Metis ERC (I) Pvt. Ltd.
#587, 1st Cross, 3rd Block, Sarjapur Main Road,
Koramangala, Bengaluru – 560034
+ 91 80 25537459 / 60 | http://www.metisindia.com | enquiry@metisindia.com

Common Competency Framework for SMEs and Enterprises to enable and empower Execution

Summer Internship Project at Metis ERC (I) Pvt. Ltd.

Metis Centre of Excellenc

Submitted By :
Nishi Ranjan Tarai
Nandan Manohar Dixit

Acknowledgement

A summer internship is an opportunity to gain experience of corporate level dynamics and enhance the learning curve. We had the opportunity to work with wonderful people to get guidance and complete the project.

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We would also like to thank Mrs. Jayaprada for providing necessary documents and arranging meeting with whenever we need guidance or motivation.

Declaration

We hereby declare that the Summer Internship Project titled "Common Competency Framework for SMEs and Enterprises to enable and empower Execution" carried out at Metis ERC (I) Pvt. Ltd., is an original piece of research work carried out by us under the guidance of Mr Rajesh Athihalli, founder and CEO, Metis ERC (I) Pvt. Ltd. Bangalore.

Place- Bengaluru

Signature

Date- 06-06-2017

Nishi Ranjan Tarai

Nandan Manohar Dixit

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Introduction

In today's global environment, organisations are becoming more and more aware of the need to have competent employees. One of the critical issues that companies are facing today is the misaligned skills and interests of the employees which eventually increase the manpower cost. Coupled with this is to pressure reduce and manage the fewer people, resulting increase in employee productivity and efficiency. Apart from this, there is a continual focus on performing roles, time management, nurturing of competence, increased emphasis on performance management systems and recognition of strategic advantage given by employees' competencies in building the core competencies of the organisation.

Numerous surveys were carried out to understand why there is a gap between business goals and its execution. The surveys showed that around only 40-60% of the goals have been executed at present time. Hence we have made an attempt to comprehensively address these issues in and around the competencies required to empower business execution. Note that the whole study is focussed on arriving at the Competencies for Business execution only.

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What is Competency?

Competency is a capacity of an individual that leads to behaviour, which meets the job demands within the parameters of the organisational environment and turn brings about the desired results. Hogg B (1989) defined Competency as "the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area."

The analysis of the definition reveals that:

- Competencies lead the demonstration of skills and abilities and hence Competency must be demonstrated and observable and not inferred or extrapolated.
- Competency embodies the capacity to transfer skills and abilities from one area to another. Competencies cannot be restricted to a single job alone but the person must be able to carry them along.

Why Competency Mapping?

Competency mapping is the process of designing a framework to identify competencies, using that framework to identify competencies required for a job/role and to measure the competency deficiency of an individual or group of individuals in relation to existing or expected job requirements.

Competency mapping involves the following three steps:

1) Developing competency Models to facilitate competency profiling for each job/role

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2) Identification of competencies required to perform successfully a given job/role or a set of tasks at a given point of time

3) Assessing competency to measure the extent to which a given individual or a group of individuals possess these competencies required for a given role or set of roles.

Developing Competency Model-

There are various functions or departments in every organisation and each function or department may have various jobs. Competencies may be identified considering the requirements of each job. The list of competencies required for each job will be separate and specific to that particular job consisting of various factors like mental and emotional characteristics like natural talents, skills and attitudes, external environment etc.

Depending on the similarities, we have divided the competencies for business execution across levels broadly into five sectors:

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1) MANAGING CHANGE: The required competencies and abilities to bring about strategic change, both within and outside the organization, in order to implement organizational goals in a continuously changing environment
2) MANAGING PEOPLE: The ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
3) DRIVING RESULTS: Ability to make decisions that produce high-quality results by applying technical knowledge, analysing problems, and calculating risks
4) BUSINESS ACUMEN: The ability to manage human, financial, and information resources strategically
5) FUNDAMENTAL PERSONAL COMPETENCIES: Skill to communicate the performance management processes and manage performance. Makes every effort to develop both on and off the job the knowledge, skills and competencies required by a team or an individual to advance their careers.

