

Organisation of Engineering Systems and Human Resources Management
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Module - 3
Human Elements of Functioning Organizations
Lecture - 27

Concerns of Recruitment, Selection, Skill Formation and Redeployment (Contd.)

On recruitment having reached a point, we will now move on to the concerns of selection, but before we do so a quick recap of the elements of recruitment, which will lead to a transition understanding.

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Recruitment for Diversity

- ❖ A diverse workforce enhances creativity and may facilitate expansion into global markets.
- ❖ Recruiting must generate applicants from a wide variety of individuals.
- ❖ Organization should train the recruiters to use objective standards.
- ❖ Organization should include pictures of diverse employees on recruitment flyers.
- ❖ Make sure advertisements and interviews are bi-lingual.

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I had talked of the diverse workforce, and it is arguments, we must look at recruiting from wide range of people for obvious advantages of having objective standards, and promoting a feeling of inclusiveness, and openness in the target groups. In many cases this may create language implications, but that is another story; now let us link it up with the selection processes, and see where we are.

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The slide is titled "Selection" and contains the following content:

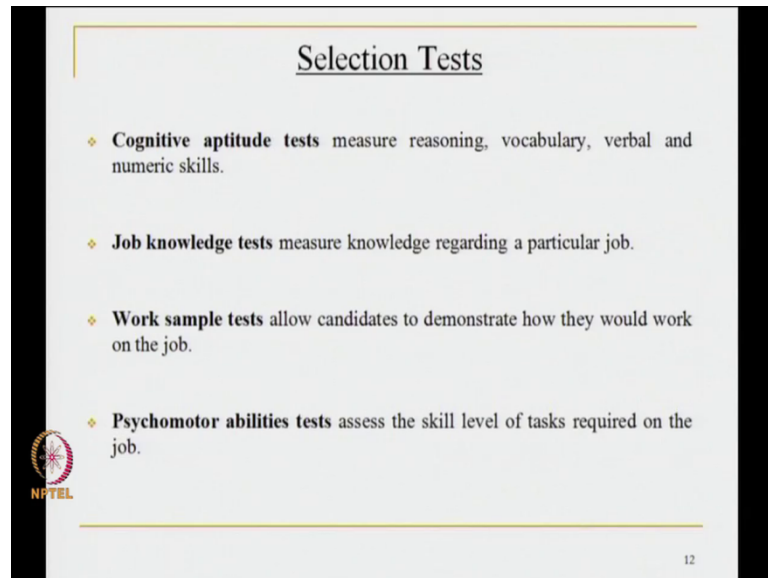
- ◆ **Selection Test:** Any instrument that is used to make a decision about a potential employee.
 - ◆ Rating applicants on knowledge, aptitude, personality, abilities, honesty and motivation
- ◆ **Standardization:** Uniformity of procedures and conditions related to administering tests.
- ◆ **Reliability:** The extent to which a selection test provides consistent results.
- ◆ **Validity:** The extent to which a test measures what it claims to measure.
- ◆ Do higher test scores relate to higher success on the job?

The slide also features the NPTEL logo on the left side and the number 11 in the bottom right corner.

Selection processes also require tests, any instrument that is used to make a decision about a potential employee, can be used as a selection test. In fact, rating applicants on knowledge, aptitude, personality, abilities, honesty and motivation would be an essential part of any selection test. The advantage of having selection tests is, that it reinforces credibility is linked up with verify ability, and develops connectivity with past researches and thinking in this area.


Therefore, is amenable to drawing greater talent, who would have faith in the selection process, there is a greater link therefore, between reliability and validity, we have just talked about, but then the outcome has to be standardization, tests have to be conducted in a manner. Where there is uniformity of procedures, and conditions related to administering tests, standardization helps one to reach out to a wide segment of the supply side, which is particularly useful if the organization is multi locations entertain.

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Selection Tests

- ❖ **Cognitive aptitude tests** measure reasoning, vocabulary, verbal and numeric skills.
- ❖ **Job knowledge tests** measure knowledge regarding a particular job.
- ❖ **Work sample tests** allow candidates to demonstrate how they would work on the job.
- ❖ **Psychomotor abilities tests** assess the skill level of tasks required on the job.

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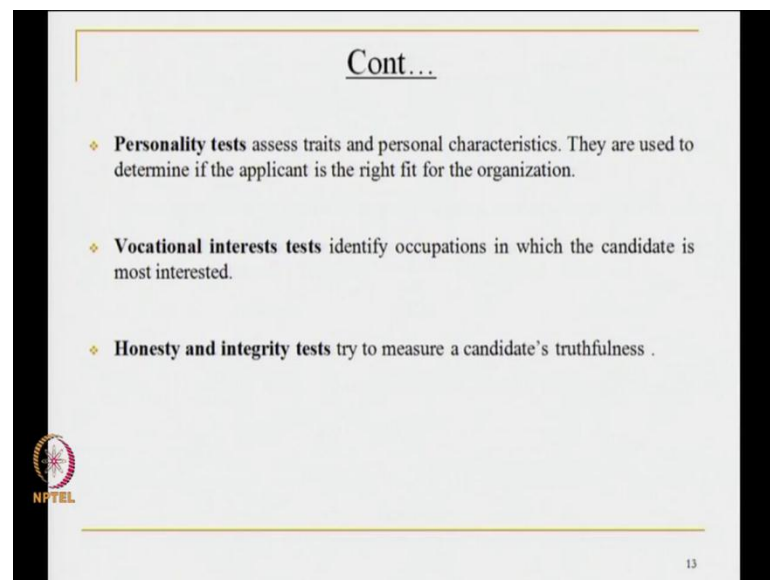
The selection tests are known generally to cover some of the following domains, they conduct cognitive aptitude tests which measures reasoning, vocabulary, verbal and numeric skills; these are tests which come under cognitive aptitudes. There are tests which come under job knowledge, measure knowledge regarding a particular job, there are work sample tests which allow candidates to demonstrate, how they would work on the job, and in fact there is much to be said for work sample tests. Some decades ago, when I was working in the industry, I had occasion to work with an outstanding engineer, who is of the opinion that carrier for engineers should be as broad band, and as capable of creating top positions as for managers.

