All BU employees that support Canadian clients.
Password Change Declaration	All employees.
ISO Basic Awareness	Band A employees
ISO Advance	Band B+ employees

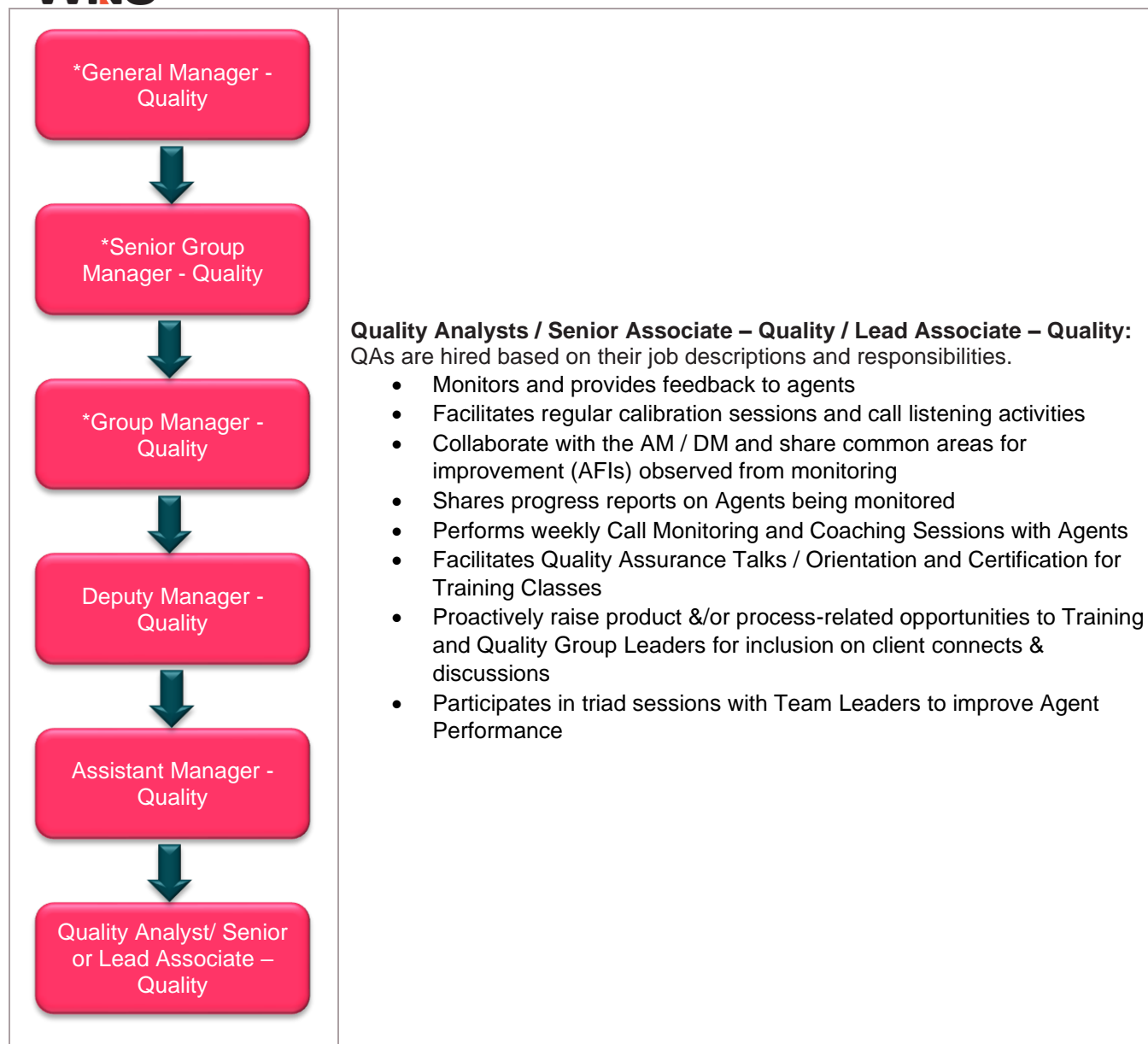
QSD 03 – Transactional Quality Team Structure

The Quality Assurance Department is one of the key support units of a contact center responsible for upholding and promoting the highest standards set forth by the client and WNS. Our role is to provide a clear framework of measuring the program's performance, contribute to the development of successful business processes, raise relevant outstanding issues to the management, and assist in formulating appropriate action plan(s) to ensure that the set standards and the overall vision of the center are met.

The Quality Assurance Team's primary goal is to ensure that all transactions conducted on the client's behalf – across channels are done in alignment with the program's operational standards and are handled with utmost care and precision.

Below is the basic structure for the client where *Senior Group Manager and up role band(s) can be shared resource(s) according to span and requirements as agreed with Conferma:

Role	Responsibilities
	*General Manager – Quality: Provides direction and guidance to overall campaign's Quality Department. Responsible for highest approval within the Quality Department
	*Senior Group Manager / *Group Manager – Quality: Promotes, develops, and oversees compliance to the company's Quality Framework; effectively assuring compliance of customer requirements by managing Quality policies, standards, procedures, programs and practices while driving and facilitating continuous improvement
	Deputy Manager / Assistant Manager – Quality: <ul style="list-style-type: none"> Provides day-to-day direction to Lead Associates Ensures compliance to contractual deliverables and addresses team level issues Attends client calls and sends out Quality Findings to stakeholders. Responsible in ensuring that Lead Quality are scheduled accordingly based on Operational Needs



Quality Analyst Competencies and Selection Criteria

As soon as it is determined that there is a need for an additional Quality resource, the request is raised by the Quality Manager to the Program Manager. If the Quality Ratio is below target, Quality will raise an IJP for Lead Associate -Quality and follow the Internal Job Posting (IJP) Process for WNS. If the Quality Ratio is still within target but the Quality Capacity requires more staff, a Quality Intern is required to fill the role as a Temporary Quality personnel or also known as Flex Quality Analyst.