Competency Identification of different roles across organisation:

CEO

Responsibilities of CEO are:

1. Creating, communicating and implementing the organization's vision, mission, and overall direction.
2. Leading, guiding, directing, and evaluating the work of other executive leaders.
3. Overseeing the complete operation of an organization in accordance with the direction established in the strategic plans.
4. Evaluating the success of the organization in reaching its goals and making sure that each strategic goal is measurable

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Critical	Desired
Shared vision	Tackling uncertainty
Decision making	Integrity
Customer orientation	Accountability
Innovation	Developing others
Culture building	
Flexible	
Continual learning	
Communication	

Finance:

CFO-

Responsibilities of CFO are:

1. Responsible for developing financial and tax strategies
2. Manage the capital request and budgeting process
3. Develop performance measures that support company's strategic direction

Critical	Desired
Finance Acumen	Accountability
External Awareness	Continual learning
Risk management	Presentation skill
Decision making	Communication
Vision oriented	

Controller-

Responsibilities of Controller are:

1. Manages accounting information provided by accounting staff to take internal decisions
2. Manages financial accounting information for external reporting purpose
3. Manages tax accounting information to meet tax related requirements

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Critical	Desired
Finance Acumen	Decision making
External awareness	Process awareness
Analytical skill	Technical credibility
Communication	Risk management

Human Resource Management:

Chief Human Resource Officer:

Responsibilities of CHRO are:

1. Develops organizational strategies by identifying and researching human resource issues
2. Ensure human resource objectives in line with the organizational objective

Critical	Desired
Drive Change	Negotiation
Risk Management	Communication
Business Acumen	Political savvy
Diversity	Hire right people

HR Manager-

Responsibilities of HR Manager are:

1. Maintains work structure by updating job requirements
2. Maintains organization staff by establishing recruitment, testing and interview process.
3. Ensure planning, monitoring and appraisal of employee work
4. Maintains employee benefit program and maintains management guidelines along with policies.

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Critical	Desired
Conflict management	Communication
External Awareness	Interpersonal skill
Political Savvy	Accountability
Discipline	Nurtures Culture

Operations:

Chief Operating Officer-

Responsibilities of COO are:

1. Establish policies that promote company culture and vision
2. Formulate strategies for daily operation for the company
3. Evaluate performance by analysing and interpreting data and metrics.
4. Communicating strategy and policy to employees

Critical	Desired
Delegation	Customer Orientation
Conflict Management	Technical Credibility
Shared Vision	Developing others
Continuous Learning	Team Building
	Flexibility

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Operational Engineer-

Responsibilities of Operational Manager are:

1. Analysis and optimization of operational problems using scientific and mathematical methods
2. Identifies operational priorities by assessing operational objectives
3. Maintains safe and healthy work environment by following and enforcing standards and procedures

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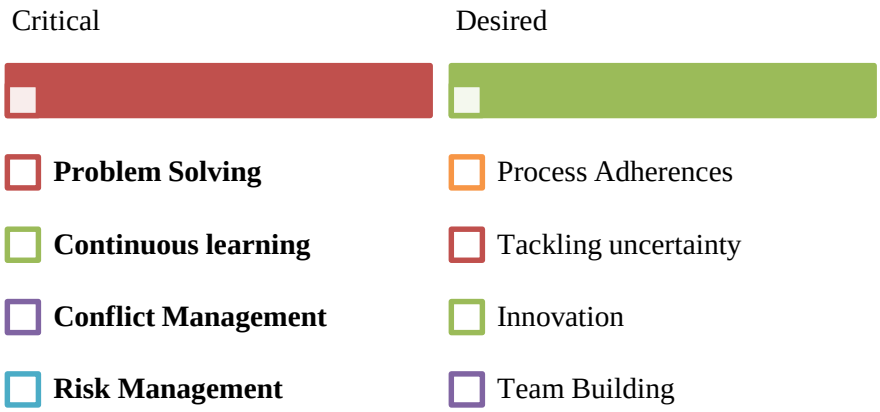
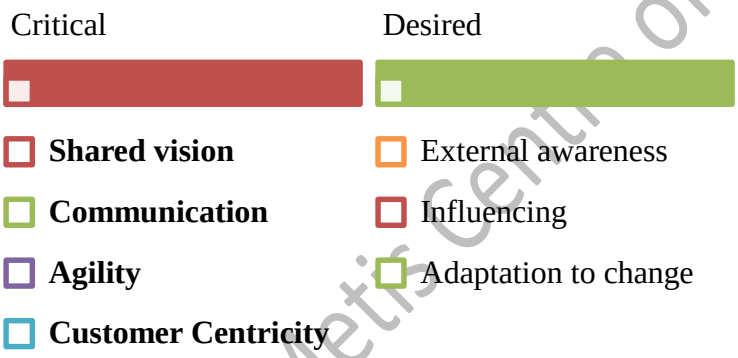


