

Introduction

Kelecton is a software company with around 240 employees that continues to grow and develop customized systems for utility companies. They are a 15-20 percent annual growth company and depend on a niche labor market for their programmers and engineers. Losing employees with strong skills and experience will be a challenge and damage the organization's ability to maintain the same service level during growth. The company lost a group of employees with the skills necessary to become engineers in the company. An employee survey handled by Pamela Meyer received praise for some of the strengths, such as employees being able to work with autonomy, flexibility, and a good work/life balance. They also reported large concerns, such as being able to make new work and advancement, a general lack of structure to the performance systems, perceptions of fairness, safety concerns at some client sites, and lack of satisfaction regarding their benefits. The Senior Leaders are aware of these points: that growth is currently the demand of the organization. The goal of this analysis is to present some low-cost, reasonable approaches that can be utilized to recognize employee concerns and maintain the level of growth within the company.

Kelection Case Analysis

Analysis of Survey Results and Key Issues

The survey data indicate that Kelecton is on solid ground because people appreciate flexibility, autonomy, and manageable workloads. These will also help employee engagement and should be sustained. That said, the lack of opportunities for skill development and promotion tracks was identified by 89 percent and 87 percent of respondents as the most serious risks. In terms of the competitive tech talent market, this is likely to result in turnover as sketched out in the other issues. Trust in management is eroded, and motivation is lowered when reviews are

inconsistent and favoritism is perceived. Liability and injury risks are also heightened, as we understand there are safety concerns at some of the client utility sites. All in all, it is clear that Kelecton, as a result of its rapid growth, does not appear to be engaging in the development of a proper HR system, and this will create risks to retention, engagement, and, ultimately, sustainability if this is not addressed.

Proposed Changes to Systems, Processes, Policies, Activities, and Rationale for Changes ***Safety and Occupational Risk Management***

To hear risk management policies, some form of risk management structure needs to be created to deal with risks to employees of utility sites. This includes the creation of client-site safety checklists and risk assessments on potential dangers before employees begin work (Bazaluk et al., 2024). Employees should be supported with a no-incident simple reporting procedure that allows for a stop-work order to be granted in order for unsafe conditions to be addressed, in order for the problems to be formally created and resolved. The stop work order should be able to trigger a simple trigger a formal reporting procedure in order to deal with the problems. In order for employees to deal with the potential problems created, safety refresher training that addresses the safety risks associated with the client sites should be provided.

These changes are essential as they will help in ensuring better safety of employees, and will also change their perception related to poor safety, which has a negative impact. Injuries to employees can disrupt the entire company as well as harm the reputation of the company. These changes require fewer financial resources but enhance the trust and confidence of employees in the company.

Performance Management and Fairness

Past surveys show that 74% of employees do not believe that their performance has a direct correlation to how much they are paid. Many employees believe that there are performance reviews happening that have been done incorrectly or that show bias. Kelecton should perform a scheduled set of reviews. Employees should have their performance reviews done within a set timeframe. Managers need to improve their training on monitoring and controlling bias and on improving their focus. Calibrated meetings should be focused on improving equity and reducing bias. Many employees have trust issues, and worse systems in place tend to increase trust issues. These systems make it appear that there are other factors in play, for which performance levels have been earned. (Bamberger, 2021)

Because there are limited funds, the areas of focus are increasing managerial accountability, improving performance management to increase employee retention, and improving engagement. These factors have been proven to hinge on fairness and consistency. These changes should be simple to implement.

Career Development and Skill Building

The survey shows that 89 percent of employees see very few chances to develop their skillsets, and 87 percent see little to no chances of being promoted, which represents a considerable risk to the employees' retention. To remedy this, Kelecton needs to implement outlined career ladders/paths with technical and managerial tracks, complemented by skill matrices explaining the requirements to gain promotion at the company. Employees should be able to gain expertise through mentoring and peer instructional programs, as well as organized internal knowledge-sharing programs. Very minimal assistance with funding training opportunities or obtaining professional certifications would signify further commitment to employees' continuous development. (Yildiz et al., 2024)

These steps are necessary to keep skilled employees and are much cheaper than bringing people in from the outside, especially as there is a limited workforce to hire from, which creates a competitive marketplace. Most of these steps, as well, should be a nominal contribution of finances.

Benefits and Reward Strategy

Employees' dissatisfaction seems to come from comparing Kelecton to larger utility firms rather than companies of similar size. Kelecton must look to organizations of similar size in the line of technology to develop appropriate benefits and look to minor improvements instead of expensive, broad increases (Werner & Balkin, 2021).

Increasing the perceived value of benefits through improved communication regarding total rewards and implementing recognition programs that are non-monetary are ways to improve without having to increase benefits to the level of large utilities.

Prioritization of Changes: Least to Most Expensive

These first changes are improvements with no extra cost other than them being out in place. They include setting firm rules and schedules for managers and performance evaluations. There are also changes involving safety measures like standard checklists, reporting systems, and stop-work authority. There are also paths set for employees to advance their careers through mentorship programs. These first changes are costless and rely on the employees and management elevating their communication. These changes also create a positive culture for the employees and allow them to feel valued and safe (Osman et al., 2024).

Some improvements with a bit more cost can also help. These costs include small training programs, employee recognition programs, safety training programs, and cheap

protective equipment. With these changes it a bit more financial resources are set aside, but this can help to address issues back to the employees.

These bigger changes are improvements to management and also funding for compensation linked to performance. With focus changes set for these to not be lost. These changes need to be implemented after the other changes with more impact and less cost (Fulmer & Li, 2022).

Conclusion

Kelecton's greatest challenge lies in its ability to preserve critical technical talent within the organization while maintaining the increased speed of company growth in the face of stiff competition in the labor market. Respondents reported that many of the concerns that were brought to the company's attention are not compensation-related. Instead, the root of the issues can be found in the lack of clear structure, development opportunities, and management policies. The company will be able to improve employee engagement and trust by focusing on safety improvements, performance management, and the establishment of career development visibility. There is little financial cost associated with these improvements. All that is required is discipline and transparency, along with the efficient allocation of the company's resources. In its totality, this serves as a plan that will be the bedrock of working HR practices that will be able to grow with Kelecton. In order to create a situation where employee turnover is not a threat in the future, along with maintaining the productivity of the company, these issues must be addressed. Doing so will allow Kelecton to create long-term operational growth and stability.

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