

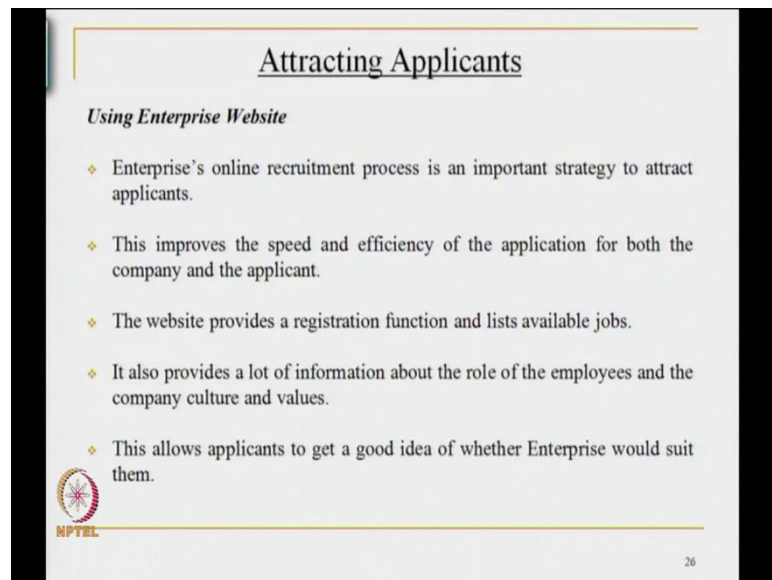
Organization of Engineering Systems & Human Resource Management
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Indian Institute Of Technology, Delhi

Module - 3
Human Elements of Functioning Organisations
Lecture - 35
Elements of Human Resources Planning (Contd.)

We continue the discussion on elements of human resources planning by getting into what can be described as attracting applicants. Now there are several ways of attracting applicants, some which are using the current IT methods, some which are using conventional methods, but above all the process remains the same in its core. What has been added on to the traditional methods of applicant sourcing is that this has been made a task in its own right, and people are being appointed for talent hunt. It may be as consultants, it may be as head hunting agencies, and the sources of dissemination of information need not necessarily be through the printed media, but it can be through the creation of a home page. It can be through using enterprise websites, and it can be in different modes depending upon what is the age bracket of the applicant you are looking at.

The general assumption is that people below forty are spending more time surfing and networking in certain geographies than in others. No generalisation of this variety is entirely ever universal, and it is best to work under this notion.


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Attracting Applicants

Using Enterprise Website

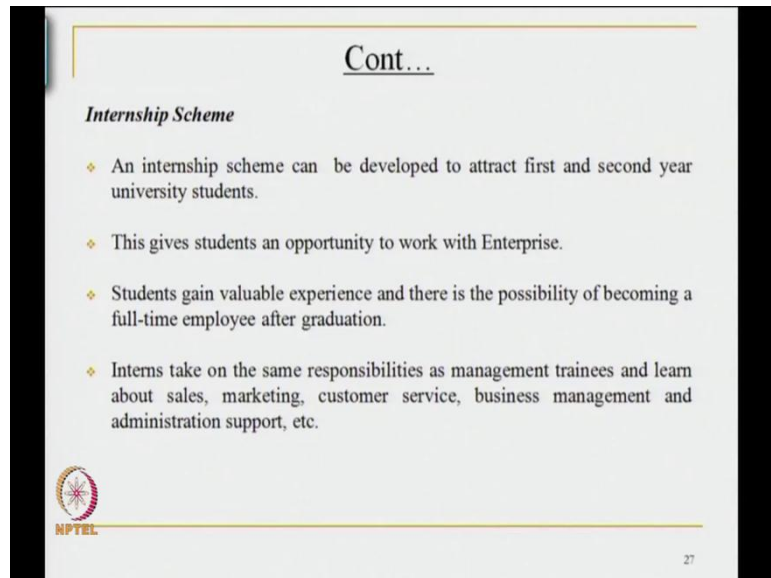
- ❖ Enterprise's online recruitment process is an important strategy to attract applicants.
- ❖ This improves the speed and efficiency of the application for both the company and the applicant.
- ❖ The website provides a registration function and lists available jobs.
- ❖ It also provides a lot of information about the role of the employees and the company culture and values.
- ❖ This allows applicants to get a good idea of whether Enterprise would suit them.

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But then while looking at various techniques, it is also necessary to look at some of the more fashionable techniques, if I can use that word of attracting talent which begins with predictably using enterprise websites. Enterprise's online recruitment process is an important strategy to attract talent, the presumed advantages on speed and efficiency; of course, it helps the registration function and lists available jobs. It also provides information about the role of the employees and the company culture and values. It allows the applicants to get a good idea of whether enterprise would suit them or not, but the question is not of whether enterprise suits them or not, the question is equally whether they suit the enterprise or not and on this they are seem to be no filters.


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Internship Scheme

- ❖ An internship scheme can be developed to attract first and second year university students.
- ❖ This gives students an opportunity to work with Enterprise.
- ❖ Students gain valuable experience and there is the possibility of becoming a full-time employee after graduation.
- ❖ Interns take on the same responsibilities as management trainees and learn about sales, marketing, customer service, business management and administration support, etc.

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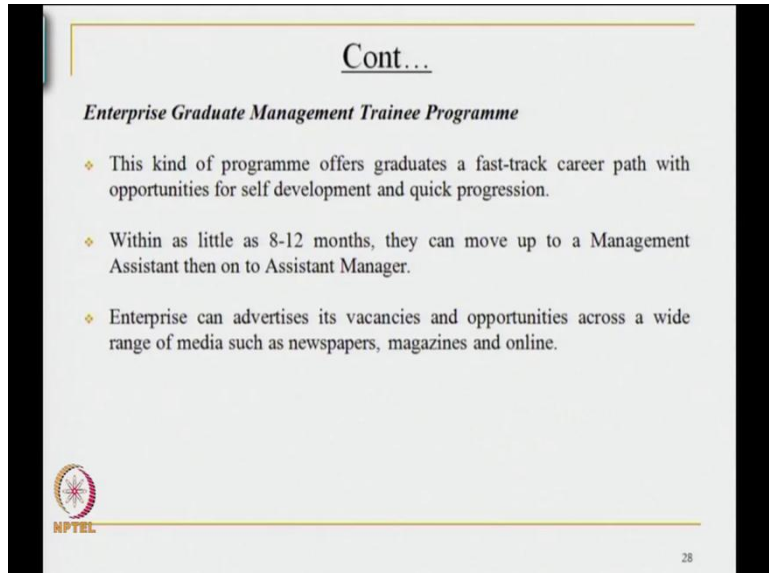
One of the useful techniques, which have been tried here and which comes out very useful here is internship schemes. The internship schemes can be developed to attract first and second year university students. And as interns you have a chance of being under observation and getting the gut feel of how the organisation works. This gives students an opportunity to work with the enterprise. Students gain valuable experience and there is the possibility of becoming full time employee after graduation. Interns take on same responsibilities as management trainees and learn about sales, marketing, customer service, business management, administration support.

But there is a real danger of this being converted into a labour saving device of full time employees. And in certain sectors this is becoming so endemic and so common that the standard of service is going down. And it has become a tool either of saving on losses or multiplying on profits depending upon which argument is holding the centre stage at what stage.