Marketing:

Chief Marketing Officer-

Responsibilities of CMO are:

1. Focus on building strong demand channel
2. Understand customer lifetime value
3. Understand the trends of the market and guide the market research effort of the company.
4. Formulate marketing strategies to support the company's overall strategy



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Marketing manager –

Responsibilities of Marketing Manager are:

1. Co-ordinating marketing campaigns with sales activities.
2. Planning and implementing promotional campaigns.
3. Overseeing the company's marketing budget.
4. Formulate plan to conduct marketing research, customer relationship management

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Critical	Desired
Agility	External awareness
Communication	Customer orientation
Influencing	Strategic thinking
Continual learning	Goal orientation

Technology

Chief Technology Officer –

Responsibilities of CTO are:

1. Formulate technical strategies in co-ordination with CEO and other executives
2. Identify the future power of technology
3. Formulate strategy to spread technology with in business unit
4. Create new opportunities by applying technical expertise to new projects

Critical	Desired
Goal Centric	Customer orientation
Team Building	Right talent
Business Acumen	Innovation
Agility	Presentation skill
	Process adherence

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Operations Manager-

Responsibilities of Operations Manager are:

1. Manage and refine service delivery processes to the client
2. Ensure standardization is maintained in development process
3. Ensure delivery processes are efficient and cost effective

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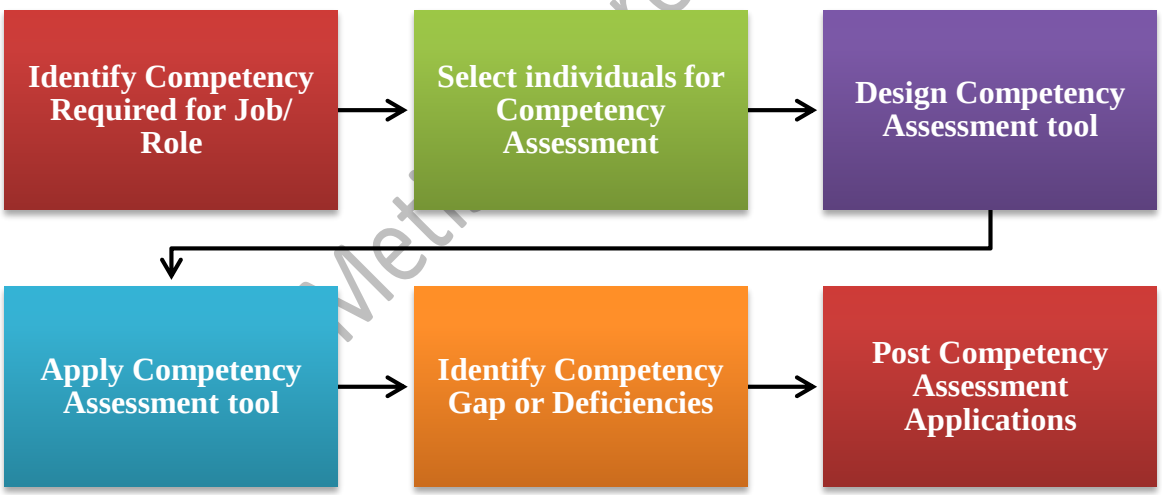
Critical	Desired
Customer centricity	Customer Orientation
Decision Making	Right Talent
Tech Savvy	Goal Centric
Planning and Organising	Innovation
	Presentation skill

Competency Assessment

Competency Assessment is the process of measuring the Competency deficiency of an individual or group of individuals against the required Competencies in relation to existing or expected Job Requirements or Superior Performance. These required competencies should have been identified for the Job/Role through Competency Identification.

Competency Assessment Process



Self-Assessment tool

The following tool is developed whereby competencies for a particular job are listed and individual's existing competencies are assessed against the required competencies by individual himself.

