



Supported by R. Jhunjhunwala Foundation & Others

# CASE STUDY CHALLENGE 2019

BY TEAM **TIGER\_3**

# ABOUT TEAM : **TIGER\_3**

About the Team



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We the team members of **Tiger\_3** have joined hands to deliver on our goal of bringing out a solution for the case study on **Agastya Foundation**. We the postgraduate students of **Business Analytics & Data Science** at **SSN** have added value to our work by thinking from different dimensions. . As graduates from different backgrounds we were able to include different flavors of ideas & solution to the problem statement. Our open discussions held in interactive mode helped us to analyze the situation better. Aggregation of the root cause analysis & deep drill down of individual contributing factors helped us to clearly articulate our thought process & findings in a precise way. Furthermore unified culmination of all our tenacious efforts have led to the completion of a beautiful rendering in the form of a presentation. Just like adding a pearl to the feather of the throne, we have unleashed the directional & operational strategy for the organization to serve millions better.



# CHALLENGES FACED

by Agastya in Attracting and Retaining Talent



## Challenges Faced

By Agastya in Attracting  
and Retaining Talent



## Lower Wages

30% Lower than the Private  
Sector Wages



## Varying Quality Of Candidates

Level 0 and Level 1  
Candidates

- Two key challenges faced by Agastya in attracting and retaining talent are lower wages and varying quality of candidates. Like any other organization, cost and quality pose to be important drivers of growth and survival.
- Lower wages to an employee can be viewed in two perspectives. One approach is to look at lower wages as a true statement and the other viewpoint is to treat lower wages as a false hypothesis. When viewed as a serious true concern, the only solution is to increase the wages after benchmarking with current industrial rates & considering the economic situation of the society. However high wages do not still guarantee the retention of employees in the organization. The real root cause of the problem still persists unaddressed. Lets have a look at some of the key aspects of viewing lower wages as a false assumption.

# CHALLENGES FACED : LOWER WAGES

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by Agastya in Attracting and Retaining Talent



## Perspective 1 :

To increase the wages after benchmarking with current industrial rates & considering the economic situation of the society

### Cost



### Quality



## Perspective 2 :

why employees think they should be paid more or what makes them demand higher wages, it is very important to understand their thought process behind the claim.



# CHALLENGES :

## Concerns That Emerged With Various Perspectives

### What makes employee demand higher wages ?

Every employee who step into the organization have certain aspirations & goals in life just like organizational vision & mission.

Employees believe that if they work for long period after office hours, then they deserve to get paid more. So they demand higher wages since they feel they are bombarded with work. **Extraction of work after office hours or work overload should be discouraged.** Teaching is one profession where there has been no concept of overtime.

Mindset plays an important role. Money minded ideologies impact the employees' thought process in demanding more wages. **In NGO, it is essential to employ workforce who are not money minded in order to solve the mindset problem faced with regards to lower wages.**

Fear of stagnation and questions about growth opportunities is yet another factor which makes employee feel insecure in their current role.

Human psychology drives employees to compare themselves to people in similar fields or organization. They benchmark their salary with people who work in other NGOs. As an employer it is necessary to understand the current market salaries and perform a SWOT analysis among the other NGOs to position themselves in the correct place.

### EXPECTATIONS > REALITY

The grass is always greener on the other side. It is very important to set the expectations right in an organization as an employer. Over Expectations lead to disappointments.



### LOWER WAGES

The actual salary & market benchmarked salary should be known to the employee. Daily working hours and scheduled office work for a given wage brief must be well understood by the employee.



### FEAR OF STAGNATION

Scare, Fear, Boredom, Inability, Insecurity freezes an employee's mind & refrains him/her from working towards their goal. It is important to create a healthy work environment to address this key issue.



### WORK OVERLOAD

Ideal working hours should be followed by all the employees. Division of work is very essential & timely utilization of resources help in managing work on time. Overtime should be discouraged.



### MINDSET IDEALOGY

A healthy mind in a healthy body. Hence the purpose of life behind every employee matters a lot when working for Non profit organizations. It gives the drive for people to work & continue their work for a cause..



### POOR MARKET BENCHMARKING

When desire & money rule an employee, ignorant minds tend to believe & rate themselves above market average which disappointments them at work. Hence right self-evaluation is very important.



