

Executive Summary

Cleantech Private Limited is a leading Company in the Waste Management industry in the country, which is handling 90% of the waste management solutions in Colombo District. As a Company with a history of more than 20 years, Cleantech has gained expertise in offering sustainable waste management solutions, through its skilled workforce. To manage the transportation of solid waste to the disposing locations, the company has its own vehicle fleet which is carrying out a 24*7 operation. Considering the labour intensified operation, the company is strictly focusing on the people cost and the overtime cost has been identified as a significant contributor to increasing overtime cost of the company. Out of the overall operational divisions, the workshop has the highest overtime claiming records and during the last sixteen months the additional overtime cost was recorded as Rs. 25.17 million, which is considerably high. This project is intended to reduce the overtime cost of the workshop by 20%, whilst ensuring the company has a sound monitoring mechanism as well as employee wellbeing is assured as a vital factor.

The key problem of this project is identified as the increasing overtime cost and an in-depth root cause analysis was also carried out by the author to identify the reasons for overtime increase. Accordingly, three project components have been identified, namely Recruitment and Selection, Human Resources Information System and Training and Development. Cause-and-effect diagram of the project was escalated up to fourth level to identify the primary cause for creating the performances gaps in the identified project areas. Accordingly, nonavailability of a proper onboarding mechanism, lack of sources to attract CVs, non-availability of compensation and benefit policy, unavailability of performance evaluation mechanism, non-availability of automated attendance management system, lack of trainings as well as not having a proper workforce scheduling were identified as the root caused under the three project components.

With the review of a series of related ranked journals, the author made an attempt to identify the theoretical background relating to this project. By way of studying similar studies the author recognized the solid theoretical knowledge to support the underlying issues of each project component and to find suitable solutions for addressing the same. With the literature findings, the author has conceptualized a well-supported study framework for this research

project. Additionally, through the knowledge gain throughout the MBA program under various subject domains, the author found out the techniques that will be utilized in solving the identified issues of the project and each technique has been elaborated in detail.

The main objective of this Management Field Study Research Project is to reduce the overtime cost of the workshop by 20% and each project component has various objectives which will ultimately result in reaching the main objective. The first objective of the first project component, Recruitment and Selection, is to increase the carder availability from 85% to 95%. The second project component, Human Resources Information System carries the objective to reduce the manual attendance-based OT calculation from 18% to 0%. The final project objective, Training and development carries the objective to improve the job completion ratio of the workshop by 5%. Furthermore, the author comprehensively examines the current state of each project component and identifies the applicable solutions based on proven techniques identified from the literature. Complete resource allocation and budget estimates have been discussed to ensure successful project implementation.

As the solutions to the identified performance gaps, the author suggests revamping the recruitment and selection process, introduce SOP for onboarding and induction along with a checklist, develop an employee handbook, launch compensation and benefit policy for non-executives and to appoint a dedicated HR business partner. These solutions are focused on project component 1. Further, under the second component, execution plan is presented to automate the attendance management system, develop SOPs for attendance, leave and overtime management, develop user guide for attendance management, introduce non-executive 360-degree performance evaluation mechanism, as solutions to address the gaps. The final project component is focused on training and development and the author has suggested to develop competency matrix, conducting RPL assessments, launching technical T&D policy and launching SOP for staff rostering.

With the benefit cost analysis, the author justifies that this project has a benefit cost of 11.40 which is financially viable for implementation. Short term and long-term recommendations have been listed to provide the management to implement the proposed solutions of this project and reach the ultimate objective of reducing the overtime cost by 20%.