Internal Advert will be released for the Flex Quality requirement and will be communicated to Operations – Sr. Group Managers, Group Managers, Deputy Managers, Team Leaders and qualified applicants.

The Selection Process for a Quality Analyst/Lead Associate-Quality will be conducted through a Panel Interview with Quality and HR. Should there be no qualified applicant from the IJP Pool, the Job Opening will be opened for external applicants and another Candidate Requisition Form (CRF) will be raised and will be approved by the Quality Head.

Internal Job Posting (IJP) Requirements

Minimum Qualifications:

- Minimum of 1 year in the company and at least 6 months in the current process (tenure in current program not applicable for new business types or accounts)
- Meeting all performance metrics; at goal on Quality SLA for at least 6 consecutive months
- Good Attendance Track
- No Disciplinary Action in the last year
- TL Recommendation

Requirement:

- Strong eye for detail; comfortable with working in a output/results-driven role; reasonably skilled in basic business math computations
- Strong analytical & assessment skills
- Acceptable communication skills; ability to communicate over the phone with diverse sets of colleagues and clients
- Ability to work with appropriate levels of guidance and supervision in a time-critical environment.
- Must be flexible, self-directed, well-organized; exhibiting critical thinking, time management and decision-making skills as necessary to prioritize tasks and meet all required deadlines
- Equivalent education or experience may be substituted for any of the above

External Job Posting Requirements

- At least 2 years' experience on a Quality Role
- Proven Quality Management Skills
- Call Center experience strongly preferred
- Excellent (Verbal and Written) Communication/Soft Skills
- Proven Coaching Skills
- Initiative and Commitment to achieving goals
- Professional Customer Service Skills & a Positive Attitude
- Analytical Problem-Solving Skills; Linear and Logical Troubleshooting Skills
- Ability to recognize performance trends and escalate emerging issues as appropriate
- Good Time Management Skills
- Leadership skills and ability to motivate employees towards achieving key performance metrics

Quality Analyst On-Boarding Process

This section defines the Quality Analyst on-boarding process. Different set of activities are completed depending on the background of the selected resource.

- All QAs must go through Conferma mandated process training per schedule agreed with Conferma and WNS Training Leadership
- All QAs must complete the RCA training (link given below) within 6-month tenure in their role
- Once a Quality personnel is hired, Quality Team considers the new joiner as QA-New Hire (QA-NH)




If the resource is hired from within the process, below mentioned activities are followed:

Activity	Description
Quality Form Orientation	Detailed discussion of the Quality form, expected behaviors, and rating guidelines
Call monitoring tool(s) Familiarization – snap+, MS Teams	Familiarity and navigation of relevant monitoring tools are reinforced

If the resource is hired from outside the process, QA-NH goes through process training before being aligned to the QA on-boarding process outlined above.

Job Description/ Resource Deployment & Utilization

Selection Process for other Quality personnel, follows the same procedure as prescribed by Human Resource Team, is through either the WNS Internal Job Posting or External Hiring Process

Role	Job Description Details
Senior Group Manager / Group Manager	 JD Senior/Group Manager
Deputy Manager /Assistant Manager	 JD Deputy/Assistant Manager
Quality Analyst	 JD QA

Quality Assurance Department Training and Performance Improvement

Deputy Manager / Assistant Manager is responsible for doing the monthly Review-The-Reviewer (RTR) of Quality Associates / Senior Associates – Quality / Lead Associates – Quality.

For QA level population BAU training and performance improvement need is identified through Review-The-Reviewer process as outlined below:

- Calibrated Quality Analyst or above (AM – Quality, DM – Quality) picks up a transaction monitored by a QA
- Auditor reviews the evaluation entry
- Auditor then verifies accuracy of audit done and calibrates
- Feedback is shared to the audited QA if accuracy is <85%, auditor will have a joint call with the QA to understand the gaps
- Any trends of failed RTR are reported to QA Leaders and when applicable, may roll up to performance improvement plan per WNS Guidelines
- In addition to above, all other training and development is governed through WNS L&D Programs

QSD 04 – Quality Monitoring Solution

Quality Monitoring Tools: Access credentials and security levels are granted or defined by the client or process requirements relevant to end-user role