Especially in the hospitality industry with the kind of rates which are charged in prestigious halls of prestigiously branded names, and the hospitality sector to have trainees of hospitality institutions being put there to handle important clients who do not know the difference between one drink or another, and the trainees won't know the nuances of which food to serve. When help to buffer in with lower grade skills, skills which are really

of a much higher order in terms of requirements. So, this distortion which takes place in work place, because of internship schemes has to be kept under check.


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Enterprise Graduate Management Trainee Programme

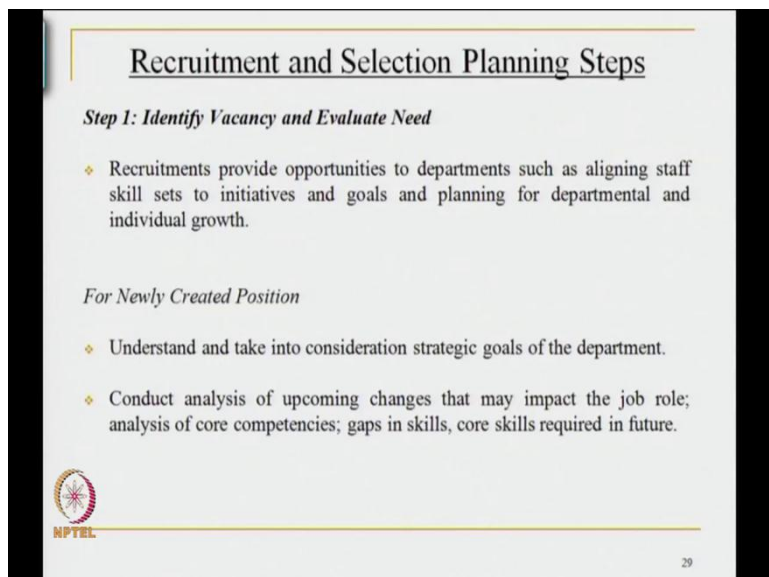
- ❖ This kind of programme offers graduates a fast-track career path with opportunities for self development and quick progression.
- ❖ Within as little as 8-12 months, they can move up to a Management Assistant then on to Assistant Manager.
- ❖ Enterprise can advertise its vacancies and opportunities across a wide range of media such as newspapers, magazines and online.

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Enterprise graduate management trainee programme is a useful tool in this direction. We would not spend time detailing this any manner, but these are well understood norms and approaches.

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Recruitment and Selection Planning Steps

Step 1: Identify Vacancy and Evaluate Need

- ❖ Recruitments provide opportunities to departments such as aligning staff skill sets to initiatives and goals and planning for departmental and individual growth.

For Newly Created Position

- ❖ Understand and take into consideration strategic goals of the department.
- ❖ Conduct analysis of upcoming changes that may impact the job role; analysis of core competencies; gaps in skills, core skills required in future.

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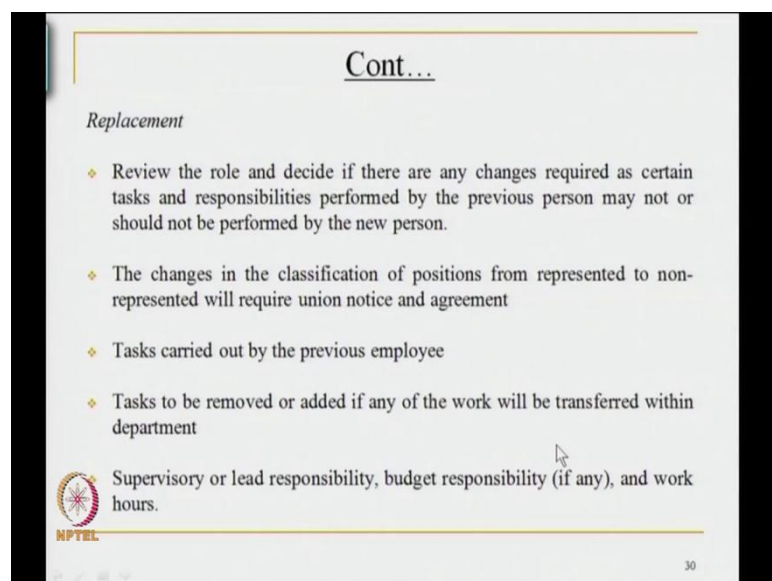
But I will walk you through training and selection planning steps. By the time you have reached this point discussion in this presentation. It is assumed that you have some

understanding of what is recruitment selection, skill formation, re deployment about because we have spent some time discussing that. So, there is no point in visiting it, but we spend some time looking at the steps of planning. And I tend to take you through some of them, to understand how planning for recruitment and selection process can take place.

Step number one: Identify the vacancy and evaluate the needs. Indeed much in planning begins with identification of a need, recruitment provide opportunities to departments such as aligning staff skill sets to initiatives and goals and planning for departmental and individual growths. So, the keywords here are aligning staff skill sets to initiatives and goals and planning for departmental and individual goals as an independent activity.

For newly created positions one has to understand and take into consideration strategic goals of the department. One has to conduct analysis of upcoming changes. So, anticipative change management is an important skill here, and planning to a very large extent is about anticipating changes, mastery of techniques for mapping them filling them, operating them and then carrying out midterm correction if so required and that is the scope of planning. These may impacts the job role; analysis of the core competencies gaps in skills, core skills required in the future. It touches upon besides vacancies and evaluation of needs.

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The slide is titled "Cont..." and has a section titled "Replacement". It contains a bulleted list of tasks and responsibilities. The list items are:

- Review the role and decide if there are any changes required as certain tasks and responsibilities performed by the previous person may not or should not be performed by the new person.
- The changes in the classification of positions from represented to non-represented will require union notice and agreement
- Tasks carried out by the previous employee
- Tasks to be removed or added if any of the work will be transferred within department
- Supervisory or lead responsibility, budget responsibility (if any), and work hours.

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Replacement: Review the role and decide if there are any changes required as certain task and responsibilities performed by the various person may not or should not be performed

by the new person. No two people will have identifiable skills; and if they do not have identifiable skills, the job description may be broadly amenable to twenty percent modification. And then you have got a creative synergy between what is available and what is required. It is for the planning processes to identify this level of tolerance, and identification of a functional level of tolerance would be essential to ask basically how much of the job specifications can be modified to meet the limits of growth of new incoming.


The changes in classification of positions from represented to non represented will require possibly union notice and agreement the tasks carried out by the previous employee needs to be known. Tasks to be removed or added need to be worked out. Supervisory or lead representatives, budgetary responsibilities, and work hours need to be looked at.

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Step 2: Develop Position Description

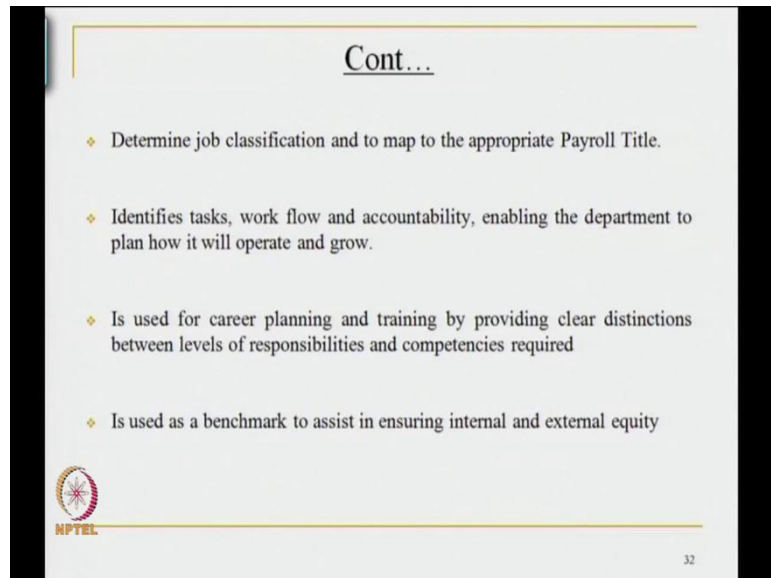
- ❖ From the job description, interview questions, interview evaluations and reference checks questions are developed.
- ❖ Job Description should provides an opportunity to clearly articulate the value proposition for the role and the department and helps attract candidates to apply.
- ❖ It optimizes search engine results by ensuring job postings rank highly in candidate search results when searching on-line
- ❖ Serves as documentation to help prevent, or defend against, discrimination complaints by providing written evidence that employment decisions were based on rational business needs

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Which means essentially that you move from replacement which is a transitional issue to step to that is developing position description all over again, which is basically a modification of the previous job description, but it has to be made current, the up scalability is what could be asked.

