

SUCCESS STORY



HUMAN RESOURCES OUTSOURCING (HRO): ENERWISE GLOBAL TECHNOLOGIES



Enerwise began as a spin-off of leading energy provider Conectiv, but with a distinctly different mission focused on capturing, integrating, analyzing and monitoring vital energy operational data for its customers; and implementing solutions to improve facility operations, increase reliability and reduce costs. To aid in their mission, Enerwise selected TAPFIN as their human capital partner after a competitive bidding process. "We were selected because of our successful track record with emerging growth companies," acknowledged TAPFIN's project director of the Enerwise project.

The TAPFIN team conducted a thorough strategic assessment of Enerwise's organization. After meeting with the executive team as well as each manager, they examined every organizational area, reviewing everything affected by human capital or the company's ability to be an "Employer of Choice." By month's end, they had compiled a debrief and presented it to executive management.

The detailed project plan outlined target milestones and deliverables. Also included were metrics and statistics for measuring and tracking project successes. "We presented a summary of recommendations," said the TAPFIN project director. "We identified opportunities as well as areas for improvement. And we presented a plan of action."

RECRUITMENT PROCESS

TAPFIN assigned a team of recruitment professionals to Enerwise with the initial task of fine tuning the company's existing hiring process to strategically meet company goals. Working from the staffing process assessment completed earlier, the TAPFIN team created a staffing process methodology "map." The TAPFIN team would recruit and interview independently, then work directly with the management team on hiring.

Activities included Internet recruiting, competitive leads and cold calling. To manage candidates, the team used TAPFIN's web-based applicant tracking system (ATS). The team implemented a strong employee referral program at Enerwise, planned an internal transfer program roll out, and developed "Careers@ Enerwise" for the Enerwise website. They also assisted with the development of an Enerwise intranet for improved internal communications.

HR INFRASTRUCTURE

As with many start-up companies, Enerwise needed an HR infrastructure created from the ground up. Each component of the HR infrastructure needed to tie to the company's bottom line and larger goals, with attention to how each component affected the entire organization. With this in mind, the TAPFIN team worked with Enerwise management, their CFO, sales staff and product development personnel to ensure a complete assessment of HR needs before proposing the overall solution. Plans were put into action when the HR team came onto the Enerwise scene. This team was made up of a part-time Senior HR Consultant and full-time HR Administrator.

FAST FACTS

CLIENT BENEFITS

- > Hiring aligned with company goals through staffing process methodology "map" and proactive recruiting
- > Candidate management through use of TAPFIN's web-based applicant tracking system
- > Expanded size and quality of candidate pool resulting from new "Careers@Enerwise" website and comprehensive employee referral program
- > Improved employee environment through formal HR infrastructure that includes company-wide salary structure, a sales compensation program and communication and performance management initiatives

PROJECT SCOPE

- > Fast growing start-up Enerwise sought human capital firm to help assess and improve employee environment
- > Client needed to establish strong HR infrastructure

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The TAPFIN team worked with the Enerwise management team to develop a basic salary structure for the entire organization. They also worked to develop a variable compensation plan for the sales organization. Additional resources were brought onto the account as needed. For example, a compensation consultant was enlisted to assist with completion of the sales commission plan and compensation benchmarking project.

The priorities for the HR team at Enerwise revolved around the company's business objectives. For example, in addition to making the compensation work a priority, the HR team was focused on enhancing communications efforts and improving upon the performance management process at Enerwise. These aspects of HR were critically important to the company because of the start-up nature of the business. The employees needed to know what was happening to feel secure enough to focus on their jobs, and they wanted to be recognized and rewarded for their efforts. The compensation, communications and performance management initiatives were designed to address employee concerns or otherwise meet their needs.

Once the above noted aspects of HR were squared away, the HR team focused on other initiatives, such as enhancement of the existing employee handbook, HRIS system review, benefits program improvements, and implementation of further compliance-related mechanisms. These initiatives were equally important, but had to take a back seat to the components of the HR infrastructure that were needed to help attract, retain, and motivate Enerwise employees. The HR team enhanced the employee handbook by recommending changes that made the book more "employee friendly." The HR team also assisted in the benefits realm by reviewing the current plans, including healthcare, dental, vision, 401K, and FSAs. The team then recommended changes that streamlined programs and better met employee needs.

One HR initiative worth special note was the coordination and follow up associated with Q&A sessions conducted by members of the company's leadership team. These meetings are conducted to help improve communications and get a pulse on morale. The information collected during these meetings was used by the HR team to help tailor all HR programs to the company's unique environment.

RESULTS

Enerwise is very committed to open communication with employees, so this initiative has been very well received. One product of these meetings are task forces of employees and managers that have been created to develop and/or implement various HR initiatives. Examples are the performance evaluation process, employee orientation process, and activities coordination.

"What differentiates this project from the others in our portfolio is that it's a full-service human capital solution. Our HR Outsourcing team expanded the HR infrastructure while our recruitment experts implemented best practices in their recruitment process," said the TAPFIN project director. "We truly leveraged the breadth of our service with this client and impacted their success."

ABOUT TAPFIN

- > First to offer an integrated solution for acquisition, management and optimization of human capital and contracted services
- > Customized services to meet the unique needs of clients in industries ranging from technology and financial services, to life sciences and telecommunications
- > One of the largest, most financially stable providers of resource management services in the industry
- > A history of process and technology innovation since the inception of resource management process outsourcing
- > The only provider to have achieved ISO 9001:2008 quality management system certification
- > Publicly-traded parent company (NASDAQ: CITP)
- > Billions in managed spend under contract
- > Over 65 programs active today
- > 16 Fortune 500 programs
- > Over 4,100 supplier contracts negotiated