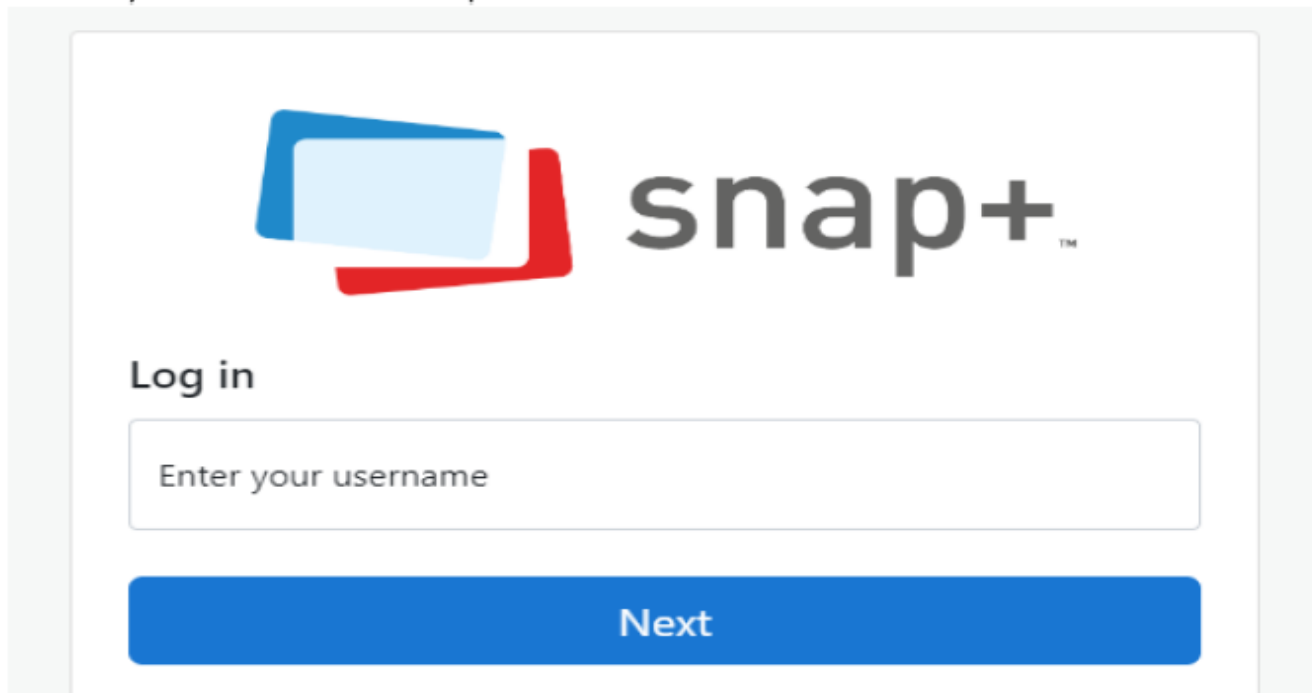
Tool	Descriptors
SNAP+	Snap+ is a web application that allows users to chase hotels for invoice documents and once received, create line items breakdowns form these documents
MS Teams	Mode of communication

Conferma Quality Monitoring Form

Shared template - accessible in SharePoint – used for Quality evaluations across all Conferma transactions

- **Snap+**

1. Go to <https://login.conferma.com>
2. Enter your username and press **Next**.



The image shows the Snap+ login interface. It features the Snap+ logo at the top, which consists of a stylized 'S' made of blue and red shapes followed by the text 'snap+' in a bold, sans-serif font. Below the logo, the text 'Log in' is displayed. Underneath, there is a text input field with the placeholder 'Enter your username'. At the bottom of the login area, there is a large blue button with the word 'Next' in white text.

Tasks

For Anything *	Any Time of Day *	By Oldest First *	Ungrouped *	Including Locked Deployments *	Any Escalation *	Any Service Level *	Show Customer	Match all words	Reset Filters
Search: village							Search Customer:		
Transaction	Documents	Supplier	Customer	Company	Country	Local Time	Due		
2	2 Pending	0 Unknown	The Village Inn - 88 Water End Rd...	BCD Travel	Tesco Stores Limited	GB	11:17 (United Kingdom)	34 weeks ago	
1	1 Pending	0 Unknown	Last Drop Village Hotel & Spa - H...	American Express GL	Scottish Power New	GB	11:17 (United Kingdom)	3 weeks ago	
1	1 Pending	0 Unknown	Village Hotel Leeds North -	Cascade Production...	Cascade General Co...			26 weeks ago	
1	1 Pending	0 Unknown	Village Ashton -	Cascade Production...	Cascade General Co...			18 weeks ago	
1	1 Pending	0 Unknown	Village Hotel - Coventry - Bolehill...	American Express GL	WSP UK	GB	11:17 (United Kingdom)	0 minute	
1	1 Pending	0 Unknown	Village Hotel Southampton Eastfi...	American Express GL	B and Q Limited (Kin...	GB	11:17 (United Kingdom)	12 weeks ago	
1	1 Pending	1	Village Hotel Changi by Far East...	Intatours (TL Germa...	Intatours Reisen un...	SG	21:17 (Singapore)	0 minute	
3	0 Pending	22	Village Hotel Leeds North - 186 O...	Clarify Travel Manag...	Premier Foods	GB	11:17 (United Kingdom)	8 weeks ago	
3	0 Pending	66	Village Hotel Portsmouth - Lakesh...	American Express GL	Veolia UKES (UK) Ltd	GB	11:17 (United Kingdom)	0 minute	
1	1 Pending	0	Village Basingstoke - Plot W Basi...	American Express GL	MOTT MACDONALD...	GB	11:17 (United Kingdom)	0 minute	
1	1 Pending	1	Doubletree By Hilton Hotel And S...	American Express GL	Veolia UKES (UK) Ltd	GB	11:17 (United Kingdom)	13 weeks ago	