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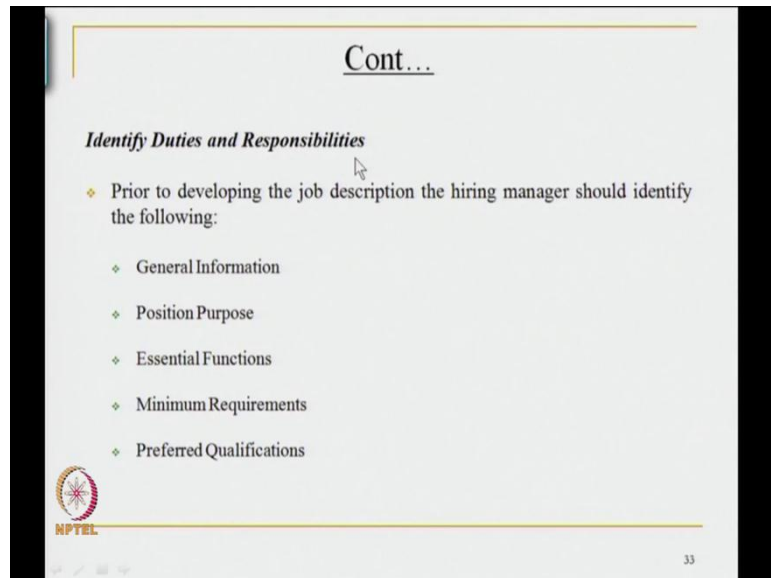
The slide is titled "Cont..." and contains four bullet points. The first bullet point is "Determine job classification and to map to the appropriate Payroll Title." The second is "Identifies tasks, work flow and accountability, enabling the department to plan how it will operate and grow." The third is "Is used for career planning and training by providing clear distinctions between levels of responsibilities and competencies required." The fourth is "Is used as a benchmark to assist in ensuring internal and external equity." In the bottom left corner, there is a circular logo with a star and the text "NPTEL" below it. In the bottom right corner, the number "32" is visible.

- ❖ Determine job classification and to map to the appropriate Payroll Title.
- ❖ Identifies tasks, work flow and accountability, enabling the department to plan how it will operate and grow.
- ❖ Is used for career planning and training by providing clear distinctions between levels of responsibilities and competencies required
- ❖ Is used as a benchmark to assist in ensuring internal and external equity

If once you determine the job classification, and map the appropriate payroll title. The identified tasks, work flows and accountabilities, then the enabling department has to plan on how to operate and grow. Now these tasks of identifying tasks, identifying work flows, identifying accountabilities - three operations are critical to organisational growth. The trouble is in many situations, they are slurred over and worse in many situations they are not even factored in because it is assumed that it will take care of itself. It does not take care of itself, neglected it tends to get complicated, complex and creates its own jerks and jolts which are difficult to handle at a more fossilised state.

This should be converted to career planning and training by providing clear distinction between levels of responsibilities and competences required. If used as a benchmark to assist in ensuring internal and external equity then it can also be a part of the social responsibilities, obligations, which in many parts of the world have been put on the plate of corporate world perhaps they should not have been made, but that is another debate.

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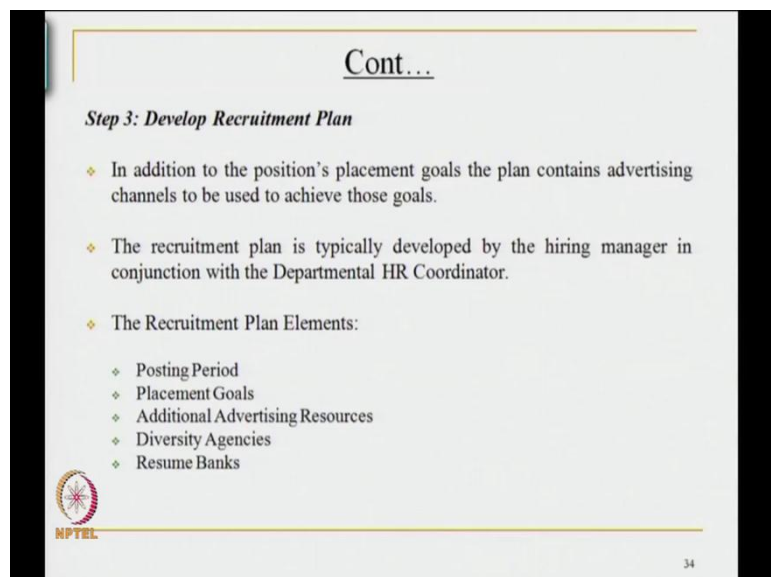
Identify Duties and Responsibilities

- ◆ Prior to developing the job description the hiring manager should identify the following:
 - ◆ General Information
 - ◆ Position Purpose
 - ◆ Essential Functions
 - ◆ Minimum Requirements
 - ◆ Preferred Qualifications

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One has to identify their responsibilities and duties, you have heard this before this slide will help you to get up the break get the breakup of duties and responsibilities. It will be in the domain of general information, position purpose, essential functions, minimum requirements and preferred qualifications. It would be a good idea to convert this on a piece of paper.

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The slide is titled "Cont..." and contains the following text:

Step 3: Develop Recruitment Plan

- ◆ In addition to the position's placement goals the plan contains advertising channels to be used to achieve those goals.
- ◆ The recruitment plan is typically developed by the hiring manager in conjunction with the Departmental HR Coordinator.
- ◆ The Recruitment Plan Elements:
 - ◆ Posting Period
 - ◆ Placement Goals
 - ◆ Additional Advertising Resources
 - ◆ Diversity Agencies
 - ◆ Resume Banks

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Step three: Development recruitment plans. In addition to the position's placement goals the plan should contain advertising channels to be used to achieve these goals. And today

the advertising channels are very large ranging from word of mouth to websites. The recruitment plan is typically developed by the hiring manager in conjunction with the department of HR coordinator. The recruitment plan elements are the following posting period, placement goals, additional advertising resources, diversity agencies and resume banks. It is important to be cognisant of these elements, because these are the building blocks of recruitment. If these elements are again eliminated or one does not focus on them, there is trouble. The trouble is more latent than manifest therefore, at times gets ignored only at the risk of causing huge damage to the actual organisational functioning.

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Step 4: Select Search Committee

- ◆ To ensure applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias, a selection committee is formed.
- ◆ The hiring manager will identify members who will have direct and indirect interaction with the applicant in the course of their job.
- ◆ Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff.
- ◆ Under-represented groups and women are to have equal opportunity to serve on search committees and special efforts should be made to encourage participation.