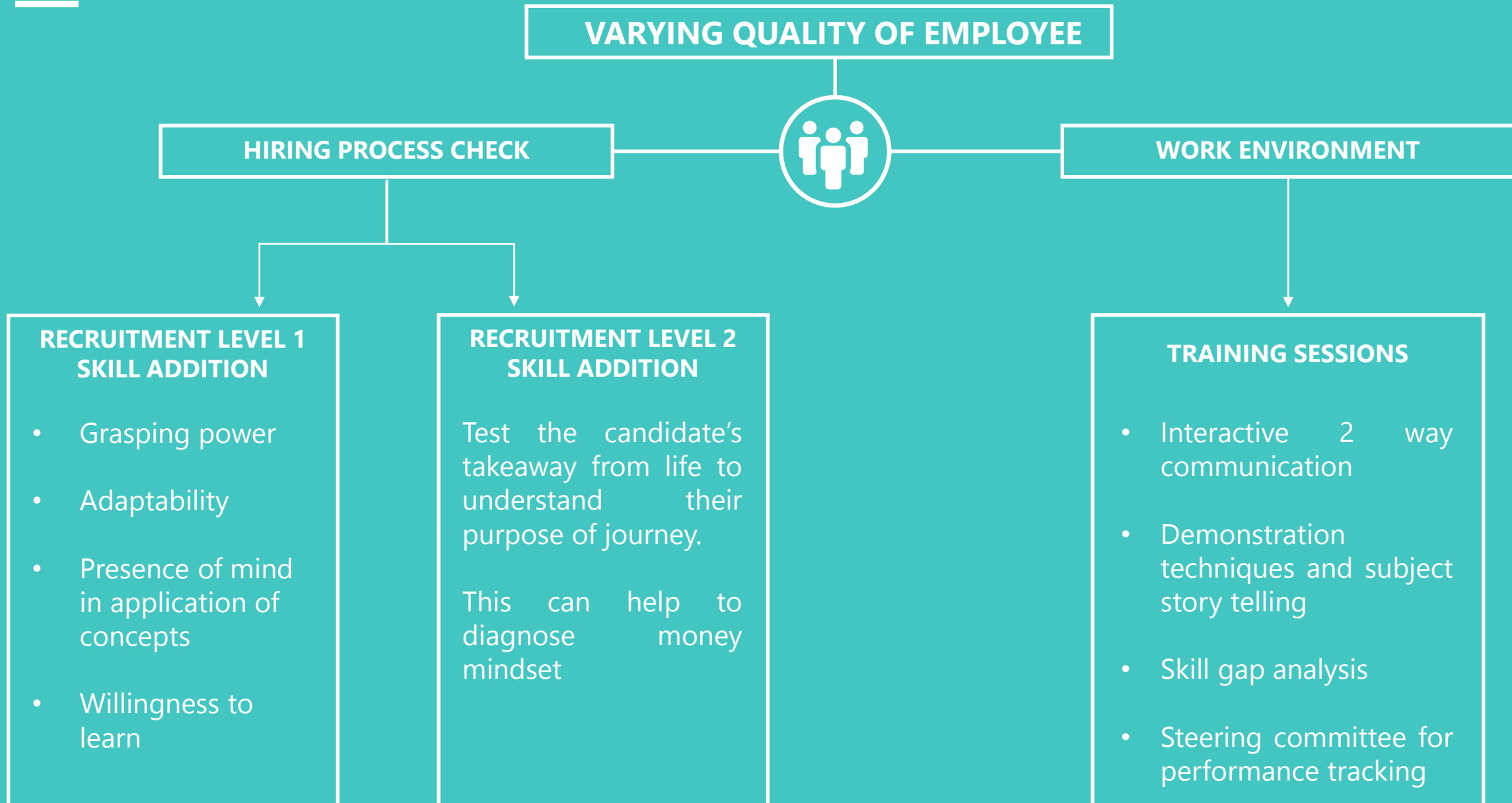
### INDIVIDUAL GROWTH PLAN

He who runs a race, wins it. Understanding career as a journey rather than a job is very important since when career comes first, planning seconds the journey of life. It translates into a growth curve for an individual explaining his motto in Life.

# CHALLENGES :

Varying Quality Of Employee

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# CHALLENGES FACED : VARYING QUALITY OF EMPLOYEE

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by Agastya in Attracting and Retaining Talent

The second important problem faced by the organization is varying quality of candidates. The quality of a product is determined by the raw material in the first stage and the way it is treated in subsequent stages. Similarly, to understand the quality of a candidate, it is essential to start analyzing from the first stage of entry which is recruitment process and then proceed to quality at intermittent stage which is on job activities post joining the teams. Varying quality of candidate is a cause of concern because balancing an unequal workforce is difficult since it involves cost in training them and still the problem persists. The performance of the overall group and hence the organizational efficiency is pulled down due to few inefficient work force who lack skill. Hiring and training are the two stream of thoughts to tackle the problem of varying quality.