- QA Form -

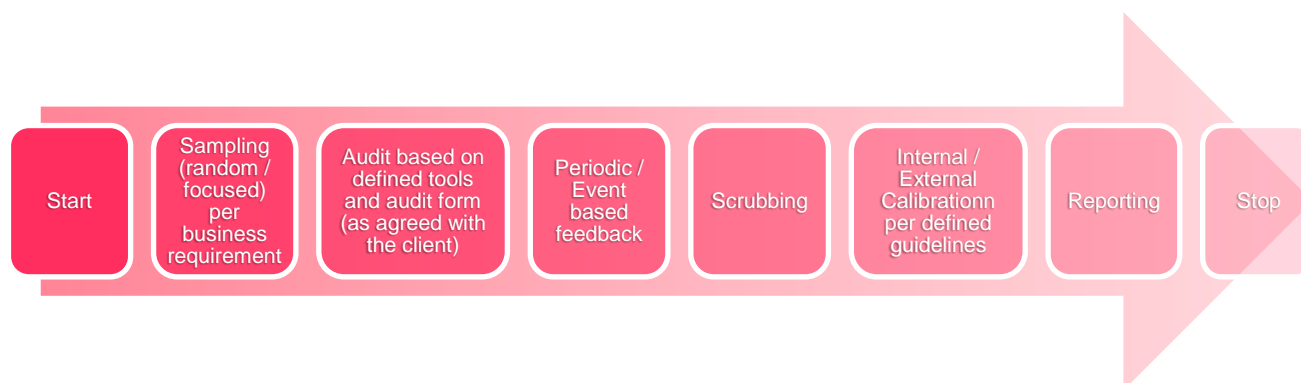
	Jan-25									
Name										
Date										
Deployment ID										
Correct Amount (Yes/No)										
Correct Card No.(Yes/No)										
Correct Name (Yes/No)										
Correct Tax Amount (Yes/No)										
Correct Tax No.(Yes/No)										
Correct Docs Attached (Yes/No)										
Correct Invoice No.(Yes/No)										
Correlations Ticked Correctly (Yes/No)										
Correct Categories Selected (Yes/No)										
Company Reg No. (Yes/No/N/A)										
Correct Invoice Date (Yes/No)										
General observations										
Green	0	0	0	0	0	0	0	0	0	0
Red	0	0	0	0	0	0	0	0	0	0
N/A	0	0	0	0	0	0	0	0	0	0
Score	0	0	0	0	0	0	0	0	0	0
	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Green	0
Red	0
N/A	0
Score	0
	#DIV/0!

QSD 05 – Quality Audit Process

5.1 Transaction Monitoring Approach

The process diagram below shows a high-level overview of the transaction monitoring process:



5.2 Monitoring Approach

The monitoring process defines the details of the transaction audits such as what, when, how the monitoring will take place. This process, which measures the quality of the support provided to customers has been designed to ensure service delivery procedures that result in the courteous, accurate, and effective treatment of customers.

WNS Quality Monitoring process for Conferma is designed to serve the following purposes:

- To evaluate individual performance
- To measure the quality of service provided to customers
- To recognize and acknowledge the skills and abilities of the agents
- To provide performance improvement opportunities through coaching and feedback
- To identify general/specific training needs

Sample size (to be agreed with the client):

For Agents in Transitional Training (Nesting), monitoring shall consist of (1) official “remote” monitoring or scored interaction per training week per Agent from contacts available within client tools; whereby the end of the Nesting period, all channels supported by the agent are represented.

Remote evaluations will be the basis for the Quality Monitoring reports. An equivalent set of audit sessions shall be conducted for coaching effectiveness purposes in a “side-by-side” format by the Operations team

(c/o Immediate handler – Team lead for Go Live or Trainer for Transition Training).

For Agents that have completed Transitional Training (Go Live onwards), business as usual (BAU) monitoring intervention shall consist of a minimum of (1) remotely scored and coached contact; per Agent per fiscal week. A counterpart session shall be in a “side-by-side” format conducted by the agent handler/immediate supervisor

Quality Monitoring Zero Tolerance Policy: WNS shall employ a zero-tolerance policy on all interactions. If an agent is observed being rude or disrespectful to a customer, WNS shall take immediate corrective action, which may include termination. ZTP list will be governed by WNS HR Code of Conduct guidelines.

Quality Team will be responsible to flag the issue to respective program leaders -- Supervisor (Operations and Training, Deputy Manager (Operations and Training), Group Manager (Operations and Training) and Senior Group Manager (Operations and Training). Once the issue has been reported at occurrence / identification, Operations team will be responsible to implement WNS HR Code of Conduct guidelines respectively.

In case ZTP offense is identified for Training and Quality Team, then the respective Department's Group Manager or above will be responsible to implement WNS HR Code of Conduct guidelines accordingly.