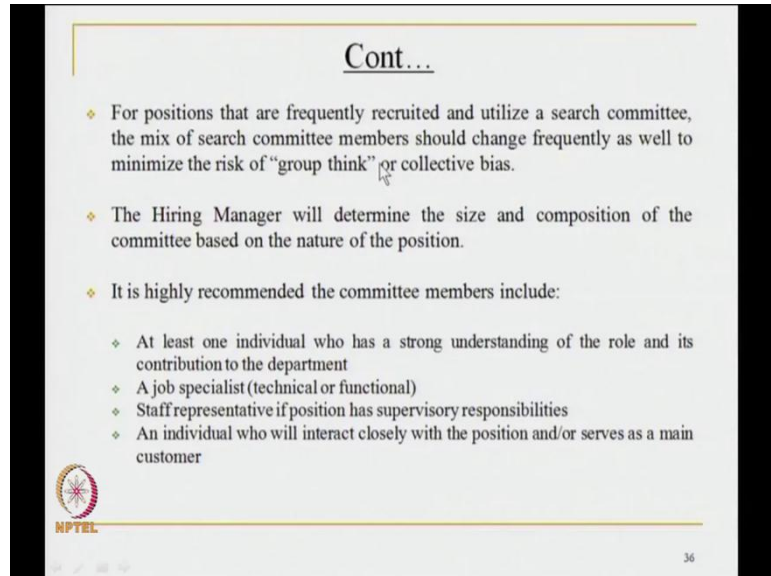
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Step four is select and search committee. More easily stated than done, in fact, people believe walking on to select and search committees is a status symbol when really speaking it is a specialised function. Select or search committees have to ensure that the applicant selected for the interview, and final consideration are evaluated by more than one individual to minimise the potential for personal bias. The hiring manager will identify members who will have direct and indirect interaction with the applicants in the course of their job. It is usually useful to plan for recruitment in a manner in which there are at least two to three filters. An each filter has an objective and the summary of the findings of that filter need to be recorded for overall coordination at the final stage, but then this methodology can vary. Each hiring manager should make an effort to appoint a search committee that represents' a diverse cross section of the staff, because this has both

professional and social overdose. The under-represented groups and women are now being progressively put on the search committee.

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The slide is titled "Cont..." and contains the following text:

- ❖ For positions that are frequently recruited and utilize a search committee, the mix of search committee members should change frequently as well to minimize the risk of “group think” or collective bias.
- ❖ The Hiring Manager will determine the size and composition of the committee based on the nature of the position.
- ❖ It is highly recommended the committee members include:
 - ❖ At least one individual who has a strong understanding of the role and its contribution to the department
 - ❖ A job specialist (technical or functional)
 - ❖ Staff representative if position has supervisory responsibilities
 - ❖ An individual who will interact closely with the position and/or serves as a main customer

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For positions that are frequently recruited and utilised search committee should be in a flowing mode. So that group thinking or collective bias does not start effecting the decisions. The hiring manager will determine the size and composition of the committee. It is recommended that the committee include at least one individual who has a strong understanding of the role. This usually goes into bias. You have the designated superiors there, you have interest groups there, you have a certain balance of the political forces there, but you do not always have a specialists who understands the role. In fact, this is the huge problem in recruitment for the HR area itself.

Let me give you an example. You are recruiting for an industrial relations position; either there is nobody from HR function on the panel who understands industrial relations or worse still you have somebody from HR, but not somebody who understand industrial relations which is a super specialisation. I have known of public enterprises than am quite sure this is a valid private enterprises too, in fact much more for their constitution search committees for HR industrial relations function and the say we must get an HR man on this so far so good.

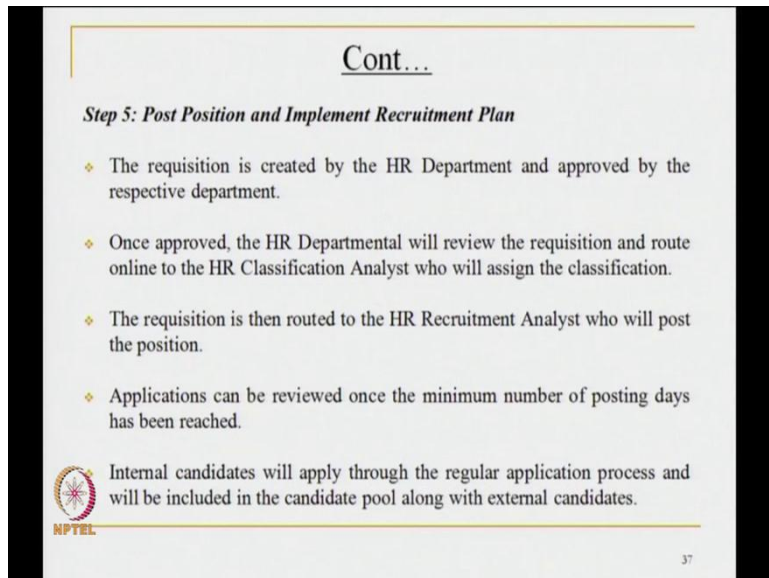
Then a right to prestigious institution asking for a nomination as an expert, they the expert institution could not careless on who goes they select the first man willing to go, who

probably wants to go because he has a personal reason for visiting that city or that organisation or sheer bored up from his own work and he is sent off. And in this case, I discovered that for an industrial relations job, the expert was an expert in stress management. Now anybody who knows HR would realise that an industrial relations job has very little overlap with familiarity of expertise in stress management skills.

And mind you this was at the topmost level, we need to take the business of constitution of selection committees far more seriously than what has been done so far, because the losses which are then passed on to the organisation because of a faulty judgement of the skills can be huge. If you think that the story ends there, it does not. In constitution of panels, eminence is very often confused as professor Devendranath Sharma used to say with eminence, you may be very eminent professional, but that eminence does not make you (()), it does not make you a person with skills which that exact task requires.

The purpose of these illustrations is to focus attention on anybody, who is willing to hear the need to constitute sensitive selection committees, who have the requirements and their trigger was to say that at least there should be one individual with a strong understanding of the role and the contribution of the department. A job specialist technical or functional; a staff representative, if position has supervisory responsibility you do not need a staff representative; if it is a research job, but you do need a staff representative if the position has supervisory responsibilities and individual who will interact closely with the position or serve as the main customer needs also to be on the panel. The long and short of it is that the constitution of a panel for selection is a critical task which needs to be carried on with sufficient degree of sensitivity and the different steps cannot be taken to be assumed.