And he was of the view, that unless this is done, it would be impossible to prevent a wide extended pull which managerial carriers exercise on engineers. So, in this particular joint venture which was which in an Indian firm, and a Japanese firm, he created carrier paths for engineers which concluded not only with chief engineer being equivalent to a general manager, but if you had an executive director HR, you had a executive director engineering, and mind you not just not executive director technical. And for selection processes, when taking people at the entry level, he would not confine himself to just group discussion, and interviews, and written tests, but he would actually put them on the shop floor for a week.

And against a pre-determined evaluation sheet, somewhat is to a job card, he would observe the 10 or 15 people short listed for actual job, for about a week. And then he would do the selection process, it produced excellent results, not with standing the excellent results which it produced, that method does not seem to have been replicated in many work situations, and the results are for all to see. But to get back to what I was elaborating, work simple tests allow candidates to demonstrate, how they would work on the job, not only do the show, how they would actually work on the job and their by create a more rational basis of selection.

The psycho motor abilities tests which, when matched with a work simple tests, combined give a view on the personality of the applicant, which is very, very useful for engineering jobs. The purpose here is not to recommend one set of elimination selection procedures, verses another set of elimination selection procedures, but the purpose is to demonstrate, how various techniques can be used for selection. And the ultimate choice would be lie with the superiors in the organization to determine, what it is that is seek to find out for a (()) effort, and ultimately find the way forward.

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The slide is titled "Cont..." and contains three bullet points, each preceded by a diamond symbol. The first bullet point discusses "Personality tests", the second discusses "Vocational interests tests", and the third discusses "Honesty and integrity tests". In the bottom left corner, there is a circular logo with a globe and the text "NPTEL" below it. In the bottom right corner, the number "13" is displayed.

Cont...

- ❖ **Personality tests** assess traits and personal characteristics. They are used to determine if the applicant is the right fit for the organization.
- ❖ **Vocational interests tests** identify occupations in which the candidate is most interested.
- ❖ **Honesty and integrity tests** try to measure a candidate's truthfulness .

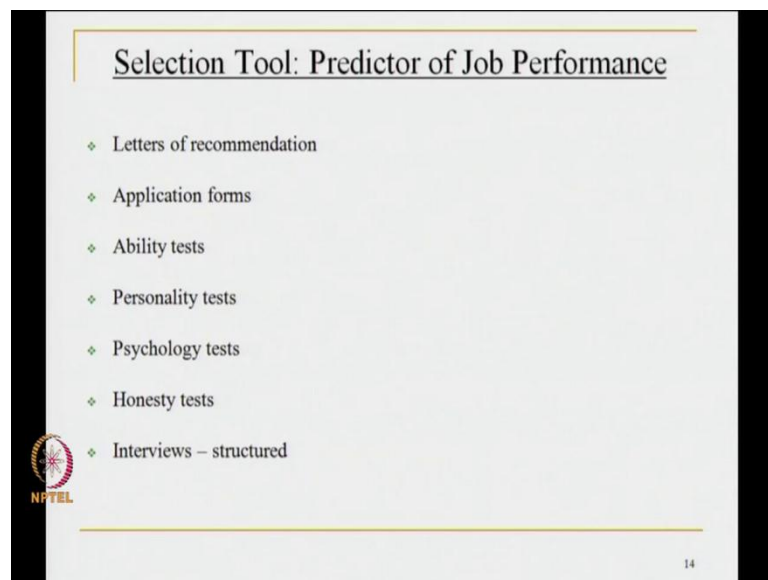
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There are off course, any number of personality tests, vocational interest tests, and believe it or not, they have also divides honesty and integrity tests. I do not think it is necessary for me to elaborate upon all this, because personality tests are asses traits with personnel characteristics, they are used to determine, if applicant is the right fit for the

organization. The vocational interests identify occupations, in which the candidate is most interested, and honesty and integrity test seem to be the much needed once today, what results they produced is another matter, but that is the subject which we do not want to get into here.