Acquiring the right talent is the most crucial attribute that contributes to growth. Hiring the right candidate for work with predefined stringent requisites and qualities can solve the problem to some extent. Initial recruitment should consider skills which focusses on grasping power, adaptability, presence of mind in application of concepts, willingness to learn. The intermediate levels should test the candidate's takeaway from life to understand their purpose of journey. This can help to diagnose money mindset, service mindset, time pass mindset since people with requirements of monetary or materialistic benefits do not last long in the organization. Reaching out to fresh college pass outs who are voluntarists in service organizations, housewives willing to learn and achieve in nearby areas, midcareer dropouts who are purpose driven should be considered for recruitment.

Training sessions organized for the instructors should not be a one-way communication show. It should be as interactive as possible and there should be an evaluation method which could translate as training score should be established. This score at each of each quarter should be reviewed. Demonstration techniques and explaining subject as stories should be taught to instructors. Skill gap analysis should be performed initially to understand where the instructor lacks and post that training sessions relevant to that particular skill should be imparted to the employee. No of trainings attended and cumulative score obtained should be considered by end of the year as target. There should be steering committee monitoring the skill gap, training and performance of the employee and check consistency with time.

To eliminate these problems in an organization, it is important to put in right strategies in place to handle the situation better and ensure the improvement is continual and guaranteed. An operational strategy to chart down new initiative in the new direction by identifying feasible solutions. A Competitive strategy to win employees trust by caring & nurturing them needs to in place. A functional strategy to seamlessly carry out all the possible and feasible solutions and convert them into active implementations

# STRATEGIES :

## 10 STEP TRANSFORMATIONAL PLAN

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### STRATEGY FOR AGASTYA

1. In alignment with the organization's mission & vision statement, the 5 Critical shifts for employees needs to be strengthened. "Job to Passion", "Burden to Ease", "Knowledge to Skill", "Monotonous life to purpose driven life", "money mindset to service mindset".

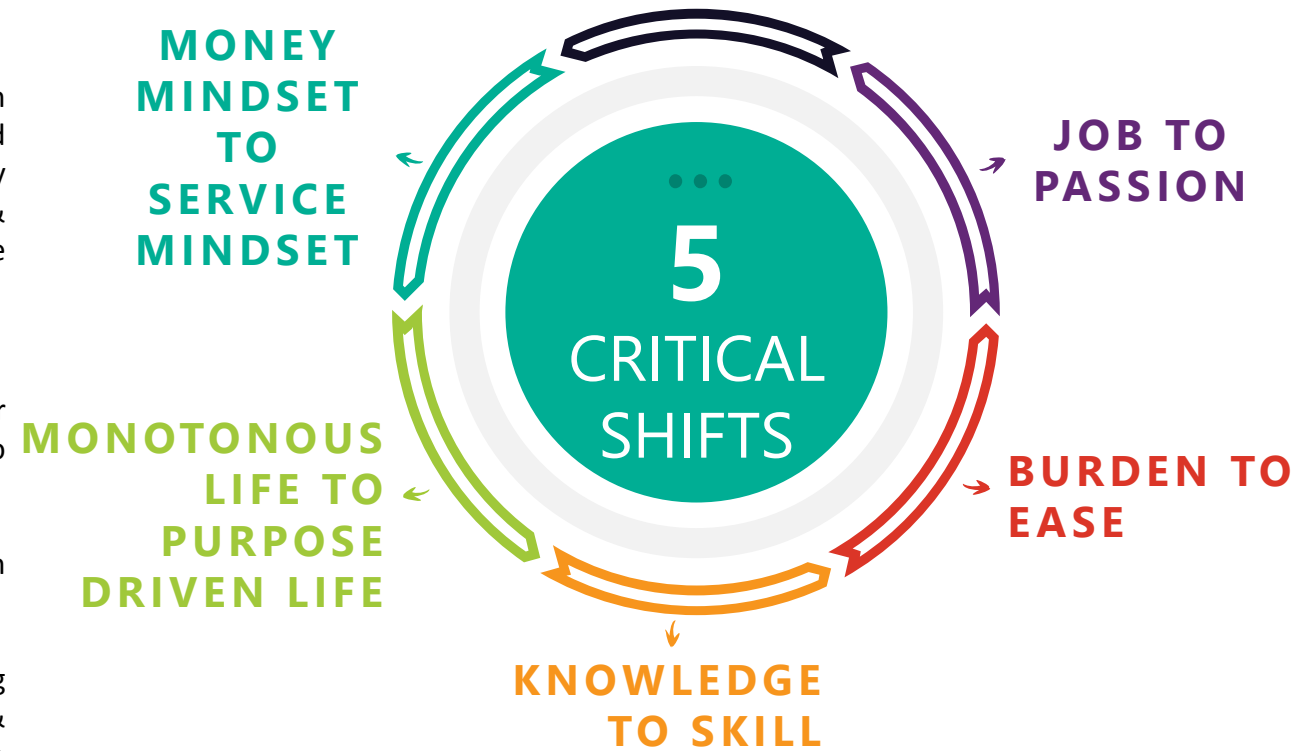
2. Gauge motivation to teach, identify their purpose, understand the level of satisfaction in work.