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Step 5: Post Position and Implement Recruitment Plan

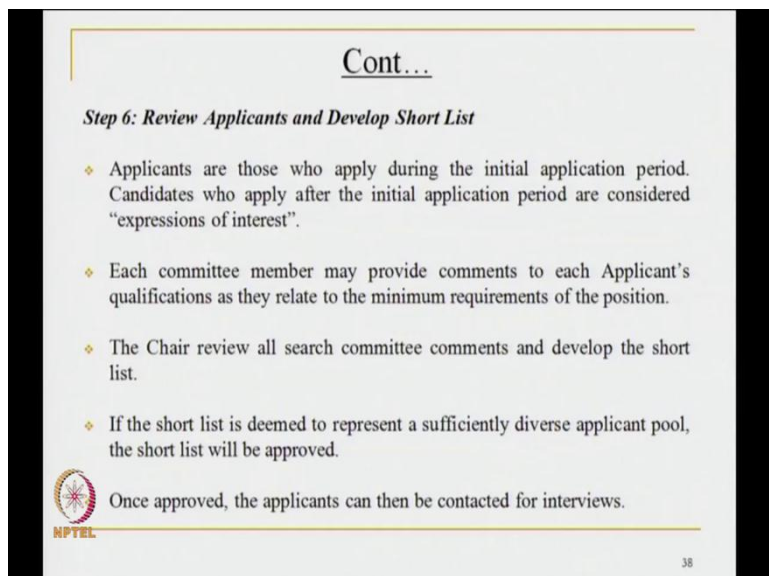
- ❖ The requisition is created by the HR Department and approved by the respective department.
- ❖ Once approved, the HR Departmental will review the requisition and route online to the HR Classification Analyst who will assign the classification.
- ❖ The requisition is then routed to the HR Recruitment Analyst who will post the position.
- ❖ Applications can be reviewed once the minimum number of posting days has been reached.

 Internal candidates will apply through the regular application process and will be included in the candidate pool along with external candidates.

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Step five: Postposition and implement recruitment plans. Please read this slide carefully. ((
)). The purpose of the description here is to focus your attention on a very simple proposition. Standard operating procedures need to be documented to make sure the whole effort is carried out in a scientific manner. And this cannot be taken for granted, if taken for granted there will be an issue which will surface years to come by which time efforts ((
)) would have grown too late.


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Step 6: Review Applicants and Develop Short List

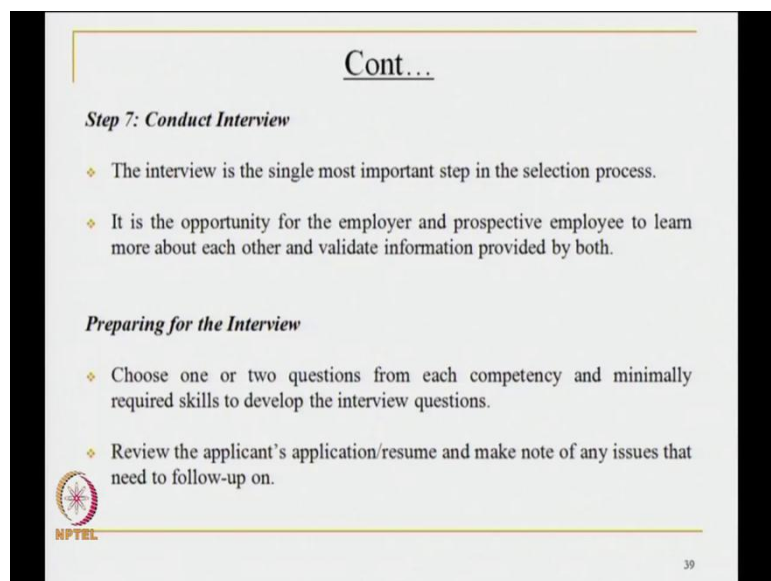
- ❖ Applicants are those who apply during the initial application period. Candidates who apply after the initial application period are considered “expressions of interest”.
- ❖ Each committee member may provide comments to each Applicant’s qualifications as they relate to the minimum requirements of the position.
- ❖ The Chair review all search committee comments and develop the short list.
- ❖ If the short list is deemed to represent a sufficiently diverse applicant pool, the short list will be approved.

 Once approved, the applicants can then be contacted for interviews.

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Step number six: Review applicants and develop a short list. Applicants are those who apply during the initial application period. Candidates who apply after the initial application period are considered as expressions of interest. And there are many situations, where people who have applied subsequently after initial period have not been considered because of a technical flow. Each committee member may provide comments to each applicant's qualifications as they relate to the minimum requirements of the position. This is very rarely observed and this is either left to the service department or the chairmen to satisfy himself. The chair reviews all search committee comments and develop the short list. It is important to go through the second and the third step to have a scientific short listing. If the short list is deemed to represent a sufficiently diverse applicant pool, the short list will be approved. Now this is the very important concept, the short list must represent a sufficiently diverse applicant pool, once approved the applicants can then be contacted for interviews.

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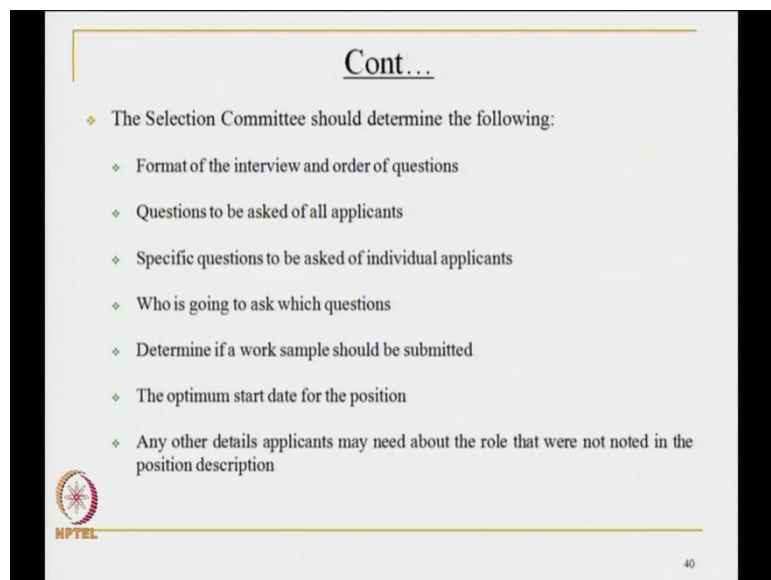
The slide is titled "Cont..." and is divided into two main sections. The first section is "Step 7: Conduct Interview" which contains two bullet points: "The interview is the single most important step in the selection process." and "It is the opportunity for the employer and prospective employee to learn more about each other and validate information provided by both." The second section is "Preparing for the Interview" which contains two bullet points: "Choose one or two questions from each competency and minimally required skills to develop the interview questions." and "Review the applicant's application/resume and make note of any issues that need to follow-up on." In the bottom left corner, there is a logo for MPTEL (Ministry of Planning, Training and Economic Research) and the number 39 in the bottom right corner.

Step seven is the conduct of the interview. The interview is the single most important step in the selection process and the opportunity of the employer to learn about the employee to be as far an employee and vice versa is critical. How do you prepare for the interview? You choose one or two questions from each competency and minimally required skills to develop the interview questions. You do not just walk into an interview panel and assume you know because you are a designated superior. There should be a structured process for conduct of the interviews and I put down here some items, which are usefully followed in

the more evolved companies. The first step you heard me say is to choose one or two questions from each competency and minimally required skills to develop the interview questions.

And presumably, the interview committee has a listing of the competencies which are required for acquittal of that job. Review the applicants, application, resume and make note of any issues that need to be follow up, which means there is a correlation between the analysis of the applicants profile or resume as available to the selection committee. And the listing of the queries or the questions which have arisen out of the job profile or the competence required.