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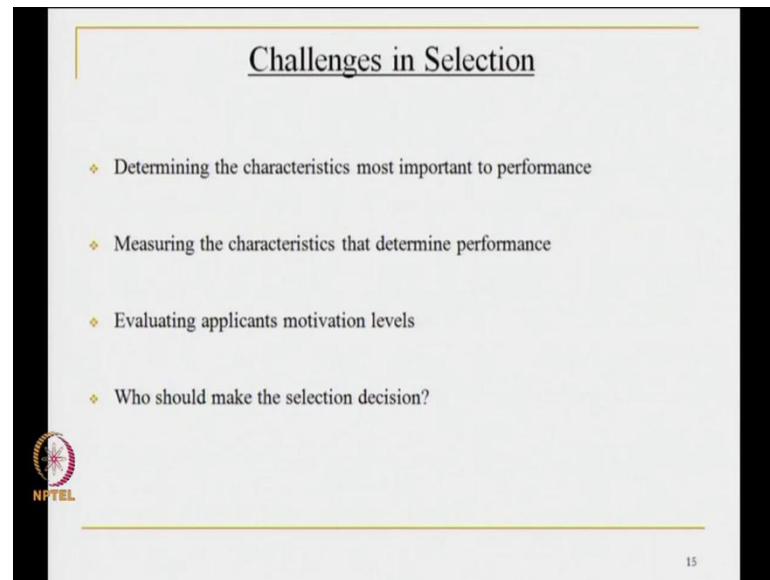
The selection tools and predictor of job performance are the following this is a non exhaustive list, but for those of you who have yet to enter the job market, it will be an indicator of what you have to be prepare for, and that may be lot more than just professional knowledge. In fact, for selection to discriminating organizations, there is no substitute for being a well rounded personality which will make the grade anywhere, any day, and any time.

And one has to be cognizant, that ultimately the tests selected say as much about the organization, as the results of the tests say about the personality of the person subjected to those tests. Then there are issues of letters of recommendation, there are certain job markets, where letters of recommendations are very highly tracked, very highly valued. And I have heard some recruiter say that letters of recommendations from certain segment are not even worth the paper on which they are written, very difficult to strike a judgment on this.

Because, if you do not select by recommendation, what is that view select by, and if you select by recommendation, what is the kind of weighted you can assign to that kind of

recommendation, and what is the kind of integrity that that recommendation would show. A lot of questions predictably like any situation, many questions few answers, but that is the way it shows.

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The challenges in selections are determining the characteristics, is most important to perform on a given job. And after you have administered all the tests, after you have administered all the questionnaires, group discussions have been undertaken, essays have been analyzed, motivations for applications have been measured, and there is still no substitute for the sound judgment of the selectors, in a live interview situation. Therefore, determining the characteristics most important to performance, are also a factor of what the selector consider important, and unless the selection process is very, very regress.

It is obvious that, the determining characteristics work performance sometimes tend to be so personalized, that a group of selectors from a given organization may have their own hierarchy. But it is hope that their hierarchy are not to far remove from the objective scale of hierarchy, measuring the characteristics that determine performers therefore, become a key determine of behavior, and evaluating applicants, and their motivational levels are the key elements, which need to be understood.

But, all sudden done, one of the key questions which organization have to answer is who should make the selection, now beat the government, beat the private sector, beat the

public sector. Any numbers of models have been tried, there is the search and the advisory comity, the search comity has an advisory role, because selection is with a person, who may not necessarily be a member of the search comity.

It then goes to a comity which may or may not have the access, the interest or the time to get into the respective bio data's, unless it be by exception and they have the personal call, they have the last call, and their call is binding, so you go through three steps. Where the most important filter is the least powerful filter, unless it be by a process of elimination, so these are mysteries to which it is difficult to find express it answers, but buy and large, and this is the redeeming feature, the recommendations of the search comity are honor. And the deviations deviations which take place are usually, and even that not commonly of inverting the rank order, sometimes a second may be preferred over the first candidate.

But, that also is not usually the rule, then there are comities where the selection comity has the last word like for example, in UPSC the selection comity has the last word, that is why you call it the commission. And the chairman of the commission has a statutory rank, yes it is referred to other departments, other wings of the government, who may have a veto, but not with reference to the competency of the person for example, it may go to vigilance. And vigilance may on cognizable evidence, have a doubt about the integrity of the person, and which case a selection does not go through.

But, the vigilance has no business to exercise a judgment on competency, and there are other examples which can be given, in an era of doubt in (()) an in in in an era of wild allegations, and some genuine doubts, perhaps it worth reiterating. That buy and large most of the selection processes, in this country are sound, because if they were not sound whatever be the level of functioning character of this nation, would have been seriously (()). And I hope that day is even beyond the domain of comprehensive, it appears therefore, that there is no healthy pattern of selection, over and beyond what practices have established, and they may not always follow the text books style.

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The slide is titled "Legal Issues in Selection" and is presented in a white box with a black border. It contains three main sections, each with a diamond-shaped bullet point:

- Discrimination Laws**
 - Develop clear policies on hiring as well as on disciplining and dismissing employees
- Affirmative Action**
 - Check laws of the land regarding hiring applicants with criminal records
- Negligent Hiring**
 - Learn as much as possible about applicants' past work-related behavior

In the bottom left corner of the slide, there is a logo for NPTEL (National Programme on Technology Enhanced Learning) featuring a stylized globe and the text "NPTEL". In the bottom right corner, the number "16" is visible.