5.3 Monitoring Guidelines

- Quality evaluations may be from random sampling or focused validation / hygiene metric scrubbing depending on business requirements
- Interactions must be recent (within 48hrs from the time of interaction)
- Auditor to monitor transactions / agent / week as specified in the Sampling under Monitoring Approach
- Transactions will be audited using the client-provided platforms and agreed upon standard WNS monitoring form (Conferma Quality Monitoring Template)
- Quality Auditors are part of both internal and external calibrations (at least once in a month)

Monitoring Exemptions (subject to Quality CII/+ -- Senior Group Manager & above)

- The monitoring target may be waived depending on relevant business factors like QA ratio, Agent attendance, special causes or events (i.e. pandemic, etc)
- When bandwidth limitations are impacted by increased targeted or specialized scrubbing audits given priority by client directive or business need; these may form part of the monitoring completion requirements in lieu of BAU evaluations (examples may include and are not limited to handle time, focused call intents, DSAT scrubbing, pilot program initiatives, etc)
- Audit the Auditor : Transactions handled by auditors (includes OPS Team Lead, Quality Analyst, Trainer, and/or Flex counterparts performing the same roles) will be audited at least 1 transaction per month

Note: Flex-QA/ Trainer or SMEs are resources from Ops equipped to perform in the capacity role of Quality and/or Training personnel as required. Flex staff movement is based on availability and as agreed upon with Operations and CT leaders.

5.4 Quality Monitoring Form

The Quality Monitoring Form (Conferma Quality Monitoring Template) is the standard document to be used for monitored interactions as approved by Conferma (See defined document that clarifies the descriptors and 100-pt scale scoring guidelines)



Quality Evaluation
FormA .xlsx

Please Note: For targeted transaction monitoring requirements that arise from client directive/ business needs, a different Audit Form can be created by WNS if no format is shared by client to accomplish the request.

5.5 Call/Contact Selection Guidelines

Remote

- Valid interactions to evaluate must be within the same fiscal reporting week (Monday as first day), within 48hrs of time of contact, and complete (not disconnected or pending customer action)
- Auditor must evaluate within prescribed platforms only and score using the approved Quality Monitoring Form
- For stratification of interactions based on focus KPIs (such as AHT, Intent code, etc) – interaction date must be within 48hrs from time of handling (max of 72hrs if with schedule conflict) unless specifically requested by the client and/or Operations
- Voice Contacts in which a significant portion of the call is not audible due to poor recording quality, some other technical difficulties like background noise on the customer side, or an incomplete recording are deemed not viable for evaluation or call observations

SBS

- Auditor to conduct the evaluation beside the agent from the start of the contact
- Auditor provides feedback to the Agent after the interaction for strengths and opportunities observed in the interaction
- Auditor must input details of the SBS evaluation into the Quality Monitoring Form for reporting purposes

Exceptions:

- No Audit Recovery (additional evaluation from upcoming week to ensure monthly sampling requirement is met) required for agents with no valid interactions due to :
 - Invalid contacts i.e. ghost chat/call, unresponsive or pending action emails, etc
 - Inactive/off-phone status for the week's roster

- Not able to support transactions due to tool or credential issues
- Out for the entire week (i.e. on Maternity Leave, Paternal Leave, Personal Time-off, etc), no Audit Recovery required
- For any other exceptions, Quality CII/+ approval is required

5.6 Quality Assurance Orientation / Quality Assurance Talk (QA Talk)

As part of the Training agenda of all New Hires, the meet-and-greet session with QA(s) of the program happens during the last week of the training before Agent certification and handover to Nesting. Discussion covers the following:

- Brief Quality Structure and Function
- Importance of adhering to Conferma and WNS Quality Standard.
- Common Operations errors/process gaps and how to overcome these opportunities
- Quality Monitoring Form and scoring mechanism
- Conferma Account Specific Red Flagging & Fraud Prevention Protocols
- Nesting Certification Process and Procedures

An email from Training Team will be sent to Quality Team requesting for the session. Email should contain the below information:

- Date and Time
- Venue
- Duration of the session
- Attendees

Once scheduled is agreed upon, a calendar invite from Training Team will be sent to Quality Team.

At the end of the orientation, Sign-Off-Sheets (SOS) will be accomplished by securing Agent's electronic signature.

Additional Quality Adherence Orientation can be conducted upon the request of Supervisor – Operations for tenured Agents

5.7 Quality Assurance Strategic Team Allocation (STA)

STA outlines the weekly and monthly distribution list of the Quality Analyst. The file ensures that all Agents of Conferma are covered for Quality Performance Monitoring and Coaching. This is being managed by the Deputy Manager – Quality / Assistant Manager – Quality and being sent to QA Team every Friday shift for the QAs to be guided on planning their deliverables for the upcoming week. The following are considerations on building the week's STA:

- Agents marked "Inactive" for the week's roster, to be out of audit scope for that work week
- Agents present at least one day in a week will still be required for Quality Monitoring by QA

5.8 Scrubbing Tasks and Guidelines

- When business needs require, Auditor(s) will scrub transactions based on client and operational requirements to identify drivers and root causes related to focus metric/KPI.
- There are two (2) scenarios where QAs will stand as validators:
 - *Case Validation:* Any identified interaction/case scenarios that needs 3rd party validation such as WNS Quality Red Flag call outs or non-adherence to WNS or Conferma Policies

- *Escalation Validation*: Internal or External cases interim or raised by the client. Categorized as Internal (Interim) and External (Client)
- Random/ Focused approach for audits depending on client and business requirement for any given time period based on target parameters requested (not limited to Handle Time, CSAT, etc)
- Transactions will be scrubbed or audited using WNS scrubbing supplementary form approved at C2 level if there is no client-prescribed format (depending on requirement and has to be approved by CT Leadership)
- Call Out and feedback must be shared by the Quality Team to Operations Team as defined in section QSD 07 - TQ - Feedback & CAPA Methods

QSD 06 - Quality SLA(s)

Baselining is in progress. Targets to be mutually decided between WNS & Conferma after 180 days (6 months)

QSD 07 – Transactional Quality Feedback & CAPA Methods

Feedback Process

Feedback to the agents is provided during/post transaction assessment. Purposes of the feedback are:

- To improve poor performance.
- To maintain standard performance.
- To encourage employees to exceed performance standards.
- To assist employees in developing new skills.

