

# R Square Consulting



**Business results through people**



# Flexi HR: Setting up HR systems and Processes for SMEs



# Flexi HR/Outsourced HR head



*Most small to medium sized business owners know the frustration of spending more time than they want on non-revenue generating activities. From payroll and human resource management to benefits and compensation, owners and directors can spend a significant proportion of their day engaged in these necessary but time consuming tasks.*

*Three clear advantages:*

- a. Access to knowledge and experience which is not available in house*
- b. Getting better quality HR processes and policies.*
- c. Cost savings.*

# Business Case



1

Need for the organisation to have best in class HR practices to attract and retain the best talent.

2

True for all organisations in the service and manufacturing sector where the quality of talent is the source of competitive advantage.

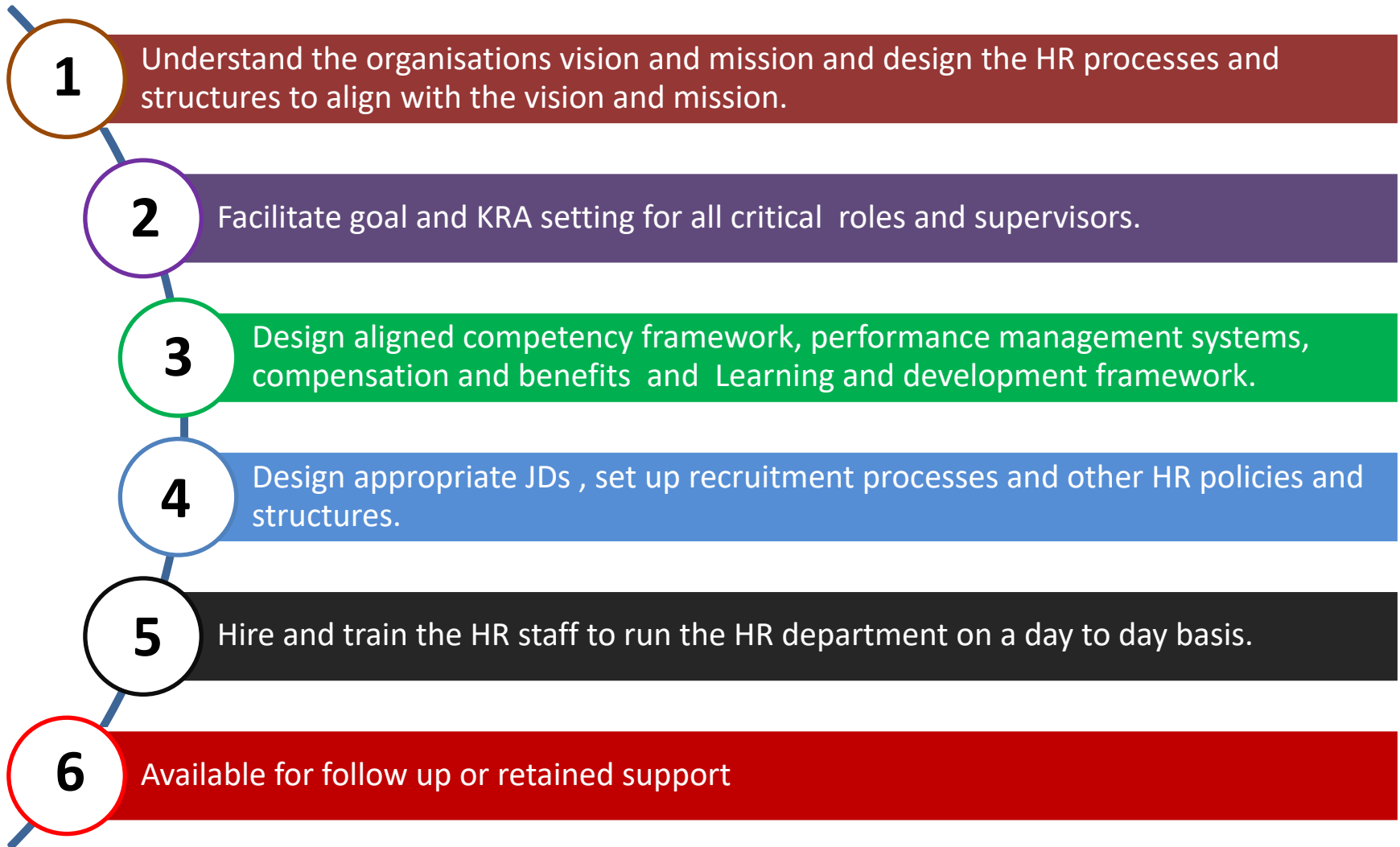
3

SMEs are competing for critical talent with large organisations with well established HR practices and processes. Unless they are able to match these practices their ability to attract and retain critical talent will be low.

4

Best in class HR practices ensure higher productivity, more engaged employees and higher employee satisfaction.

