

Introduction

In March 2020 a pandemic hit Hungary and most companies decided to transfer their employees to home office mode. Since then, everything changed and employees were adapting into the new system of working in a home without having an opportunity to go back to the office. It was very struggling for some companies but at the end everyone has succeeded and went on providing services online. That's what happened in Tata Consultancy Service as well. During that time I was a new joiner and worked at the company for over 3 months. I was surprised, and nervous at the same time, to work from home. I was just beginning to understand my responsibilities and working properly without any help, when suddenly I was sent home with a computer and advised to stay home and not come into the office until further notice. In addition, it was a peak season at work and we had a lot of tasks to do. I was hoping to get through with it.

In a year everything changed and working home became a new system of working. Zoom calls and messenger have replaced team meetings, team buildings and quality checks. Everyone at the project has adapted into it and was doing a great job. Productivity has increased within some time and managers were getting positive feedback about our services. Unfortunately, some aspects remained in not good shapes and management is concerning if it's going to change in the future or only transferring to office will solve it. That's why I was approached with a manager with a suggestion for my capstone project to write about this problem and come up with a suggestion. The problem is very simple, yet, it's a big part of our daily responsibilities and it has to be solved. Home office has shown a very good perspective in terms of productivity and higher management is deciding to keep it in the future after the pandemic will ease. Thus, everything has to work in proper way in order to keep this new system of work in the future.

The Problem

In a project senior analysts must do a quality check for new joiners and junior analysts. We are publishing a financial statement into a program of a client and maintaining an updated information in the system. As soon as a financial statement is available, it has to be published in the program within a certain period of time. Client is requiring us to keep it very strict with rules and reviewing every published task. That's why senior analysts are checking all the tasks that have been published with junior analysts. On average a senior analyst has to do check one task per day and he/she has 30 minutes to do it. It doesn't matter if it's an annual statement or quarterly, 30 minutes is the maximum amount of time that is given for quality check. Once a senior analyst has checked a task, he/she has to send an e-mail to the analyst to make corrections. An analyst has to change all the

mistakes within 24 hours and sent back an e-mail confirming all the changes. This might sound easy but once you start checking a task you can see that there are a lot mistakes and senior analyst has to properly deliver an explanation to it. This might take a longer time and productivity of senior analyst drops. Managers are trying to help to resolve this problem but due to pandemic and home office, it's becoming a real challenge. That's why they asked me to make a research on QC checks and try to find what can be done to increase productivity of senior analysts and make QC checks faster while working from home.

Analysis of the problem

I started with basics and started gathering all the information about the project and employees. At the project we have 72 employees and 14 markets. Biggest market is Russian with 15 employees and second biggest is Polish market with 10 employees. We have, as of 2nd quarter of 2021, 45 junior analysts and 10 senior analysts. 3 new joiners are working in Russian, Turkish and Greek teams. This information gave me a big picture of our project and now I can see that for 1 senior analyst there is 4-5 junior analysts, which means that 1 senior analyst is responsible for these junior analysts tasks. If 1 junior analyst is publishing 2-3 tasks per day, that gives us 8-15 tasks per day published and these tasks must be checked by senior analyst. Thus, this is a first concern, small number of senior analysts that has to do a QC check.

I conducted a small survey asking my colleagues to answer 10 questions. Questions were related to our work and what kind of problems they are facing while processing a task. 33 people participated in my survey from 9 markets. Most active participants are from Italian team, with a total number of 6 people. 58% of participants are working as a junior analyst, 15% are senior analysts and domain experts and 3% managers. Rest of the questions were related to the period of time they are spending on a task and what kind of problems they are facing while processing a task. From what I have seen, at the project we have three main problems and they are: missing charges (one time income/expense), wrongly overridden q-rules (rules that are appearing after you've put all the information into the system, ex: Last year company has reported depreciation expenses, please check for it in this period) and miss tagging (putting an information into a wrong place). Also, I was quite surprised to see that many other markets are facing a problem with a bad quality document. I thought it was only a problem in my market but apparently this is a common problem for other markets too. At the end I asked, where participants feel they are most productive, and the answer was from home.

Furthermore, I decided to ask couple of questions from specific group of people in the project. My idea was to get some information about QC check from junior analysts that were

working in a project between 3 to 6 months and from senior analysts. Out of 6 junior analysts that fit into my description, only 3 had time to participate and out of 9 senior analysts only 4 agreed to answer my questions. I asked 4 questions from both groups and they some of them sent me an e-mail with answers and some decided to call me and give detailed answer verbally. From the answers I could conclude, both groups thinks that QC checks are great way of learning your mistakes and it helps to eliminate mistakes in the future. However, senior analysts are facing a big problem with repeated mistakes. Employees are making same mistakes over and over again. One of the senior analyst from Italian team gave a perfect explanation for it. *“Currently we are doing QC, but without any consequences to the analysts, unless Domain Experts specifically complain to the Team Leaders. If there are no consequences built-in the process, no one take QC seriously.”* I think this is a perfect explanation to the problem that the project is facing. In addition, one of the senior analysts was complaining about that lack of senior analysts within his team.

Conclusion

When I started my research, I wanted to find the source of the problem. If I would look into our home office system and do a research on how to make comfortable environment at home, it would've been easy. There are many articles online where you can find all the answers to increase productivity from home. It's actually a phenomenon that employees are actually increasing their productivity while working from home. Instead, I wanted to find what makes it difficult to check a task and what kind of problems are senior analysts are facing. How could I help them to improve these? Now I have some answers and I'm glad that I have done these project for the company I'm currently working for. The problem lies not on the environment that senior analysts are working in, but in the system. These analysts are facing problems of constantly repeated mistakes by junior analysts, not enough senior analysts in the project and not taking seriously their QC checks. These are only the problems that I find out while working on my paper, but there could be more in other fields. I hope that managers will take a look into my paper and make some changes within a project because as a senior analyst, I can relate to them all.