The feedback is associated with coaching to stimulate individual ability in identifying errors and increasing awareness about the quality of the interaction (across all supported channels: Chat, Email, and Voice). Feedback compliance is tracked daily on the Feedback Tracker.

Feedback can be closed by any of the auditor/ assessor (QA, TL/ Supervisor, Trainer) and entered in the Feedback Tracker. Any error rectification required, should be closed by the TL/ Supervisor as applicable (some transactions might not be eligible for remediation due to workflow).

7.1 Feedback Guidelines & Methodology

- **Guidelines:**
 - Performance review of each individual audited along with areas for improvement (AFI) and feedback remarks are documented in the Feedback Tracker
 - All errors detected during the audit process are discussed during feedback session
 - At a minimum, feedback should be shared whenever a transaction fails to meet accuracy targets agreed with the clients
- **Methodology**
 - 1 on 1 Coaching: Individual coaching provided by auditors includes discussion of AFI's and agent commitment to improvement action plan (corrective if necessary)
 - Triad Coaching: Joint session between QA, OPS and agent to address more critical agent AFI's and behavioral issues
 - Group Huddles: Auditors provide updates and learnings on a bigger group or team level
- **Timelines**
 - Timeline of feedback is optimized at 48hrs from date of call out; max of 72hrs depending on availability of agents for pullout (per Ops/ WFM, subject to schedule adherence) and schedule alignment between Coach and agent
- **Effectiveness Check**

- Bottom Quartile performance is captured and may be part of performance reporting/discussion (Quality Scores or any focus metric that would be) as deemed critical for action by the client or as prompted by business need
- Stratification at an agent-level and performance by parameter trends are tracked on a weekly/monthly basis for performance improvement. Trends on slow to no progress or lesser than desired level of performance is identified and reported to program leaders for proper action. Increase in sampling and coaching for concerned focus group or agent(s) may be conducted as required.

7.2 Quality Department Corrective Action Preventive Action (CAPA) Process

During feedback session, auditors are using the CAPA Methods to determine Corrective Action and Preventive Action.

CAPA is split between two distinct but related functions.

- *Corrective Action (CA)* is an extension of Root Cause Analysis (RCA) with the goal of finding the root cause, identifying the base event or error that preceded the problem, and setting up permanent corrective action(s) along with inspection process to validate execution said actions.
- *Preventive Action (PA)* is like Lessons Learned. The primary goal of PA is to inform an organization and prevent the problem from returning in other parts of the business. Interventions may include and are not limited to publishing:
 - Failure Mode and Effects Analysis (FMEA)
 - Control Plan Methodology
 - Work instructions and other archived supporting documents for future retrieval

7.3 Bottom Quartile (BQ) Management

IDENTIFICATION:

- Defaulters who are below the required threshold for desired performance levels, at a certain tenure (as identified within process guidelines or client directive), and over a stretch of performance period (i.e. statistically significant for monthly and Quarter-on-Quarter review: 3-month baseline; Week-on-Week: 13-week baseline)
- Agent performance parameters may be used (not limited to):
 - Quality scores
 - Knowledge Check scores
 - Agent Errors
 - Customer Complaint Resolution Process (CCRP)
- Random sample-based analysis to be conducted by the Quality team on a sample of the low scoring transactions of the associates to understand the root cause of the errors
- Training Need Analysis (TNA) to be conducted by the quality team, in conjunction with the training and ops team leads.
- Training Need Identification (TNI) report to be shared by the Quality/Training team to all stake holders, depending upon the error analysis for BQ performers
- Agents in BQ status for 3 months in a row are recommended for enrollment in a Performance Improvement Plan (PIP); support and progression to be managed by Operations following WNS & HR policies.

QSD 08 - TQ Reporting & Analysis

QA team provides insight analytics and reports at regular frequencies. The detailed list of the Quality reports and the frequency for each is provided in the table below.

Business intelligence and insights from monitoring are captured to allow for identification of continuous improvement and business opportunities to explore for program gains i.e. maximize efficiency and revenue generation, etc)

Side-by-side (SBS) quality monitoring sessions shall not be included in any Conferma-facing quality reporting or scores unless specifically asked.

SN	Report	Description	Frequency	POC	Audience
1	Audit Feedback	Audit Feedback using the prescribed form (internal/ client provided)	Per Event	QA/AM/DM & +	Agents / AM+ Population
2	Week Ending Report	Traction of QA audits per DM/AM. Highlights parameter wise performance for WNS agents	Fortnightly	QA/AM/DM & +	Agents / AM+ Population
3	Calibration Report	Variance and accuracy report for calibration participants (if applicable)	Fortnightly	QA/AM/DM & +	Agents / AM+ Population
4	Trend Analysis	Analysis based on the audits for top defaulters, parameters, opportunities, etc.	Weekly/ Monthly	QA/AM/DM & +	Agents / AM+ Population

QSD 09 - TQ Measurement System Analysis

9.1 Calibrations for Quality Measurement

Calibration is an exercise which is conducted to ensure the consistency in monitoring of transactions across all auditors.