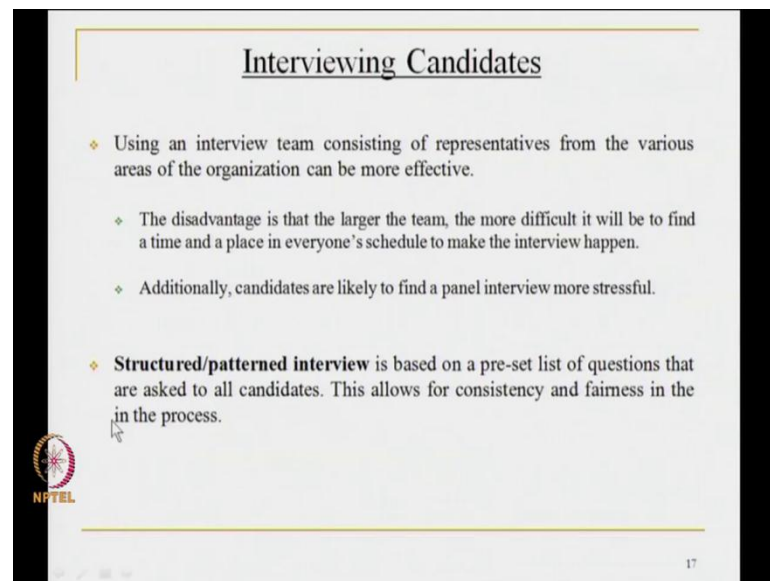
Then there are legal issues in selection, there is the discrimination law which develops clear policies, on hiring, as well as disciplining, and dismissing employees, it is a complicated domain. And we shall be shortly coming to the Indian law, and the public, the industrial relations activity, but for the movement let me tell you the laws of discrimination vary from community to community. For example, in India you cannot be discriminated, on account of religion in India you cannot be discriminated on many other dimensions, the details are not necessary to going in to.

And these criteria for not being the touch stones of discrimination vary from community to community for example, in USA you cannot be discriminated on age, where as in India it happens all the time. Now, this is not to get into a comparative study of discrimination laws, but presumably laws are formulated to meet certain social needs, for which the legislature is responsible. Then the other legal issues in selection have to do with affirmative action, check laws of the land regarding hiring applications, with criminal records or looking at applications which have to do, which reservations, which is a part of affirmative action or as now seems to be the case, certain positions being secured on basis of gender.

The stated objective of all this is to create a social equitant, many debates, many have reservations on this and in fact, it is argued by several people that it causes reverse discrimination, but that is an argument which we cannot get in to here, where we are

looking at issues of recruitment selection etcetera, from a managerial prospective. Therefore, our interest and focus for the movement is almost entirely descriptive and narrative, and then there is such a characteristic as negligent hiring, which means learned, as much as possible about the applicants past. And work related behavior is he known to be erratic, is he known to leave a job half done, is he known to fly of the handle; so little bit of discrete sourcing, almost in a manner of industrial sourcing of information, can lead to a handling of negligent hiring.

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The slide is titled "Interviewing Candidates" and contains the following text:

- ◆ Using an interview team consisting of representatives from the various areas of the organization can be more effective.
 - ◆ The disadvantage is that the larger the team, the more difficult it will be to find a time and a place in everyone's schedule to make the interview happen.
 - ◆ Additionally, candidates are likely to find a panel interview more stressful.
- ◆ **Structured/patterned interview** is based on a pre-set list of questions that are asked to all candidates. This allows for consistency and fairness in the in the process.

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Now, the most popular method of recruitment selection is interviewing candidates, and am quite sure many of you will be interested in this process, using an interview team consisting of representatives from the various areas of the organization, can be more effective. And you heard me say, there at the end of the day after you have conducted all the tests, all the interviews, all the instruments, have been used and applied there is no real substitute for good judgment of the selectors.

The disadvantage is that larger the team, the more difficult it will be to find a time and place in everyone's schedule to make the interview happen, and this continues to be a very real situation, let the feasible statement is, I will be traveling, I have not for one understood, why people need to travel. So, much in an era of video conferencing, and in an era of the electronic medium being almost universally applicable, but there is a certain value attributed to travelling, and in fact, if you are important in the hierarchy, you are

almost available in your headquarters by exception on a lighter way in, I once raised it to the former, chief executive of a multi location, organization.

India based, but routed in many parts of the world, are as an the serving CEO Mister so and so is almost never to be found in the city how does want meet him, and the X CEO (()) senior turned around to be with has straight face, and supping his cocktail he said you know his job requires to travel so much, how would he ever do his job without traveling. Now, he was so senior I could cross examine him on this, what a question did come to my mind, and with great deal if reputation I pose to him, I said when does he do his job which is to be done at the head quarters, he said well there is the electronic mediums you see at the keep reach it out to him, and he attends through it in an e-mail, and phone, and gives instructions and carried out.

And I said, and why cannot it be done on the reverse with he staying here and looking at other places for the same medium, to which he said, marketing does not take place without continues contact, project teams do not work a without a continues contact. So, he has to keep traveling to locations, and I realized that was the time for me to get out of that conversation, because I was not competent to strike judgment, but yes it is very difficult to get even an interview panel of 4 VIP's, all together in one city at one time, they are found usually, simultaneously.

