



Case Overview

ABC is a 3 decade old organization into manufacturing of steel and TMT bars. It has been a family run business and has grown organically. Currently the organization is headed by 3 brothers and the chairman post is held by their father. A 150 crore company, never had any strategic HR personnel. The entire operations and various roles have been managed by the brothers and one of the brother's works as a HR Head. ABC has a middle level HR to manage their transactional HR and IR. ABC has 4 plants across eastern region and each plant has a HR team primarily handling HR operations and recruitment.

The Problem

ABC did have its fair share of ups and downs and in past few years they have been facing the following issues:

- a) They have not been able to retain good new talent as well as senior management professional as they lacked clarity of job role and proper growth path (Exit Interview results)
- b) The increments have been flat or perception based creating an underlying dissent within employees
- c) There is an existing performance management system, but it has become primarily a check box activity where managers really don't take it seriously.
- d) There has been lack of ownership and accountability at the senior and middle management level as most issues come to the owners
- e) ABC did try to implement PMS but it failed due to lack of connect between the process and people.

Visioning

V

Assessing

A

Creating

C

Sensitizing

S

Implementing

I



Implementation of VACSI

ABC connected with GRIP Consulting a boutique HR Consulting and training company to help find solutions for their current problem. GRIP Consulting came in with their unique 5 step process VACSI

Step 1 : Visioning

As a first step GRIP Consulting understood and connected with the vision of the organization, management and key stakeholders and established “buy-in” for implementation of VACSI

Step 2 : Assessing

GRIP Consulting then assessed existing people , process and systems

Step 3 : Creating

Post visioning and Assessing GRIP created all relevant job descriptions, KRA and KPI. Also PMS forms were created which are simple and easy to use. These are specific, measurable metrics to help management establish a performance dashboard.

Step 4 : Sensitizing

One of most important aspect in the VACSI process is Sensitizing where GRIP sensitized the entire workforce in what is coming and **how it will benefit them**. After establishing **WIIFM (What’s in it for me)** GRIP also trained all managers and supervisors how to use the process and how it will benefit at the lowest level.

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Step 5 : Implementing

GRIP then implemented the process with 3 months handholding with the managers and HR and also helped them how to use the system. GRIP also implemented an easy to use task management software for easy tracking and establishing management dashboard.

Benefits of Implementation of VACSI

- ❖ Increased productivity at various levels through Performance Metrics as defined
- ❖ The structures and process resulted into generating more time for the higher management to act on High Pay Off activities
- ❖ **“Pay for performance”** culture increased overall revenue of the organization within 2 quarter up-to 20%
- ❖ Measurable change was observed in **Managerial Effectiveness and Control**

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