

CASE STUDY

# Sol's ARC

Elevating Performance: Atma's work on  
Strengthening KRAs and Recruitment at Sols Arc

A case study on Atma's Project Partnership with  
Sol's ARC

FEBRUARY 2024



## About Sol's ARC

Sol's ARC is a unique organisation that does innovative educational research to build inclusive pedagogy in both mainstream and special schools to ensure that every child can learn.

## Problems identified

Two challenges were identified:

- (i) A lack of clarity on goals, tasks, and targets for various roles, as managers lacked the capability to create Key Result Areas (KRAs). The complexity of this exercise led to inconsistencies in performance evaluations.
- (ii) Despite hiring multiple team members, the recruitment process remained time-consuming and failed to yield suitable candidates **within the recruitment timelines**.

To address this, a revision of the Standard Operating Procedure (SOP) incorporating **standard processes and industry** best practices was deemed necessary for a more efficient and effective recruitment process.

## Atma's Approach

Our chosen approach involved:

- (i) Conducting a thorough review of the existing recruitment Standard Operating Procedure (SOP) and creating a revised version that eliminates inefficiencies while incorporating industry best practices.
- (ii) Facilitating a workshop on the Key Result Area (KRA) writing process, encouraging team members to draft their KRAs collaboratively with their managers. Atma then assessed the KRAs, ensuring the use of appropriate language, the establishment of aspirational yet realistic goals and tasks, and providing specific feedback to managers for accurate KRA revision throughout the year to effectively manage performance.

## Solutions

### Recruitment SOP

- (i) We developed an updated Recruitment Standard Operating Procedure (SOP) with a focus on reducing recruitment timelines, enhancing clarity in HR roles and responsibilities, and ensuring team training for adherence to streamlined processes.

### Trainings for KRA creation

- (ii) We Conducted two workshops, the first with seven team members and the second with seventeen, which involved introducing a knowledge framework for Key Result Area (KRA) creation. These working sessions allowed teams to independently craft their KRAs. Quality checkpoints were implemented, with managers verifying KRA accuracy and Atma conducting checks to ensure aspirational and performance-oriented targets. This process aimed to set high standards for individuals and managers, resulting in the creation of KRAs for seventeen Sols Arc team members.

## Outcomes Achieved

Atma established the foundation for robust Key Result Areas (KRAs) and a streamlined recruitment process, resulting in the documentation of approximately 17 KRAs during the partnership. Moving forward, Sols Arc must ensure that all 60 roles have clearly defined KRAs aligned with performance expectations, providing clarity on individual and team goals, tasks, and targets.

**This initiative aims to enhance expectations management, fostering increased team accountability towards organisational goals.**

## Ratings & Feedback

Atma received a rating of



For:

- Timely delivery of project
- Project quality
- Project meeting the relevant needs of the organisation

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*Atma's support has been invaluable in formalising our organisation's processes. Vanita's expertise guided us through finalising KRAs for our lead role and enhancing our SOP for replicability. Their proactive approach ensured timely completion, even amidst delays from our end. The workshop on goal setting and quantification for our PMS was enlightening, addressing the struggle of our Performance Management System we've long faced. We're pleased with the outputs achieved for SOP and confident that the KRAs will yield positive outcomes as the same will be executed formally in the coming months. We are highly satisfied with the quality of the work produced. Atma's dedication and expertise are truly making a difference in our operational efficiency.*

Tina Gandhi, Programme Operations Specialist