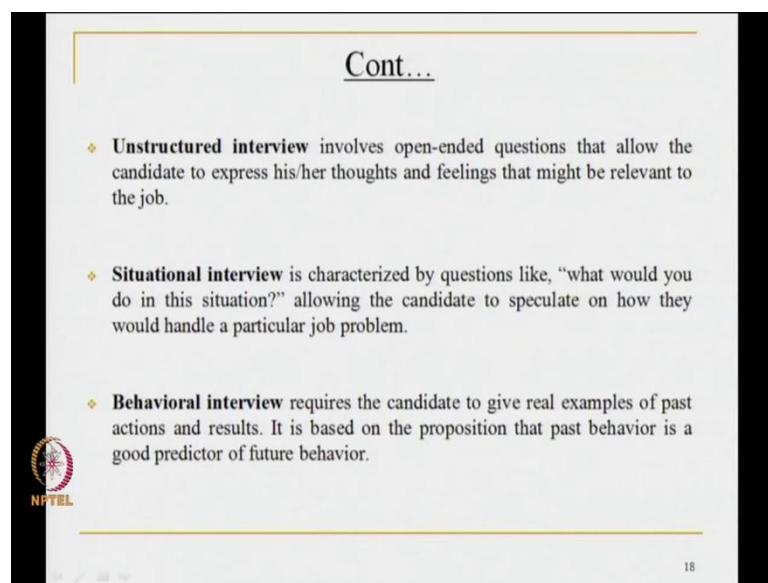
Not only in different geography's, but different time zones, not only in different time zones with almost carrier objectives, one is chasing one sector, the other is chasing another sector. The third is in some international forum, how on they coordinate strategic plan of the organization is something which can be answered by only a person who has operated at that level. But the premium of travelling does not necessarily, and does not always convert itself in to a business advantage, but that is another story, additionally the candidates are likely to find a panel interview more stressful.

Well, the experience of an interview has found almost a profession, where people run coaching classes in facing interviews, but we do not want to get into that. All that I am saying is the advantages and disadvantages of interviewing candidates, there can be a structured patterned interview which is based on a preset list of questions they asked of all candidates, yes some questions have to be asked of all candidates. And some questions have to be asked of all every individual candidates in a fresh manner, so that he

does not go out, and brief those people waiting on what is the repetitive pattern of questions, in which case the questionnaire rules his advantages.

So, structured interview is based on prelists set list of a question that is asked of all candidates and this allows for consistency and fairness in the process. So, like everything else this argument cuts both ways, ultimately it can be only set that that which works works, that which does not works would need to be debunked, and that is the way forward.

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The slide is titled "Cont..." and lists three types of interviews:

- ❖ **Unstructured interview** involves open-ended questions that allow the candidate to express his/her thoughts and feelings that might be relevant to the job.
- ❖ **Situational interview** is characterized by questions like, "what would you do in this situation?" allowing the candidate to speculate on how they would handle a particular job problem.
- ❖ **Behavioral interview** requires the candidate to give real examples of past actions and results. It is based on the proposition that past behavior is a good predictor of future behavior.

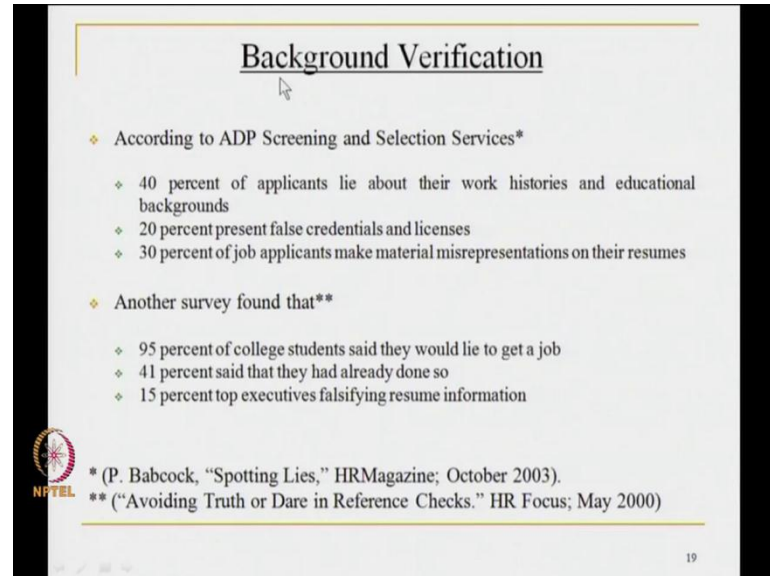
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Unstructured interviews involve open ended questions, that allow the candidates to express his thoughts and feeling that might be relevant therefore, whether it is a structure interview or an unstructured interview, it is a question of the choice of the selectors. And very often, they combined both the methods, then there is the situational interview, this is characterized by questions like, why would you like to join the organization or what would you do in this situation, or allow the candidate to speculate on how they would handle a particular job situation.

In effect therefore, it is possible to recognize a situation where the pattern of an interview is determined by the pattern of the orientation of the members associated in the interview; then there is the behavioral interview, which requires the candidate to give a real example of past action, and results. Many interviewers revel on this, it is based on the proposition that past behavior is a good predictor of future behavior, and again I am

not going to get in to a discussion of the validity or otherwise, of this profession; now, of this kind of profession or expression of the slant of the interview.