Types of Calibrations

Internal Calibration:

- It should involve QA's and the respective process Trainers, SME's and Operations – AM's/DM's
- It is mandatory for the QA, Trainer's, Operations and AMs and SME's to attend at least one scheduled calibration every month

External/ Client Calibration:

- It will be defined as per the client requirements to involve the participants which can be and is not limited to Ops, Training, Other Vendor sites, Third-Party.

Calibration MOM/ Reporting and Variance

- Internal Calibration MOM and variance (goal is <8%) will be sent by the Quality Team.
- Client calibrations (variance goal is <8%) requirements (invite, reporting, MOM, etc.) will be facilitated by the WNS Quality Team

Exceptions:

- In case of only one QA and no Operations / Training participant attends the calibration then internal calibration would not be completed and an email will be sent out to all participants for not attending the calibrations as evidence.
- During unavoidable circumstances if no QAs can attend internal calibrations the same can be cancelled with approval by account Quality CII/+, for client calibrations same can be done with approval from Client POC.
- Onshore calibration for a process will not be done if there is no onshore SPOC/ Invite available
- Scoreless forms to be used, if any, unless specified/ structured by client may not have variance calculation methodology

QSD 10 - Customer Complaint Resolution Process (CCRP)

CCRP as a process is maintained and updated in the client's OneDrive/ Shared Drive link which can be specific to each Line of Business (LOB)/ Process. Inputs of the CCRP can also be received via email but is expected to be uploaded/ updated in the CCRP tracker by Conferma.

Response/ findings on the CCRP will be shared via the mode it has been received. Findings will be shared internally too to the stakeholders as defined and depending on the audience.

Scope: Quality, Operations, Training

Process Owner: DM/AM-Quality

What: Customer Complaint Management and Reporting Process

When: Daily/Weekly

Why: To ensure that Customer Complaint are being reviewed within 24 hours and reported so that leaders and stakeholders are aware of the current performance and of the opportunities.

How: Customer Complaint Management and Reporting Process Steps Below

Escalation Management Process Steps:

1. Quality/Operations/Training will check daily if a customer complaint has been raised by the clients (across all available channels such as email, chat/messaging, etc)
2. Quality/Operations/Training will review the complaint/call/interaction and share findings within the next 8hrs
3. If there was Service Error or ZTP committed, email alert to OPS should be sent for immediate action such as coaching or pull out for ZTP incursion. Case details are uploaded in the CCRP Tracker
4. QA/Operations/Training will provide details of the investigation within 24 hours and will tag if service error/complaint has a service error, opportunity, or ZTP committed by the handling agent along with remediation actions taken, if any
5. The Quality Team to update CCRP tracker with client follow up remarks as applicable and may share the trend of customer complaint trends/opportunities during performance review as needed.
6. TNI to be shared with Training Team as applicable

QSD 11 - Customer Satisfaction Measures

1. NA

QSD 12 - TQ Governance

- QSD to be reviewed annually and changes to take effect as soon as final revision approvals or signoffs (WNS & Conferma) are secured
- The Escalation matrix is in place so that if stated procedures are not being followed, relevant escalations can be raised to ensure immediate controls are actioned effectively
- 100% active (full time equivalent) FTE agents to be covered for Audit

Exceptions:

- System Issues – If required system accesses revoked/systems not available then the audit will not be completed. Approval from internal stakeholders and clients should be obtained
- If agent is out for the evaluation week, QA should request for a waiver to the AMQ looping in the OPS internal stakeholders for approval
- If assigned QA/Supervisor is on long leave, assigned agents should be allocated to the rest of the team to accomplish the audits

Transactional Quality Escalation Matrix

LEVELS		PERSONS TO BE INTIMATED	SEVERITY	COMMUNICATION FREQUENCY
Business-As-Usual delivery and transactional processing issues & first instance of the issue to be escalated.	0	Erring Agent Respective Supervisor	Low	On Identification
If the issue is not adequately resolved at first instance and routine Escalation, serious process violations.	1	Respective Supervisor Deputy Manager – QA & OPS Group Manager – QA & OPS	Medium & Low	On Identification On Resolution
If the issue is not adequately resolved within the agreed time from the first instance, or any “serious” problem related to project timelines, SLA, Operations, etc.	2	Senior Group Manager – QA & OPS	Medium & High	On Identification On Resolution On RCA On Sustenance Tracking
If the issue is not adequately resolved within the agreed time from the first instance & Business Disruptions.	3	Senior Group Manager – QA & OPS	High	On Identification Hourly / Daily Situation Tracking Updates On Risk Mitigation Steps

If the above issue is not adequately resolved within the agreed timeframe from the first instance & any legal or business or partnership disruption issues.	4	General Manager or above in Ops and QA Team	High	On Identification Hourly / Daily Situation Tracking Updates On Risk Mitigation Steps On Business Decision Made
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QSD 13 - Continuous Improvement

Continuous Improvement ideas and projects will be driven by the Quality team. All the quality staff will undergo a comprehensive training in order drive and implement this across the process. These will be classified into the following categories based on the scope of the idea or opportunity:

