



VOICE FRAMEWORK

VOICE OF INTERNAL CUSTOMER EXPERIENCE

Listening deeply, acting wisely – transforming employee insights into impactful experiences.

- Ramesh Ranjan



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INTRODUCTION

In most organizations, HR is at the heart of creating an exceptional employee experience.

However, unlike customer-facing functions, HR's own performance and impact are rarely measured professionally.

Traditional feedback mechanisms—like annual engagement surveys or occasional focus groups—are often sporadic, influenced by recency bias, and collected primarily from senior managers rather than from the real end users: the employees themselves.

This leaves blind spots in HR delivery and limits its ability to continuously improve.



THE CONTEXT AND THE NEED

Why do we need a broad-based, real-time feedback system for HR?

- **Limited feedback channels:** Input is usually sought from HODs or senior managers, not from the actual employees who experience HR services.
- **Low frequency:** Annual or bi-annual surveys fail to capture the nuances of day-to-day HR interactions.
- **Recency effect:** Feedback reflects recent events rather than the whole journey.
- **Missed opportunities:** Without continuous measurement, HR misses signals to improve its processes and reputation.

Solution: Shift the lens from perception to experience. Treat employees as internal customers and capture their voice throughout the **Employee Life Cycle**.

INTRODUCING VOICE

VOICE (Voice of Internal Customer Experience) is a structured framework to:

Capture **real-time, transaction-specific feedback** from actual end-users.

Map experiences across all stages of the **Employee Life Cycle**.

Generate actionable insights to drive **continuous improvement and accountability**.



EMPLOYEE LIFE CYCLE STAGES & VOICE TOUCHPOINTS

The Employee Life Cycle is divided into **7 stages**, with specific VOICE parameters and feedback triggers at each stage.

Stage 1: Attract

- **Hiring Managers' Experience:**

Feedback from hiring managers on recruitment support, quality of candidates, timeliness, and overall partnership with HR.

Metrics: Manager NPS, Time-to-Fill, Quality of Hire.

- **Candidate's Hiring Experience:**

Feedback from candidates—both selected and rejected—on recruitment communication, fairness, and brand impression.

Metrics: Candidate NPS, Clarity of Communication, Responsiveness.

Stage 2: Start

- **Day 1 – First Impression:**

Feedback from new hires on their first-day experience, onboarding readiness, and the welcome they received.

Metrics: Onboarding NPS, Availability of IT/ID, Warmth of welcome.

- **Plug into Organization (90-Day Onboarding):**

Feedback on cultural assimilation, role clarity, and support received in the first 90 days.

Metrics: Role Clarity Index, Connection with Team, Buddy Effectiveness.

Stage 3: Perform

- **Performance Management Process Experience:**

Feedback on goal-setting clarity, appraisal discussions, fairness, and quality of feedback.

Metrics: Appraisal Satisfaction Score, Timeliness of Reviews, Quality of Feedback.

- **Well-being & Support Services Feedback (new addition):**

Ongoing feedback on access to wellness programs, grievance redressal, and support systems that enable performance.

Metrics: Wellness Program Rating, Trust in Support Services.

Stage 4: Appraise

- **Rewards Experience:**

Feedback on pay structures, benefits, recognition programs, and perceived fairness.

Metrics: Reward Fairness Index, Recognition Impact, Pay Communication Clarity.

Stage 5: Recognise

(Integrated within Rewards Experience, focusing on recognition moments and informal appreciation programs.)

Stage 6: Develop

- **Capability Development Experience:**

Feedback after every training or learning program on content relevance, facilitator effectiveness, and learning application support.

Metrics: Training NPS, Learning Transfer Score, Post-training Application.

- **Internal Mobility Feedback (new addition):**

Feedback from employees moving internally to new roles or projects about clarity, support, and process effectiveness.

Metrics: Internal Mobility NPS, Ease of Process, Role Transition Support.

Stage 7: Move On

- **Separation Experience (Exit Feedback):**

Feedback from exiting employees on the offboarding process, settlement clarity, and dignity of exit.

Metrics: Exit NPS, Process Transparency, Reasons for Leaving.

OVERARCHING FEEDBACK

In addition to stage-specific feedback:

- **HR Delivery & Satisfaction Survey (Periodic):**

Overall perception of HR service quality, responsiveness, and value.

Metrics: *HR Service Score, Turnaround Time Ratings, Trust in HR.*

- **Employee Satisfaction & Engagement (Annual Survey):**

A holistic measure of engagement, inclusion, trust, and organizational culture.

Metrics: *Engagement Index, eNPS, Inclusion Score.*

HR PERFORMANCE SCORECARD

All feedback is consolidated into a single HR Performance Scorecard to monitor trends and drive improvement.

Life Cycle Stage	Parameter	Key Metrics	Frequency	Owner
Attract	Hiring Managers' Experience	Manager NPS, Time-to-Fill	Post-Hire	TA Lead
Attract	Candidate's Hiring Experience	Candidate NPS	Post-Process	TA Lead
Start	Day 1 – First Impression	Onboarding NPS	Day 1	HR Ops
Start	Plug into Organization	90-Day Assimilation Score	90 Days	HRBP
Perform	Performance Mgmt. Process	Appraisal Experience Index	After Cycle	HRBP
Perform	Well-being & Support	Wellness Program Rating	Ongoing	HR Ops

Life Cycle Stage	Parameter	Key Metrics	Frequency	Owner
Appraise	Rewards Experience	Reward Fairness Index	Post-Cycle	C&B Lead
Develop	Capability Development	Training NPS, Transfer Score	Post-Training	L&D Lead
Develop	Internal Mobility Feedback	Internal Move NPS	Post-Move	HRBP
Move On	Separation Experience	Exit NPS	At Exit	HR Ops
Overarching	Engagement	Engagement Index	Annual	HR Leadership
Overarching	HR Delivery & Satisfaction	HR Service Score	Semi-Annual	CHRO

Composite Score:

Each parameter can be assigned a weight to create a **Composite HR Performance Score**.

This score can be tracked quarterly, shared with leadership, and used to drive targeted action plans.

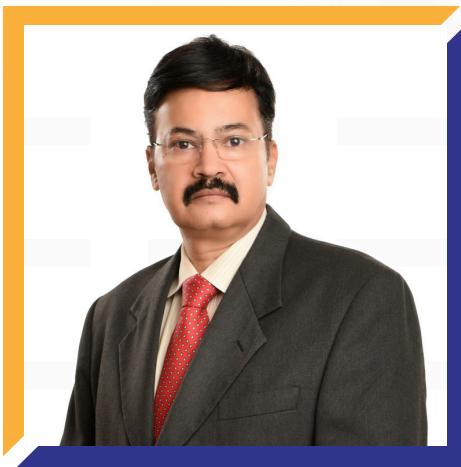
WHY VOICE WORKS

- **Real-time & Continuous:** Captures feedback at the point of experience, not just annually.
- **Broad-Based:** Includes feedback from both employees and managers across the life cycle.
- **Actionable Insights:** Pinpoints specific pain points with clear ownership for improvement.
- **Culture of Listening:** Builds trust by showing employees their voice matters.

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Ramesh Ranjan is a distinguished leader with over 40 years of expertise in HR. As the Co-Founder & CEO of the award-winning Global HR Community (GHRC), recognized with the India 5000 MSME Award, they have made significant contributions to the field. Honored as one of Silicon India's Top 10 Leadership Coaches for 2023, [Your Name] mentors startups through IIT Bombay's Eureka! program and is among the MG 25 India Coaches selected by Dr. Marshall Goldsmith.

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