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The slide is titled "Background Verification" and contains the following text:

- ◆ According to ADP Screening and Selection Services*
 - ◆ 40 percent of applicants lie about their work histories and educational backgrounds
 - ◆ 20 percent present false credentials and licenses
 - ◆ 30 percent of job applicants make material misrepresentations on their resumes
- ◆ Another survey found that**
 - ◆ 95 percent of college students said they would lie to get a job
 - ◆ 41 percent said that they had already done so
 - ◆ 15 percent top executives falsifying resume information

Footnote: * (P. Babcock, "Spotting Lies," HRMagazine; October 2003).
Footnote: ** ("Avoiding Truth or Dare in Reference Checks." HR Focus; May 2000)

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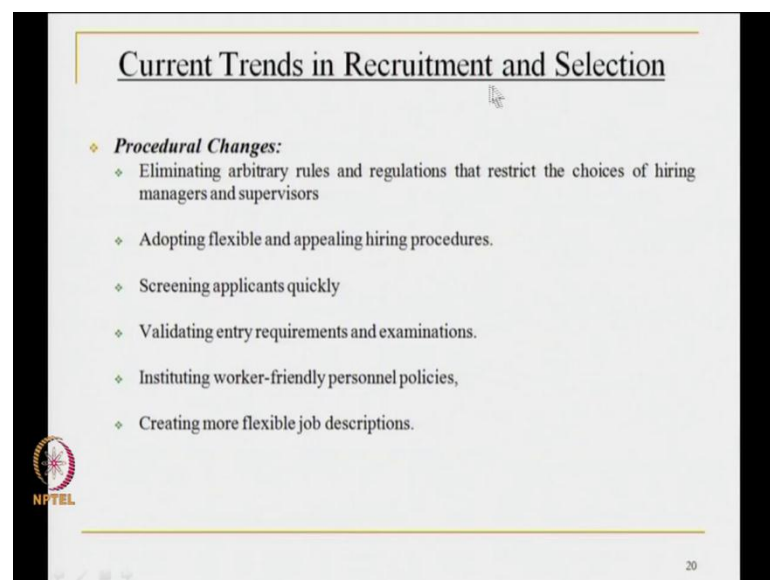
Selection processes also have to do with behave background verification, according to ADP screening and selection services, 40 percent of the applicants lie about their work histories, and educational backgrounds. The references are giving there, so that I do not have to generate any responses to the velocity of these figures, 20 percent present false credentials and licenses, 30 percent of job applicants make material misrepresentation on their resume. Another survey found that 95 percent of college students said they would lie to get a job, 41 percent said that they had already done, so and 15 percent top executives falsify resume information.

A pretty (()), but let me tell you the problem is not as big as these figures may show, both because of genuine risks you run, and because of insides many people do have a looking at these resumes, and they can make out. And worse still the risk of losing a job once, it is detected that you falsified some data or another, and channels and media in popular public domain is full of stories of people, who could not walk away with the sponsored. So, it is best that this may not attempted, because the risk factor just too large, and may strike just too late for you, even to recover imagine their catching up with your first false credentials, when you are 50.

And then what happens, and all organizations are known to be very severe in punishing falsification of applications, but that is not the purpose of the narration, the purpose of the narration is that you should be able to do up a bio-data, which is credible, reliable and there are ways of screening it to. So, the suggestion is very simple, do not use adjectives about yourself give the factual information, and most discriminating people who read that kind of bio-data are able to see through, the kind of presentations, the kind of credibility, the background presentation has.

What is more, in most situations there is a structured application form to fill, and the application form is usually drawn up in a manner, where it is possible probable and whenever you choose inherent that the fact been screened. And finally, at the time of actually being interviewed or at the time of joining, almost all basic credentials are checked out in original; now somebody has the rare ability to falsify data in presentation, to carry it off in conversation, to fabricate documents to present a credible check. Survive the background verification, which is open to the employer through whatever channel he may did not fit, will still not be able to handle for a life time; any chance discovery, any chance recheck, an in any manner where falsification would be difficult to live, because there are too many circumstantial evidences.

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The slide is titled "Current Trends in Recruitment and Selection" and lists several procedural changes. The changes are:

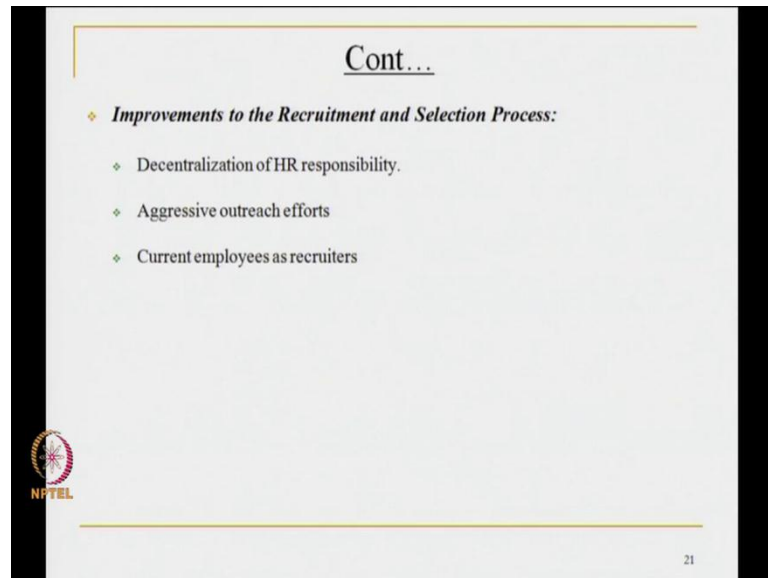
- Eliminating arbitrary rules and regulations that restrict the choices of hiring managers and supervisors
- Adopting flexible and appealing hiring procedures.
- Screening applicants quickly
- Validating entry requirements and examinations.
- Instituting worker-friendly personnel policies,
- Creating more flexible job descriptions.

