



Healthcare Industry

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Achilles Group offers HR, Training, and Recruiting services for over 15,000 client employees nationwide.

"We engaged with Achilles Group when our current HR Administrator resigned, she was the CEO's Executive Assistant. Achilles Group provided us the right level of support and a great cost benefit to fill that gap with greater expertise, particularly in developing our leaders and diffusing volatile employee situations."

- CEO of a 125 employee health care company

Case Study - Healthcare

Challenge

The executives of a start-up company were thorough in assuring the success of their business. They developed their business plan, created a great business name, considered their business structure, and completed all tax ID, registration, and license requirements. They "hit a home run" when the company expanded to 50 employees and was consistently being recognized as a leader in business innovation and software development. The innovative spirit and abilities of the company executives were strong on the side of business management planning. Just as they were breathing a sigh of relief, they realized they had forgotten to take care of one important area. "We quickly realized focusing on our business plan and financial stability was good in theory, but this narrow vision created a team of employees who were lacking. There were situations when we realized we needed to call in a "designated hitter," the "team" President said.

The startup company had made one major mistake. Very small employers don't really think in terms of "HR". Most startups think in terms of functions such as hiring talent, payroll, and paying taxes. They forget the expertise necessary to establish the "insurance" of a company's success – the tactical and strategic areas of HR. "We realized our personnel had little to no HR knowledge which meant we absolutely needed to outsource for HR expertise and experience," explains the president. "We wanted to continue to follow our growth plan without worrying about the strength of our very important human capital. That's when we found Achilles Group."

Solution

Achilles Group stepped into the situation realizing a typical startup works rather haphazardly, trying to grab every opportunity. They misunderstand the importance of experienced HR personnel – although one demand made by employees who have been on board a startup for quite some time is for access to HR expertise. Achilles also understands that once major employee complaints are taken care of, good will and harmony are generated in the work place.

To establish and solidify compliance, Achilles Group refined and implemented employee policies and procedures to support the startup's business objectives. They



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Case Study Continued...

prepared an employee handbook with progressive discipline, created an employee code of conduct, and assured compliance with employment laws and regulations. Next, Achilles professionals provided managers with TeamProtect training to increase their understanding of how to coach, counsel and supervise their employees. To further strengthen management, leadership training using the TeamPerform series was provided. Modules in this series progressively engage supervisors, managers and directors in core competencies of performance management. Achilles' work to increase the effectiveness of leaders has a direct impact on profitability as managers and team leaders begin to apply tools to improve performance and adopt a proactive, forward looking perspective on their accountability for developing employees.

Company executives intensified their appreciation of having Achilles Group on their team when Achilles' HR experts focused on handling a tenured employee situation that had advanced into a volatile crisis. The tenured employee had been denied vacation by a supervisor and then a manager; the decision was based on the fact that the employee had already taken excessive days off work. Directly following, the employee requested FMLA leave due to mental anguish. Company executives were told by the Achilles HR director to grant the leave. Soon after, the employee called a payroll clerk to inquire about paycheck issues and voiced "I am so angry I want to shoot" the manager and supervisor. The clerk notified appropriate executives about the alarming conversation. Company executives immediately contracted Achilles Group for assistance and expertise in knowing how to handle the situation.

Achilles Group advised company management that firing the employee based on the seriousness of the threat was not a legal recourse due to the FMLA leave status of the employee. The Achilles HR Director conducted private interviews of the employee's colleagues and supervisors to determine the credibility of the threat. Once the threat was established as being viable, Achilles recommended off-boarding the employee with a generous severance package, to minimize employee and company danger and not further inflame the situation. The tenured employee did not accept the severance package and instead filed an EEOC claim alleging violation of rights under FMLA. Throughout the related EEOC hearings, Achilles Group provided continued guidance and materials proving the company's due diligence. The startup company won the claim by following Achilles' directives and recommendations for handling the legalities of the employee-related situation.

Since the beginning of their contract with the award-winning start-up company, Achilles Group has transitioned the company through three Achilles HR Directors, by considering the company's change of need and circumstance and its differing expertise requirements. Now, the company has successfully grown to 125 employees, and as they continue to grow and expand Achilles understands the rising need for cultural and leadership development and has again transitioned the lead HR Director by looking at specific expertise qualifications of Achilles team members and finding the HR Director who best fits the company's needs.

Contract Achilles Group to be on your company's team - they know when to pull someone off the bench or change the line-up, and will be a perfect designated hitter to strengthen your company's chances in winning the game of business.