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The slide is titled "Cont..." and lists the following tasks for the Selection Committee:

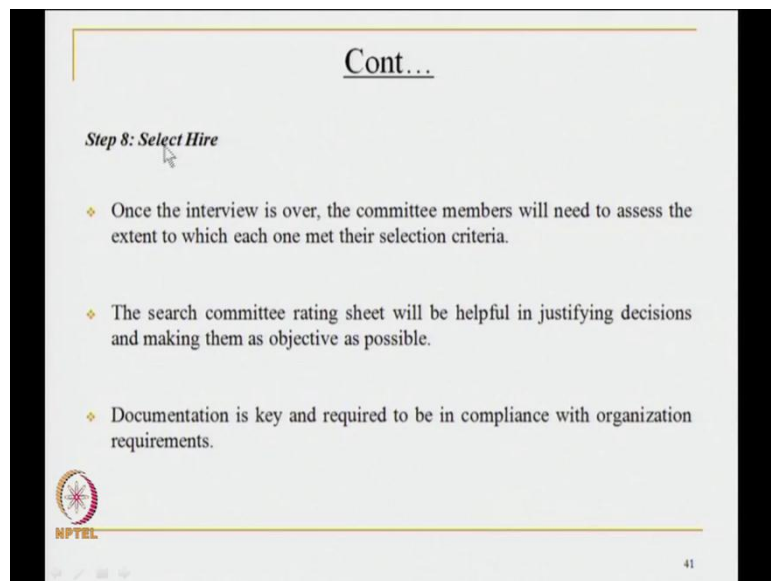
- ◆ The Selection Committee should determine the following:
 - ◆ Format of the interview and order of questions
 - ◆ Questions to be asked of all applicants
 - ◆ Specific questions to be asked of individual applicants
 - ◆ Who is going to ask which questions
 - ◆ Determine if a work sample should be submitted
 - ◆ The optimum start date for the position
 - ◆ Any other details applicants may need about the role that were not noted in the position description

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Selection committee should determine the following. Please read this. From a perusal of the listings made here, it is clear that the questions have to be identified the person who's going to ask that question with supplementary have to be identified. The sequence has to be put in position and above all, any other details the applicants may need about the role that were not noted in the position description should be shared at the time of the interview. It is important to get an informed applicant. If the applicant needs the detail give it to him, there are a lot of assumptions internal to an organisation which the selection committee assumes to be generously available which then actually not, like the selection committee, you like the HR department the applicant himself may be bounded by his experience and his domain.

So, the last recommendation is usually observed by default and I will find it necessary to flag it. Any other detail, the applicants may need about the role that were not noted in the position description should be shared, and a technique which I have used with considerable positive impact is giving an opportunity to the candidate at the end of the interview to raise any doubts which he may have by asking him. Is would you like to ask us any question, that creates tremendous confidence in the ability of the organisation to forge relationships. And these relationships are central to enduring work exchanges.

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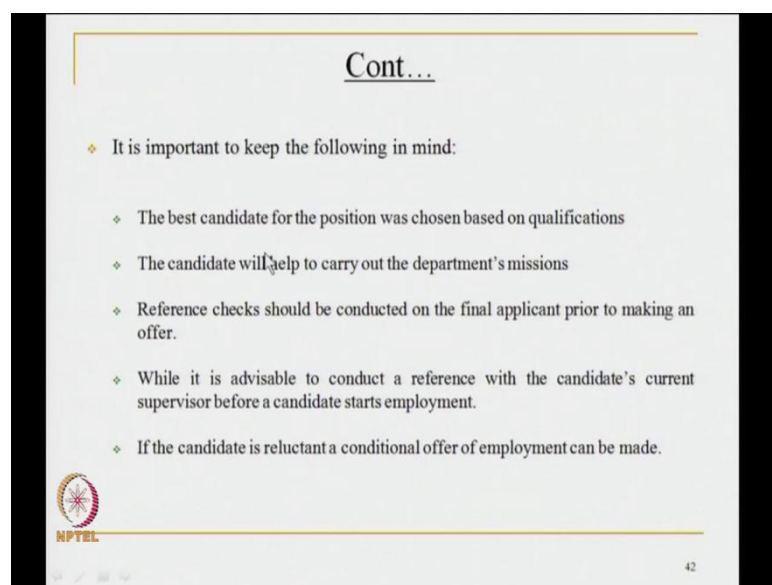


Step eight: Select hire. Once the interview is over the committee members will need to assess the extent to which each one met their selection criteria. The search committee rating sheet will be helpful in justifying decisions and making them as objective as possible. Documentation is the key and required to be in compliance with organisational requirements. I cannot adequately emphasize the need for documentation. A common feeling, I hope it does not even qualify for a fifty percent generalisation, is that even where documentation is available, the selectors first identify the people then the marking across the columns is done, to suit the conclusions which have already been reached just quite defeats the purpose of creating break ups of scoring because the break ups of scoring are supposed to mark across the competence required.

And if one is going to be casual about assessing across the competencies, then the results of the in competing position will not be as satisfying as would have been otherwise. One


have raised this in course of interviews with colleagues, they have said that the columns are too many and too large therefore, too complicated to fill, therefore reverse engineering of sorts will be the only way of meeting the technical requirements and yet not making it over powerfully improbable in operation. My recommendation to that kind of a situation is simplify the columns. Cluster the traits required, if a figure has to be named for the sake of convergence I would say have five columns of core traits, but let the traits and the scoring add up. Let it be a meaningful process and you will find that the results of this kind of selection are extremely contusive to organisational growth.

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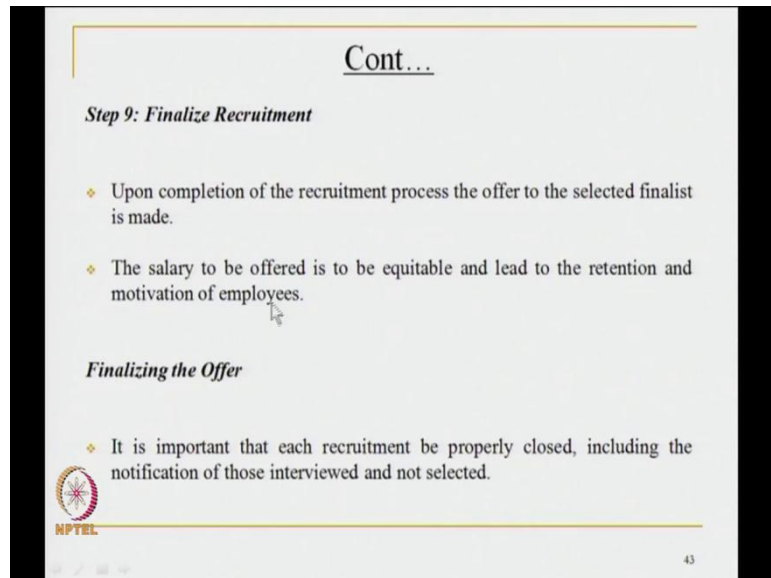
- ❖ It is important to keep the following in mind:
 - ❖ The best candidate for the position was chosen based on qualifications
 - ❖ The candidate will help to carry out the department's missions
 - ❖ Reference checks should be conducted on the final applicant prior to making an offer.
 - ❖ While it is advisable to conduct a reference with the candidate's current supervisor before a candidate starts employment.
 - ❖ If the candidate is reluctant a conditional offer of employment can be made.

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It is important to keep the following in mind. Please read through this.

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Step 9: Finalize Recruitment

- ◆ Upon completion of the recruitment process the offer to the selected finalist is made.
- ◆ The salary to be offered is to be equitable and lead to the retention and motivation of employees.