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But, have not said that, the current trends in recruitment and selection include procedural change, which has eliminated arbitrary rules and regulations that restrict the choices of

hiring managers and supervisors. A lot adopting, flexible and appealing hiring procedures, screening applicants quickly, validating entry requirements and examinations, instituting worker friendly personnel policies, and creating more flexible job descriptions. Therefore, like everything else trends in recruitment and selection are also evolving, and our position differently.

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To carry the discussion further, the improvement in the recruitment and selection procedures include decentralization of HR responsibilities, aggressive outreach efforts, and current employees as recruiters. In academia in civil services in the industry, and indeed wherever the employment is to be found, new techniques and methods are being used, and the recruiters themselves are creating norms of standardization of evaluation procedures. So, that it is not possible to have buy cells of one panel, affecting the results of the overall assessment of 4 panels, because somebody somewhere has the right of moderation of the grades, and the results.

So, by enlarge, we are at a stage where recruitment and selection procedures do have a credibility, like any other human effort they are not fool proof, and no one can argue that they cannot be tempered with but then any systems survives on its credibility depending upon the chances of tampering. And the chances of scrutiny which can be always undertaken mid carrier, not to over look the fact that every recruitment has the reverse procedure dismissal, suspension, investigation and ways through which somebody can be

he is out, be that as if may, the overall recruitment and selection processes have gone through large degree of decentralization; and the outreach efforts, have widen the supply side where genuine jobs have been created.

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Evaluating Recruitment and Selection Process

- ◆ **Cost**
 - ◆ Did you stay within your recruitment budget?
- ◆ **Time**
 - ◆ How long did it take you to fill the position?
- ◆ **Quality**
 - ◆ Were your applicants well qualified for the job?
- ◆ **Longevity**
 - ◆ What about turnover? Do your new hires stay for the long term?

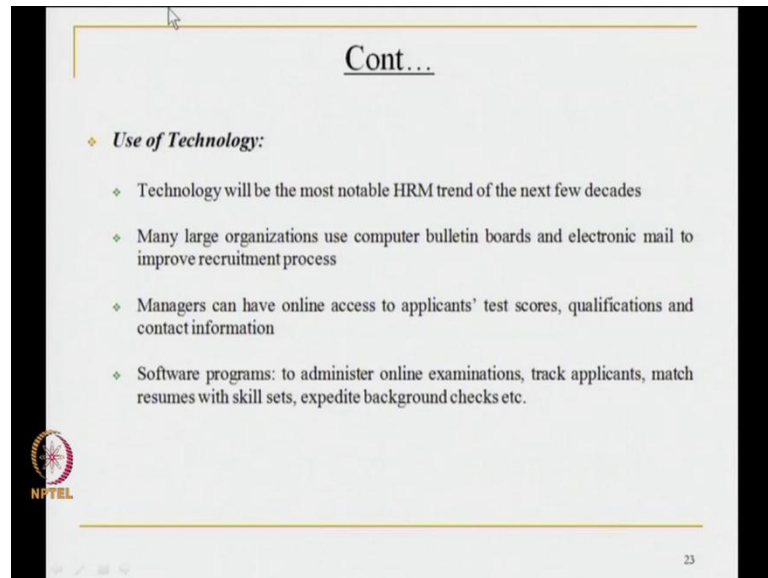
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There are ways in which the evaluation of the recruitment, selection processes can take place, and let us look at some of the elements of evaluation of recruitment and selection processes; there is the cost, and all selection and recruitment processes have a budget. So, the question is asked did you stay within your recruitment budget, all of them have a time dimension.

so the question is asked how long did it take you to fill the position, quality were your applicants well qualifies for the job, longevity what about turnover, do your new hires stay for long term. So, beat cost, beat time, beat quality, beat longevity all these elements can be used for evaluating recruitment procedures. An ultimately like every organizational act, recruitment procedures have to be evaluated for their gaps and pitfalls, and how they can be improved for future action.

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The slide is titled "Cont..." and features a bulleted list under the heading "Use of Technology:". The list contains four points: technology as a notable HRM trend, the use of computer bulletin boards and electronic mail for recruitment, online access to applicant data for managers, and software programs for online examinations and background checks. The NPTEL logo is visible in the bottom left corner, and the number 23 is in the bottom right corner.

Cont...

♦ *Use of Technology:*

- ♦ Technology will be the most notable HRM trend of the next few decades
- ♦ Many large organizations use computer bulletin boards and electronic mail to improve recruitment process
- ♦ Managers can have online access to applicants' test scores, qualifications and contact information
- ♦ Software programs: to administer online examinations, track applicants, match resumes with skill sets, expedite background checks etc.

