2020 TSIA STAR Award
Featured Application
Salesforce Application: Innovation in Support Employee Experience & Loyalty STAR Award

At Salesforce we are fortunate to be considered an industry leader and a best place to work. We often share our accomplishments of “World’s Best Workplace” by Great Place to Work, or #1 Top “Companies That Care” by People, and more. These accolades bring us the best talent in the industry and our goal is to nurture each one of our employees to be tenured members of our team, or what we call our “Ohana”. The importance of doing this was exacerbated by the global crisis brought on by COVID-19. While our CEO publicly announced a commitment of no layoffs at the beginning of the pandemic to ease employee concerns, we also set out to drive a more engaged workforce with remote-led programs, including net new initiatives, that drive employee engagement, wellbeing, and morale.

What We Did - Setting the Stage:
Last year we coined the term “Support Reimagined” internally to surge our headcount and funding for our Support organization. This brought us a tenured new leader, Jim Roth, and a new strategy. We are now a team of 2,700+ strong globally. At the beginning of this fiscal year, we annually embarked on an alignment exercise called the V2MOM (it stands for Vision, Values, Methods, Obstacles & Metrics). The V2MOM process starts with our CEO and trickles down to help the company align and plan for the fiscal year. You can see our detailed Support V2MOM here, with the focus of our fourth method placed on promoting our employee culture of service. All employee initiatives ladder to that as a north star. Another key contributing factor for our employees is how we position HR, which we call Employee Success. This truly underpins how we work to help employees grow professionally and personally. Here’s how we brought our initiatives to life, with all of the corresponding details of our programs here for reference.

How We Deliver Employee Engagement Initiatives:
- **ESAT surveys:** This includes bi-annual employee surveys and additional new monthly wellbeing surveys launched during COVID-19.
- **Company-wide all hands and daily comms:** Weekly all hands meetings are discussions led by our CEO and executive team, with special guests including Salesforce board member Colin Powell, Rhode Island Governor Gina Raimondo and more. Employees are also sent an email at EOD each day with important updates during this time of transition in the spirit of over-communication. We've named the emails “The Daily” for easy access to information. We also encourage our employees to tune into the Leading Through Change series, filled with customer stories and inspirational speakers.
- **Employee office hours:** Support Leadership leads quarterly all hands and corresponding office hours across geos to create a 2-way conversation with employees. We also have ongoing feedback channels for the team to share timely feedback and suggestions.
- **Diversity, equality, & inclusion programs:** We started out with one Employee Resource Group (ERG) in 2008 and have grown to 12 ERGs with global chapters and formalized programming under our Office of Equality (established in 2016). 50% of employees are active with 1 or more ERGs. Our ERGs and their appointed leaders have been guiding us with programming and honest discussion as racial tensions and inequalities are rising. We’ve also just introduced an initiative called The Warmline to help support and empower women and BIPOC employees.

How We Deliver Employee Wellbeing Initiatives:
- **Daily wellbeing program:** These sessions are automatically placed on each employee’s calendar entitled “B-Well Together: Daily Wellbeing Break”. They’re offered multiple times per week. Guest speakers include experts in mental / physical health, wellbeing, etc such as Megan Rapinoe, Arianna Huffington, Jane Goodall,
etc. We even began opening these up to the public. Since late March, we've delivered 67 sessions (and counting), with total viewership at a whopping 134,600 people, and average viewership of 2,009 attendees.

- **Wellness challenge:** We hosted a 6-week Support Virtual Wellness Challenge to encourage focused time for wellbeing and virtual camaraderie. We selected raffle winners each week from entries to a variety of weekly themes ranging from mindfulness, gratitude, and keeping active. We had over 128 submissions that generated 1K+ virtual interactions amongst the team. Employees rated this program a 4.96 and many shared positive sentiments accessible [here](#).

- **New benefits added:** To assist in a work-from-home world, we’ve added: a $250 WFH stipend to outfit a home office, Global Family Care Leave (6 week paid leave), and enhancements to Global Backup Childcare (increased twice this year: originally from 10 days annually, then 20 days annually, to now 5 days per month).

- **Giving back:** We're supporting our [1-1-1 initiative](#) and encourage our employees to give 1% of their time, equaling 56 hours annually of “Volunteer Time Off” (VTO), to community initiatives they care about. Since January our team has logged over 16K+ hours. For example, our Hyderabad team has been supporting the local [Maruthi Girls Orphanage](#) since 2018 with fundraisers and volunteer hours. We also offer an employee match program for charitable donations up to $5,000 annually to charities of choice. So far, as a Support team, we’ve also donated $10K to World Health Organization + $56K to [Hunger Not Impossible](#). And as a company, we have raised $538,000 for NAACP with the current climate.

**How We Deliver Employee Morale Initiatives:**

- **Incorporating family and fun:** We wanted to bring joy to our team and encourage family participation in this new remote world. Our senior Support leaders shared [this video](#) in our Support all hands meeting to surprise and delight. We also incorporated fun themes (plaid day, childhood photos, headgear day, etc) into team meetings to continue the morale boost. And the company has reimagined our annual “Bring Your Kids To Work Day”, creating a virtual Adventurers Club with a week of fun-filled family activities.

- **Celebrating 10+ years tenured employees:** We have a program called Koa Club celebrating the milestone for employees who achieve 10+ years of employment with Salesforce. We currently have 75 Support employees in this category. Access details on this program from our co-founder [here](#).

*While a lot of our data is company confidential, the below data and trends show known impact.*

**Employee Impact:**

- 82% of support employees now feel empowered to prioritize wellbeing / family during the COVID-19 pandemic based on our monthly wellbeing survey.

- Our employee attrition has decreased while we continue to hire. We’ve added 50 new hires in Support since February. Many companies suffered layoffs due to the pandemic, whereas we’ve maintained growth.

- Average tenure is publicly published as [3.3 years at Salesforce](#), considerably higher than many tech companies.

**Business Impact:**

- Employee productivity in the Support org increased by 10%. Our backlog decreased by 15%. We tie this to offering flexibility and overtime early during the transition to WFH brought on by COVID-19.

**Customer Impact:**

- We saw increased Avg CSAT Y/Y from 4.44 to 4.48. And similarly, Avg CES Y/Y went from 4.29 to 4.33.

Through this experience, we’ve learned to focus on employee initiatives that provide our employees ample opportunity to share feedback while preserving psychological safety, and to show our care for their wellbeing and home situations. Our approach has been validated by sentiments from our team and our leadership. We look forward to continual employee growth and loyalty for years to come.
For more information, visit the TSIA STAR Awards Winners Page