# What We Do





# Case Study 1

1. ABC company is an importer of who distributes products in India and is responsible for sales, supply chain and logistics of the complete operation.
2. The organisation was facing issues of stagnant sales, delayed delivery to cusotmers, incorrect despatch etc. which was affecting customer satisfaction and future growth.
3. Based on a one day diagnostic study it was assesed that a number of issues were due to lack of clear responsibilities and job descriptions as well as lack of clearly defined and measurable KRAs for each role. In addition, there was no process of monitoring performance and providing feedback. There were no policies defining the governance structure and employee behavior.
4. Policies and processes set in alignment with the organization goals . KRAS were defined for all employees till the supervisor level and a measurement and monitoring process was set up. The senior leadership was coached in performance appraisal and reviews.
5. An HR executive was hired and trained to run the new HR system and he and the senior leadership were handholded by a senior consultant for the next one year.
6. The company saw an improvement Sales of over 100% in a 20 month period



# Case Study 2

1. ABC is a company in the services sector providing 'on demand' service for customers across industries. The company had seen a growth rate of over 25% CAGR in the last 5 years and had grown from a team of 15 to 175 employees across levels. The company's operations were in west and south India in multiple locations.
2. The organisation wanted to implement modern HR practices to enable it to attract the best talent in the market and retain the existing employees to ensure that the growth gets supported from a capability perspective. The company also wanted to set a learning and development structure to ensure it built a culture of continuous learning.
3. The intervention was designed to first clarify the vision and mission of the organization for the next 3-5 years based on a discussion with the senior management. The goals for each function were drawn from the vision and mission. KRAs for each supervisory role were set based on these goals and the performance management system of the complete organization based on the KRAs. The compensation was aligned to reward behaviors desired by the organization.
4. Policies and processes set in alignment with the goals and KRAs.
5. A small HR team (2 employees) was hired and trained to run the new HR system. A senior consultant was aligned to the account on a small retainer for a period of 6 months post project completion to oversee the HR team and make any minor adjustment to the HR structure if required.
6. The company saw an improvement in all business parameters like Sales, productivity, quality and customer satisfaction.



# Case Study 3

1. XYZ is a manufacturing company with operations at multiple locations in India and overseas with an overall headcount of over 1000 employees. The company has export sales providing for more than 50% of its revenue. The company has seen good growth over the last few years and its owners wanted the company to become best in class as per people practices were concerned.
2. The company had a small team responsible for time and attendance and general administration at one of its plants, while the other plants had no HR presence. The HO also did not have any HR team and there were no policies and processes in place.
3. A senior consultant was aligned with the company for approx 6-8 days per month to facilitate the journey to a company with best in class people practices over the next 18 months.
4. Policies and processes were set up and documented and the performance management system was set up in the HO first. A HR team was hired at the HO and the plant and recruitment process to reduce dependency on recruitment agencies was set up. The compensation structure in line with the company's goals and culture was devised and implemented to attract the best talent to the organization.
5. The HR team across locations was then trained to run the HR operations including statutory requirements and supervisors and managers trained in basic managerial skills and managing performance.
6. The company participated in the **Great places to Work** survey within 2 years of the start of the intervention and received an above average score.

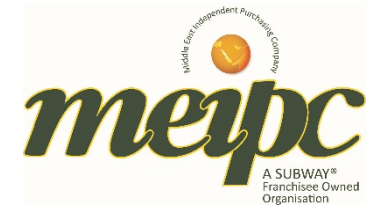




# Partial Client List



SEARS HOLDINGS



Dr. Schumacher



HASSIA PACKAGING PVT. LTD.



Knowledge / Excellence / Network





# The Team



Rajiv has over 3000 hours of facilitation experience and is a certified coach and a NLP practitioner. A MDI, Gurgaon alumni, he has vast experience in designing and conducting Assessment Centers. With over 32 years of experience in the Army and senior leadership roles in the corporate world, Rajiv excels in designing customised leadership development interventions for mid and senior roles in organizations. Rajiv has worked on diverse interventions in the arena of organizational culture transformation, establishing competency framework for organizations across industries like Manufacturing, IT, telecom, BFSI and Pharma. A certified executive coach from International association of coaches (IAC) he is the Pune chapter President of International Association of Coaches (IAC).



Amol Dhamne is a management graduate from University of Pune, with specialization in Marketing and HR. He is a certified 'Strength Scope' trainer. He carries a corporate experience of over 17 years in the field of sales, learning & development and HR in top notch FMCG, Insurance, Banking and Automobile companies. He has held active frontline to senior positions in various industries which gives him a unique strength in four core functional areas L&D, Competency Mapping & Assessment Centers, Corporate Training Execution & Training Content Development and HR. As a result of his exposure into these areas he has a practical and realistic view of conducting programs and HR consulting.



Vinayak Joshi is a management graduate from Pune University with specialization in Marketing. He is a certified 'DISC' trainer. He has corporate experience of two decades in the field of business, operations and customer service in top notch FMCG, consumer durables and telecom companies. His competence lies in business development, customer service and operations. He meticulously utilizes his experience of business realities and challenges in his workshop designs and delivery expertise of leading large group of people and cross functional teams to deliver business goals brings practicality in his workshops. Vinayak's competency of creating personal and managerial success, enhancing leadership capabilities for building winning teams makes him an effective experiential facilitator.



# The Team



Lt Col VC Prakash (Retd) served in the Indian Army for 23 years and imbibed the best practices of the Armed Forces.

He headed the HR Admin of a Manufacturing Company for 3 years.

During this tenure, he successfully formulated and implemented various HR policies in line with the Company business.

As part of the team of Pegasus, Pune for six years, he successfully conducted over 300 Experiential Learning based programs (Outbound) ranging from Team Building to Leadership programmes as also Assessment and Development programs for various sectors. He constantly worked towards delivering value based ROI to the client system and successfully anchored a series of programs which were measured for effectiveness at level 1 and 2 based on the Kirkpatrick Model. He is a PGDBA in HRM and a Certified Practitioner in NLP. He has also attended

A close-up photograph of a hand holding a blue fountain pen, writing the words "Thank you!" in a cursive script on a white surface. The pen is positioned at the end of the word, as if just finishing the stroke.

Thank you!

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