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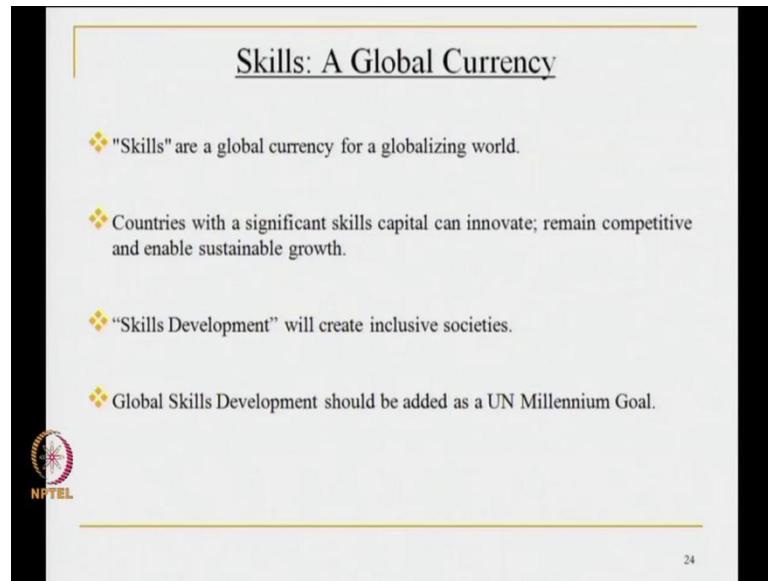
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Use of technology in recruitment and selection procedures is also a dimension, which needs to be referred, technology will be the most notable HR, trend in the next few decades, and just goes without say, because several of the objective type questions which have to be answered in written tests, or evaluated mechanically, so no intervention is possible there. And there are many other ways in which technology has made the evaluation processes, extremely tamper proof; many large organizations use computer bulletin boards, and electronic mailing to improve recruitment processes and many of you would be aware of that.

Managers can have online access to applicant's tests scores, qualifications and contact information, and this is becoming increasingly widely used and that itself is a very confidence storing process. The software program to administer online examinations, track applicants, match resumes with skill sets, expedite back ground checks are all in place.

In other words, it is not only the software which is being continuously upgraded to yield better results. But the if I might says, so the soft skills applied in recruitment and selection processes are also being reviewed for higher sophistication, better reliability and large number of tested evaluation methods, supplement personnel judgments, and the ultimate analysis the evaluation is a result of a certain ratios, which have been pre determined.

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Skills: A Global Currency

- ❖ "Skills" are a global currency for a globalizing world.
- ❖ Countries with a significant skills capital can innovate; remain competitive and enable sustainable growth.
- ❖ "Skills Development" will create inclusive societies.
- ❖ Global Skills Development should be added as a UN Millennium Goal.

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That brings us really to a study of what could be called skills; skills which here are referred to as a global currency, and this sort everywhere. Selection and recruitment procedures, as I have just tried to establish with you, are by and large meant to identify skills, and that is where this tradition began. So, the statement that skills are global currency, countries with significant skills capital can innovate, remain competitive and enable sustainable growth.

And good example is Japan, it is not a country with very large resources, it is not it is the country where there is a population wise in terms of (), and yet Japanese industry in the last 30 years has come out to be hugely competitive at the global level. And trends to hold its own, product for product, against products which come from very much more resource generous communities, and it is still able to hold its own. Skill development will create inclusive societies, because the criteria and the touch stone of the selection would be skill and not pedigree; skill development should be added as a UN millennium goal, but that is another story.

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Four Collar Work Force

- ❖ **White Collar:** Well understood across the World
- ❖ **Grey Collar:** The knowledge worker, which includes ICT Skills, problem solving, analytical and effective communication skills.
- ❖ **Blue Collar:** Shop floor work in the manufacturing and service sector.
- ❖ **Rust Collar:** Skilled worker at the grass root level in currently unorganized and un-benchmarked sectors like – Construction, Agriculture and related trades.

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The white collar, the grey collar, the blue collar and the rust collar, and let it be walk you quickly, before we conclude this component of the evaluation, processes and the evaluation analysis. White collar is well understood across the world therefore, does thus need a definition, white collar is the executive collar. The grey collar is the knowledge worker, which includes the ICT skills, the problem solving analytical once and the effective communication skills, just below the top level, but yet not quite the shop floor level, but the level which specialized skills the knowledge worker the ICT skills the problem solving analytical skill, you know the statistician the analyst.

The public relations person and the list goes on, but all of them are a level below the top, the blue collar worker, the shop floor worker in the manufacturing and the serving sector, literally the shop floor worker, because the blue collar comes from the expression of blue over holes. And finally, red collar worker skilled worker at the grass root level in currently unorganized and un-benchmarked sectors, what are the un-benchmarked sectors, construction, and agriculture.

And many other trades and the list is almost endless, they are rust collar workers, because basically skilled workers, but since they work at grass root level. They tend to languish without name there, because they are unorganized, un-benchmarked and the illustrations only show that they are in some of the critical sectors of the economy, and

that is what makes it significant. Within move on to the analysis of the patterns of skill formation, but that will be another treatment.

Thank you for now.