SUMMER INTERNSHIP PROJECT-EXECUTIVE SUMMARY

BHR Diagnostic and Retention Strategy

Organization: One Point One Solutions Ltd
Duration: 6 Apr – 6 Jun 2026 (8 weeks)
Mentor: Tony Joseph, CHRO
Faculty Guide: Dr. Jitendra Yadav, IIM Bodh Gaya

The project diagnosed voluntary employee attrition across One Point One Solutions' BPO operations and built a data-driven retention strategy using the Six Sigma **DMAIC** (Define–Measure–Analyse–Improve–Control) framework, moving beyond blanket attrition tracking to tenure- and location-specific risk analysis.

9.15%	**< 7%**	**4,164**
FY25–26 ATTRITION RATE	TARGET RATE, NEXT FY	VOLUNTARY EXITS ANALYSED

SCOPE & APPROACH

Analysis was scoped to voluntary exits occurring after Day 1 (post-floor induction), covering the FY 2025–26 exit tracker and Voice-of-Employee (VOE) feedback across five locations. A three-layered stakeholder model-Data Providers (Recruitment, Training, WFM), Insight Generators (MIS, HRBPs, Operations) and Decision Makers (CEO, CHRO, Operations Head)-structured the data-to-action flow. Root causes were separated into **Common Causes** (systemic, e.g. family, education, health) and a **Special Cause** (localized supervisor-driven attrition), using Fishbone and 5-Why analysis.

METHODOLOGY

The project followed the Six Sigma DMAIC problem-solving cycle end-to-end:

PHASE	FOCUS
Define	Problem, goal & scope-cut production attrition from 9% to <7%, scoped to voluntary post-induction exits.
Measure	Baseline attrition (9.15%) quantified by location, gender, age, process and designation.
Analyse	Fishbone & 5-Why analysis; exits split into Common Causes vs. Special Cause (supervisor-driven).
Improve	Targeted interventions-MSR framework, learning academies, leadership certification, capacity planning.
Control	Monthly/quarterly trackers-MSR adoption, attrition heat maps, manager certification, stress-pulse surveys.

TOP ATTRITION DRIVERS

- Family obligations-469 exits (11.3%)
- Education-291 exits (7.0%)
- Health-269 exits (6.5%)
- Better prospects, other industry-230 exits (5.5%)
- Job dissatisfaction-106 exits (2.6%)
- Supervisor issues-special cause, concentrated in specific teams (e.g. Bangalore)

A parallel survey of 49 absconded employees (59% of total attrition) surfaced job shock, external opportunities, and supervisor concerns as leading hidden causes.

RECOMMENDATIONS DELIVERED

MSR Multi-Skill Framework **Learning & Career Academies** **Supervisor Certification** **Workforce & Capacity Planning**

Each recommendation was paired with control mechanisms (adoption trackers, attrition heat maps, certification coverage, stress pulse surveys) for sustained monitoring, along with a process-and-cost-linked opportunity cost model quantifying hiring, training, administrative, IT, and productivity-loss impact per exit.

OVERALL LEARNING OUTCOMES

This internship bridged the gap between academic learning and practical HR application, strengthening my skills in HR analytics, problem-solving, stakeholder management, and retention strategy. It helped me understand how data-driven HR can create measurable business value and position HR as a strategic business partner.

Summer Internship Project summary submitted by Prakash Kumar Shaw