At A Glance

Industry
Business Process Outsourcing

Client
An ISO 9000 company giving technical support for Enterprise products and the IT helpdesk

Functional Area
Human Resource Management

Business Challenge
- Varied team and program structure
- Different KRAs for same roles
- Isolated information silos
- Assessment of performance of the same role with different criteria

Enj Solution
- Appraisal process
- Performance dashboard

Benefits
- Structured program teams
- Facilitate clear KRA definition
- Centrally maintained work log
- Individual productivity assessment
- Integrated modules

Background
The company provides technical services for Enterprise products and IT services and solution companies. The calls are received from the clients who inform their problems. There are some problems, which can be handled on telephone to which the call attending engineer immediately replies. These get recorded in Call Management System (CMS). There are some calls, which require more research and understanding of the problem. These too are recorded in CMS but handled separately.

Facts of the Case
Being a BPO company, it serves many clients and hence has many different types of programs. When a new program is introduced, a team is formed with a top-bottom structure as Program Manager – Team Leader – Support Engineers. The structures of these teams can differ from program to program based on the size and scope of the project.

Challenges
The teams were based on the programs. The roles were defined and their responsibilities were made known to them. However, for the same role, responsibilities would be different based on the project. Since the program structure was flexible and varied, it was difficult to assign the KRAs to the various roles in the organization. This especially created confusion at the performance appraisal time, as the same job title, e.g. Team Leader, would have different KRA.

The teams worked round the clock in shifts and hence the common reporting point for all the support engineers was their Call Management System. However, since the application was stand-alone, there was no way to collate this data and analyze it further to arrive at the individual or team performance.

There were many silos of information, cut off from each other, which had to be integrated and worked upon to obtain meaningful information e.g. Attendance, Leaves taken.

The Enj Solution
We suggested and implemented ‘Enj - Appraisal and Key Result Areas’ process for this company. With Enj-Organize the company worked on its organization structure. Various roles and users were created, and the roles were assigned to the users. The team structures and individual roles became clear to the users of the system.
Through Enj-Modeler and Enj-Designer, Performance and KRA process was designed for the company. The activities were:
- Individual Appraisal
- Consolidate and send to HR
- KRA
- Declare Best Performers

Based on the data from the stand-alone CMS module, engineers’ time sheets were pulled out. The Performance Appraisals were carried out, results were consolidated and sent to HR.

This led to arriving at the Key Result Areas for each role, formal performance appraisal process annually and also monitoring the performance regularly. The company also has a practice of declaring ‘Best Performers’ to motivate the employees. The KRAs were also used to judge the performance of the individuals and select these award winners.

From the data that was gathered from CMS module, a report was generated which displayed the details like call date and time, reason for call, solution suggested by the engineer, call down time and total number of calls attended by the engineers. This also led to further analysis like reason wise call analysis, call frequency for a particular company / product / service. This way program wise time spent by each engineer could be worked out, so also total time spent on each program.

Results
The implementation of Enj has resulted in following benefits to the client:

1. The KRA for same job in different programs can be tracked separately.
2. The stand-alone applications have been integrated making the information meaningful.
3. Since the KRA and performance are recorded and password protected, the appraisals and awards are unbiased and purely based on merit.
4. The process can be tracked and drilled-down effectively.

About the Product
BISIL’s Enj enables organizations convert their every day business and functional activities into automated business processes. It also enables them to design associated documents, accept user input, forward the documents for information / approval to the concerned roles, store the accepted data in the databases and retrieve it in the form of standard / user definable reports. While transaction management is being done at the front-end, Enj also lets administrators watch the performance of the processes for efficiency and effectiveness.

About the Company
Established in 1990, BISIL has rich experience in delivering products using the cutting edge technologies combined with functional expertise, to give its customers much more value than they had anticipated.

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