Finalizing the Offer

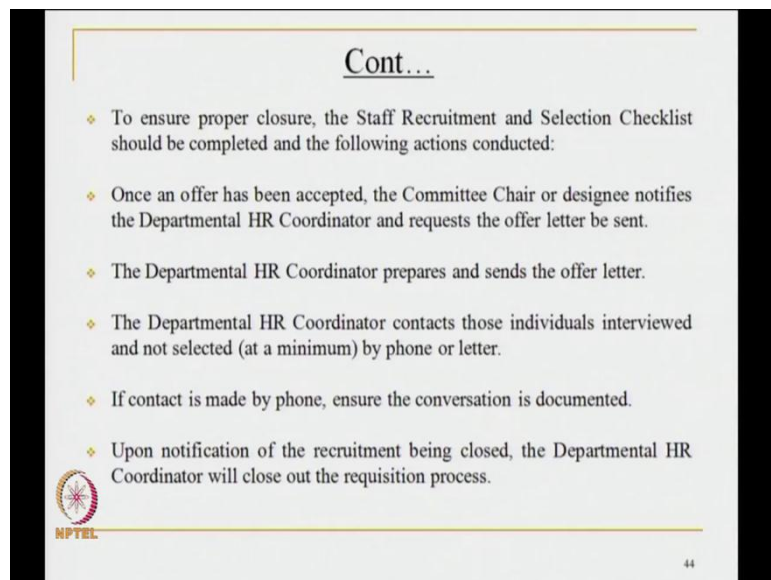
- ◆ It is important that each recruitment be properly closed, including the notification of those interviewed and not selected.

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Finalise recruitment. Upon completion of the recruitment process, the offer to the selected finalist is made and the salary to be offered is to be equitable and leads to retention and motivation of the employees.

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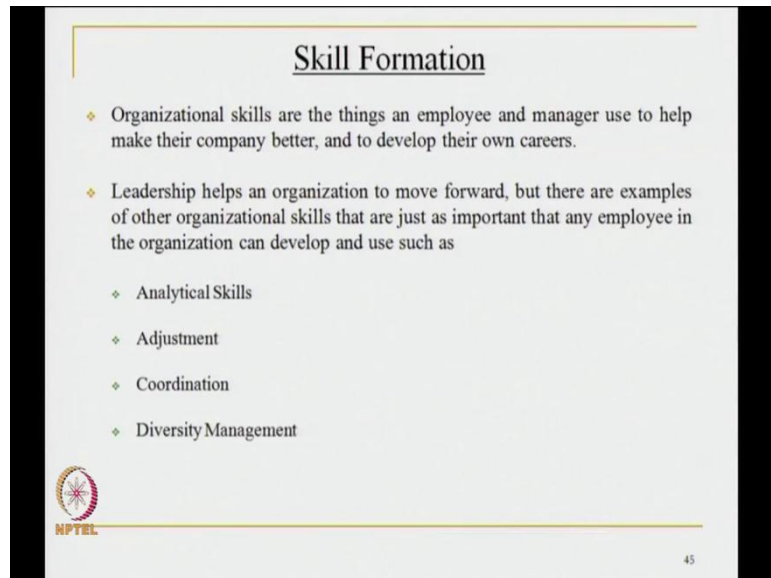
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- ◆ To ensure proper closure, the Staff Recruitment and Selection Checklist should be completed and the following actions conducted:
- ◆ Once an offer has been accepted, the Committee Chair or designee notifies the Departmental HR Coordinator and requests the offer letter be sent.
- ◆ The Departmental HR Coordinator prepares and sends the offer letter.
- ◆ The Departmental HR Coordinator contacts those individuals interviewed and not selected (at a minimum) by phone or letter.
- ◆ If contact is made by phone, ensure the conversation is documented.
- ◆ Upon notification of the recruitment being closed, the Departmental HR Coordinator will close out the requisition process.

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Skill Formation

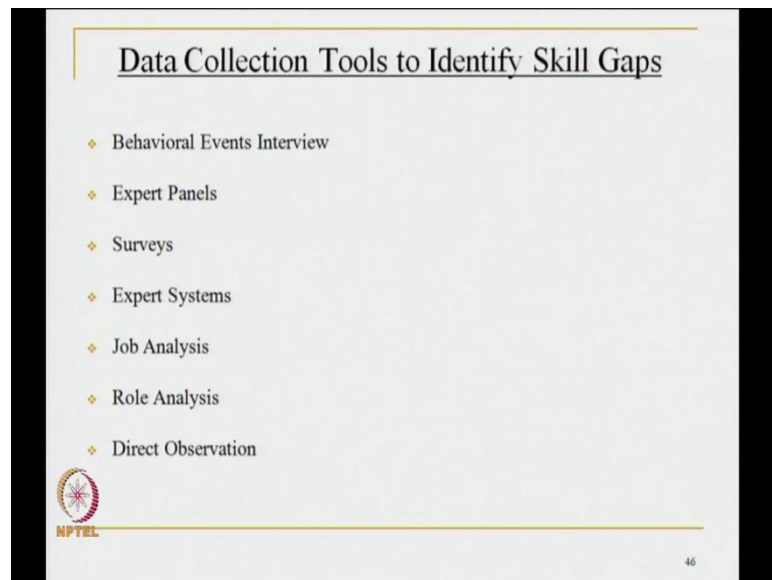
- ❖ Organizational skills are the things an employee and manager use to help make their company better, and to develop their own careers.
- ❖ Leadership helps an organization to move forward, but there are examples of other organizational skills that are just as important that any employee in the organization can develop and use such as
 - ❖ Analytical Skills
 - ❖ Adjustment
 - ❖ Coordination
 - ❖ Diversity Management

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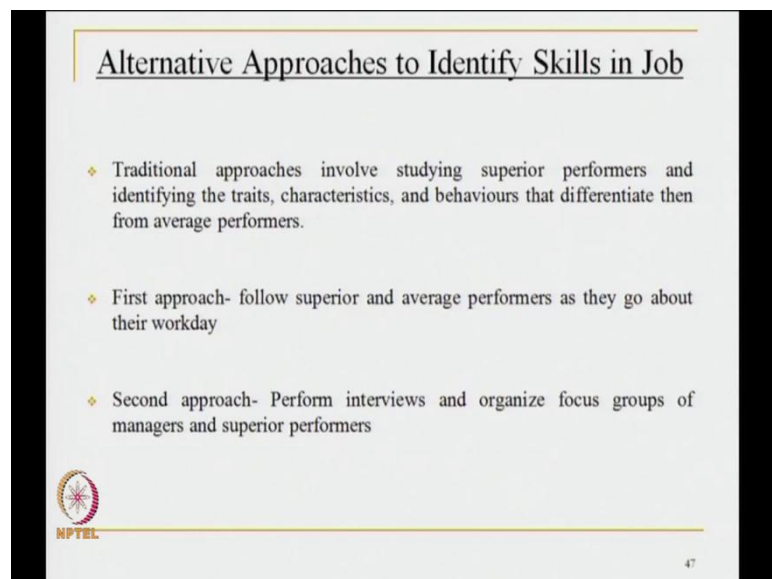
We now move on to the analysis of skill formation having gone through concerns of recruitment and selection. Now it hardly needs emphasis to say that skill is the ability the employee and the managers carry to the tasks to build the company more effective and develop their own careers. We have also talked of leadership, and leadership also helps an organisation to move forward, but there are examples of other organisational skills that are just as important that any employee in an organisation can develop. In other words, the person recruited besides the skills of the job, the technical skills should have certain basic analytical skills, should have certain basic adjustment skills, should have certain basic coordination skills, and should be always able to manage diversity.

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This is a listing of the data collection tools to identify skill gaps.