- Brainwaves
- Lean
- Six Sigma

Annexure 1: Glossary & Abbreviations

BQM	Bottom Quartile Management
CAPA	Corrective Action Preventive Action
IJP	Internal Job Posting
ISO	International Organization for Standardization
KPI	Key Performance Indicator
MOM	Minutes of the Meeting
PDP	Performance Development Plan
PMP	Project Management Professional
POC	Point of Contact
QA	Quality Analyst
QA-NH	Quality-New Hire
QMS	Quality Management System
QSD	Quality Standard Document
RCA	Root Cause Analysis
RTA	Real Time Analysts
SLA	Service Level Agreement
SME	Subject Matter Expert
SOW	Statement of Work
TAT	Turn Around Time
TNI	Training Need Identification
TQ	Transactional Quality
ZTP	Zero Tolerance Policy

Annexure 2: Bare minimum reports that need to be maintained

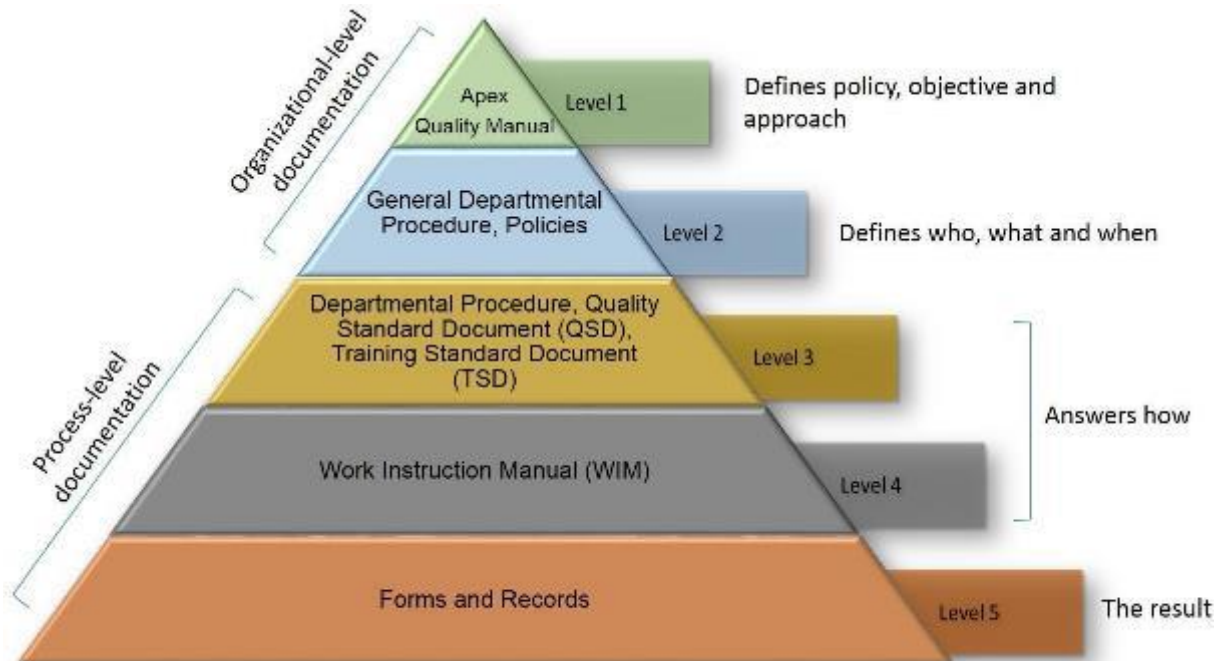
For Whom (Distribution List)	Responsibility (Who will publish)	Timeline	Content	Repository*
TQ Audit	Vertical Quality	Process Go-live/ Process Change	QC Audit Parameter	SharePoint/ Share drive
Client	Process Owner	Monthly	Performance Details	SharePoint/ Share drive
Ops & Quality Head	Vertical Quality	Weekly / Monthly	Weekly / Monthly Score Card	SharePoint/ Share drive
Ops & Quality Head	Vertical Quality	Monthly	Deck – TQ Score Card, initiatives	SharePoint/ Share drive
Ops & Quality Head	Vertical Quality	As specified	Calibration performance details	SharePoint/ Share drive

Annexure 3: Bare minimum records that needs to be maintained

Record	Record Ref.	Retention	Repository*	Disposition
Quality Check Sheet	R/<MSI>	1 Year minimum	SharePoint/ Share drive	Superseded/Delete
Error Parameters	R/<MSI>	On Going	SharePoint/ Share drive	Superseded/Delete
Calibration File	R/<MSI>	1 Year minimum	SharePoint/ Share drive	Superseded/Delete
CCRP Tracker	R/<MSI>	1 Year minimum	SharePoint/ Share drive	Superseded/Delete
RCA	R/<MSI>	1 Year minimum	SharePoint/ Share drive	Superseded/Delete
Floor Learning Curve / TNI	R/<MSI>	1 Year minimum	SharePoint/ Share drive	Superseded/Delete

Annexure 4: Understanding WNS documentation structure

At WNS, the documented information is maintained and retained in a five-level documentation structure as depicted below. Each process has to ensure that the required documented information is maintained and retained to support the operations and to have confidence that the process is being carried out as planned. Level 1 & Level 2 are organization-level documentation and Level 3, 4 & 5 are process-level documentation.



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