

“ We’d like to strengthen our human resource practices and build HR systems in order to help us achieve our business goals...we are looking for HR Advisors to partner with us closely on a long-term basis and help us design and implement customized HR solutions.”

A 150-member BPO based in the US, providing Healthcare services to large insurance companies in the US.

Kelsa’s Diagnosis

As a start-up organization, the focus of the founding team was to grow the business, build a strong leadership team to handle Service Delivery and create a culture of providing world-class customer service. As part of its growth, the organization had acquired a small firm in California, USA. However, integrating the organization cultures was becoming a challenge. HR only played a transactional role with little time to focus on a long-term HR strategy.

Action

After conducting a baselining study in the organization’s offices in the US and India to understand its existing HR policies, practices and systems, Kelsa designed an HR roadmap with action plans for the short, medium and long-term, in order to address the gaps identified and implement the HR roadmap to build a scalable organization.

Kelsa’s model was built around a multi-layer partnership – Kelsa’s Partner advising the Board on HR strategy, and Kelsa’s Senior Consultant closely partnering with the Head-HR as well as BU Heads for designing and implementing appropriate processes. The short-term action plan began with Restructuring the Organization, designing a Competency framework, a Training and Development function, and setting up the Recruitment policy

and process. The next phase included designing and implementing a Hi-Potential Identification program, Succession Planning, delivering customized Training programs to all employees and restructuring Compensation in India and the US.

What We Achieved

The client organization was able to focus on quickly addressing key areas for improvement in HR, while building and implementing a long-term Human Resources strategy that is linked to business goals. With the line managers also assuming joint ownership for HR processes, the HR team is now fully equipped to handle the organization’s future growth plans.