3. Translate organizational motives by caring for employees in operational track, building confidence in instructors by training them, nurturing employees towards growth & progress, inculcating tenacious mindset & triggering creativity in workplace to perform better, appreciate, motivate & maintain a curious workforce willing to achieve purpose driven goals.

4. Train the trainer workshop, Certified training courses for instructors to update them with new skills/Technologies. Ensure to build a purpose driven impactful trainer community.

5. Let the voice be heard & valued. Stories of experienced instructors explaining challenges faced. Differential trainers to share tips and tricks to become best teachers. Best practices introduced by instructors along with Replication methods of key practices across branches.

6. Reward & recognize employees at the right time. Introducing Star performers, role model of the batch, super trainer could keep the workforce motivated.



7. Leveraging digital technology to lessen instructor's work in scheduling, training plan generation, record maintenance. Digital access to study material/teaching aids/digital library.

8. Expand engagement activities with employees through motivational lectures, mind body balance techniques, purpose workshop, workplace management etc.

9. Recruit relevant workforce by redefining recruitment process. Mentor/buddy program for instructors during initial training days.

10. Adapting to Modern Analysis Techniques Using Machine Learning, Data Analysis and Natural Language Processing Techniques, HR Analytics for Employee Attrition Prediction may help retaining employees and persist better solutions for the Problem Statement.



# LET THE VOICE BE HEARD AND VALUED

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## STRATEGY



### RECOGNITION

- Stories of experienced instructors explaining challenges faced.
- Differential trainers to share tips and tricks to become best teachers.
- Best practices introduced by instructors along with Replication methods of key practices across branches.
- Reward & recognize employees at the right time. Introducing Star performers, role model of the batch, super trainer could keep the workforce motivated.

### ENGAGEMENT

Expand engagement activities with employees through motivational lectures, mind body balance techniques, purpose workshop, workplace management etc. Recruit relevant workforce by redefining recruitment process. Mentor/buddy program for instructors during initial training days.

### RETENTION STRATEGY

Stock options could be offered as perks to the employees. Companies can grant stock options through a contract that offers the right to buy. The contract will specify the **grant date**, which is the day your options begin to **vest**. The time period between grant date & vesting period of maturation helps in elongation of the employment period. In other words, stocks drive the retention time of the employees looking for additional benefits/pay offs

# DIGITAL AGENDA

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Leveraging digital technology to lessen instructor's work in scheduling, training plan generation, record maintenance. Digital access to study material/teaching aids/digital library



To eliminate these problems in an organization, it is important to put in right strategies in place to handle the situation better and ensure the improvement is continual and guaranteed.

- An **Operational Strategy** to chart down new initiative in the new direction by identifying feasible solutions.
- A **Competitive Strategy** to win employees trust by caring & nurturing their needs to be in place.
- A **Functional Strategy** to seamlessly carry out all the possible and feasible solutions and convert them into active implementations.

# KPI SCOREBOARD

Additional Insights

HR ADMINISTRATION

LEAVERS

#

LEAVERS

REGRETTED

NON REGRETTED

TOTAL LEAVERS

RECRUITMENT

ONBOARDING

RETENTION

HR PRACTICE

JOINERS

#

COST PER HIRE

TIME PER HIRE

NEW HIRE FAILURE RATE

COST OF TRAINING

ABSENTEEISM

TRAINING HOURS PER FTE

ER INDEX

TALENT MANAGEMENT

ENGAGEMENT ACTIVITIES

TRAINING ORGANIZATION

HR STRATEGY

PROMOTION

#

EMP. SATISFACTION SCORE

EMP. ENGAGEMENT SCORE

EMP. PRODUCTIVITY SCORE

% PERFORMANCE DEVELOPMENT

PERFORMANCE MANAGEMENT

REWARDS & RECOGNITION

FEEDBACK METHODOLOGIES

# THANK YOU

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