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To move it forward alternative approaches to identifying skills in the jobs. Require building upon traditional approaches, studying superior performance and identifying the traits characteristics and behaviours that differentiate the average from the superior performer. The superior performer and the average performer both go around their workday, but their difference needs to be identified to push the subordinate performer to the level of the superior performer. The second approach is to perform interviews and

organise focus groups of managers and superior performers. These are techniques which at your stage of learning one hears it takes in on board and moves on.

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Cont...

Skill models by position, function, level, or company

- ♦ One universal set of skills for all employees and positions.

Merits

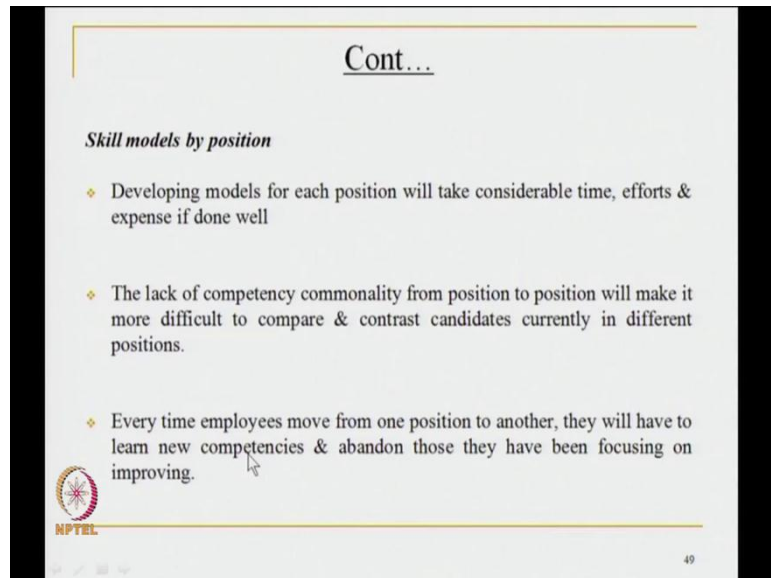
- ♦ It builds a common language & frame of reference for everyone
- ♦ It makes it easier to compare employees to one another across position and job functions
- ♦ It eases administration of selection & development practices
- ♦ It helps align everyone towards a common culture & can support the culture change process.

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Skill models by position, function, and level of the company always help. One universal set of skill for all employees and positions, but focus is always on merit. One must build a common language frame of reference for everyone. It makes easier to compare employees to one another across positions and functions. It eases administration of selection and development practices. It helps align everyone towards a common culture and can support a quick change.

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The slide is titled "Cont..." and "Skill models by position". It contains three bullet points. The first bullet point states that developing models for each position will take considerable time, efforts, and expense if done well. The second bullet point states that the lack of competency commonality from position to position will make it more difficult to compare and contrast candidates currently in different positions. The third bullet point states that every time employees move from one position to another, they will have to learn new competencies and abandon those they have been focusing on improving. The slide includes the NPTEL logo in the bottom left corner and the number 49 in the bottom right corner.

Cont...

Skill models by position

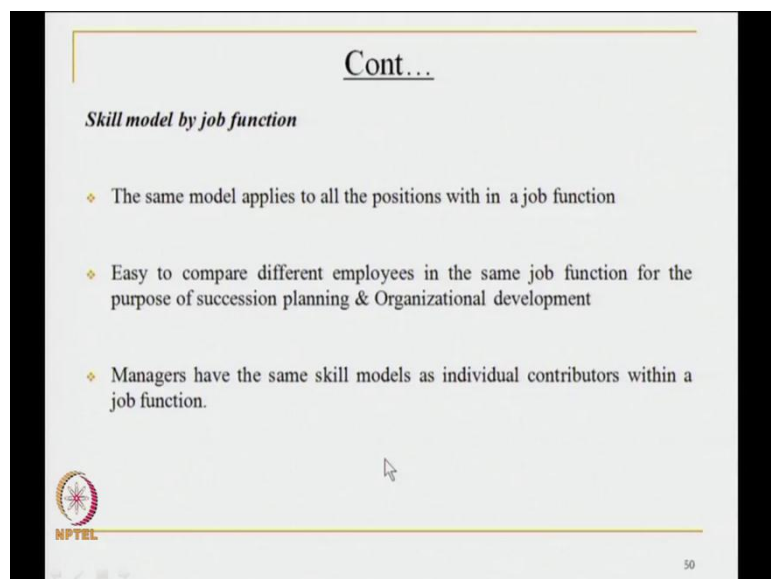
- ❖ Developing models for each position will take considerable time, efforts & expense if done well
- ❖ The lack of competency commonality from position to position will make it more difficult to compare & contrast candidates currently in different positions.
- ❖ Every time employees move from one position to another, they will have to learn new competencies & abandon those they have been focusing on improving.

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To start concluding, therefore this aspect of the discussion it is important to recognise that skill models by position are important. Each model for each position will take considerable time, effort and expense if well-done. Lack of competency commonality from position to position will make it more difficult to compare, and therefore, competency commonality must be attempted what should be varied is the level of experience needed from one point to another. Every time an employee move from one position to another, they will have to learn new competencies and abandon those that they have been focusing on improving.

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The slide is titled "Cont..." and "Skill model by job function". It contains three bullet points. The first bullet point states that the same model applies to all the positions within a job function. The second bullet point states that it is easy to compare different employees in the same job function for the purpose of succession planning and organizational development. The third bullet point states that managers have the same skill models as individual contributors within a job function. The slide includes the NPTEL logo in the bottom left corner and the number 50 in the bottom right corner.

Cont...

Skill model by job function

- ❖ The same model applies to all the positions within a job function
- ❖ Easy to compare different employees in the same job function for the purpose of succession planning & Organizational development
- ❖ Managers have the same skill models as individual contributors within a job function.

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Skill model for job function are listed here. And I think it is important to realise the same model applies to all positions within a job function. So, what one is being asked to recognise is that there are certain commonality models of traits across the organisation. This commonality models are broken up with functional variations from marketing to sales, to production, to what have you and then it is further converted into abbasies mode by the scale at which those competencies are to be developed as you go up the ladder. Once you have got that in position you have got the organisational requirements mapped, once you have got the organisational requirements mapped then you have what can be called the availability map.


By superimposing, the second on the first the gaps can be realised, recognised and that your learning and development requirement, from that learning and development requirement one will work out the future directions of growth of facilitation of skill development within the organisation which will be tempered as usual by business pressures and business results.

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Cont...

The skill matrix – level & proficiency

- ◆ Defines level of proficiency on skills in terms of a set of behaviors expected for a grade level or rank at a particular position
- ◆ The numbers in the rating system are replaced by job titles
- ◆ Helps employees understand the desired level of skills for each job level.

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The skill matrix level and proficiencies is therefore the result that this skill matrix defines levels of proficiencies on skills in terms of set behaviour. I have just explained this to you, the numbers in the rating system are replaced by job titles and this helps employees understand the desired level of skills for each job. And this is an integral part of man power planning, this is an integral part of HRP, and this what is at the core of significance

of the entire activity which is at the heart of organisational performance. Because ultimately whatever be the structures, whatever be the processes, whatever be the procedures, it is the human being behind the managerial action which will determine its effectiveness, and it will determinate its operation. And for that a proper back up of the HRP process is a must.

Feeling which it becomes a kin to fiddling with wires and the dark, sometimes success comes, but there are many occasion on which success just has not come an it is impossible to ensure a certain stability in the results which alone will be able to acknowledge the future with certain degree of surety, and confidence for the organisation to grow for the present.

Thank you.