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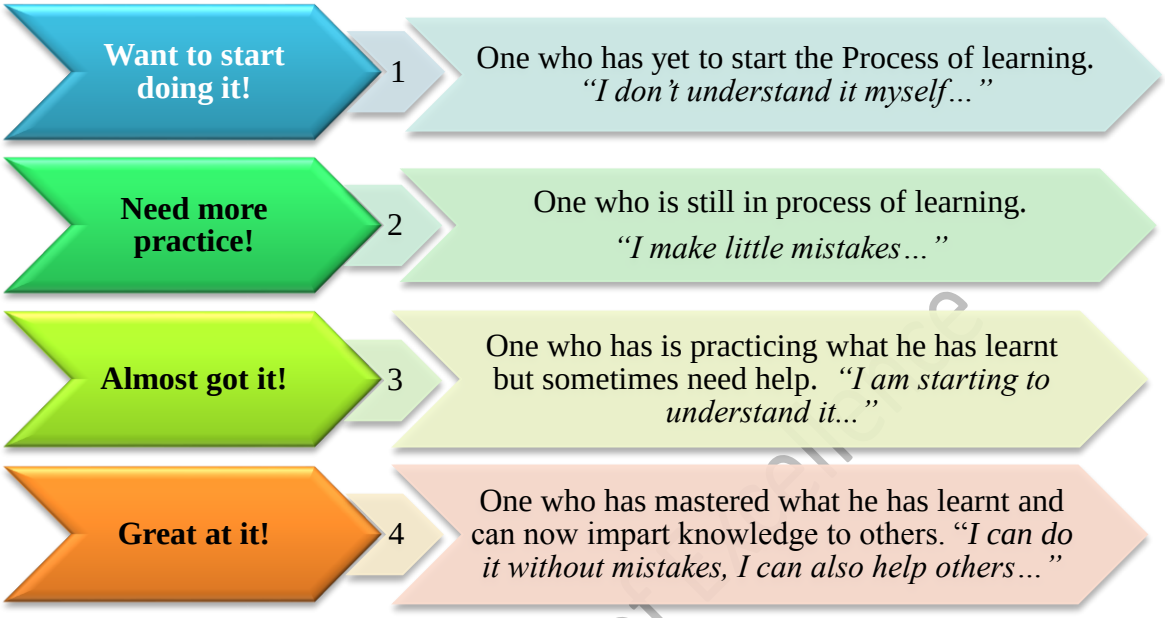
This competency assessment can be used to evaluate the set of competencies of an employee. A fair self-analysis would trigger identification of competencies that need to be developed and the spectrum of activities that need to be done, in order to develop organisation impacting capability of the training function.

Code Book



How to use the Self-Assessment tool?

Smith is a technical delivery manager in a multinational IT firm. Considering the current havoc in IT industry, he wants to distance himself from the layoff behemoth. He wants to find out the competencies required for his role. For him, the Code Book reads as:

Rating 1- Want to start doing it! → Working knowledge of the skill area with the capability to learn others and expand breadth of knowledge. Performs work under guidance

Rating 2- Need more practice! → Operates independently in skill areas. Able to integrate area of expertise with other technologies under guidance

Rating 3- Almost got it → Knowledge of skill area sufficient to analyse or design a solution to a business problem independently

Rating 4- Great at it! → Expert within the organisation on highly complex technology critical to the operation of the Institute. Serves as a Key resource on technical problems or solutions those cross-functional and organisational lines. Helps the future I/T Architecture.

Competency Assessment tool

The tool can be used for self-assessment of competency required for various leadership roles in an organization.

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CEO

Shared vision

Has a long-term vision for his organization and get buy-ins from his/her team to make them co-owners of the vision. Ensures that the entire organization is aligned to the vision and works towards it.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Decision making

Forecast the outcome of each decision and determine which option is the best in a well informed and timely manner.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Customer orientation

Continuously understanding the customer expectations and developing the products and services to satisfy them. Build a culture of customer centricity where in all employees should be aware of the impact of their job on customer outcomes.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Innovation

Encourage new ideas that use the creativity to enhance performance of a process, person, team or organization	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

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Culture building

Identifying Clear Values for organization which impacts customer outcomes. Lives those values and ensures organization and its entities inculcates these values.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Flexible

Is open to change and quickly adapts to changing conditions. Communicates and aligns the organization to the changes.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

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Continual learning

Aligns his and his team capabilities to organization goals. Documenting the past experiences and organization learning	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Communication

Shares the relevant information effectively so that it is understood. Carefully listen to inputs that can be used for the benefits of the organization	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Finance:

CFO

Financial acumen

Thorough knowledge of the corporate finance and accounting. Provide proactive and accurate financial reports for decision making. Ensure cash flow and budgetary compliance across the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Risk management

Looking at the big picture, being ethical, understanding and ensuring continuity of business by mitigating financial risks.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Decision making

Make confident and persuasive evidence based and timely decisions and influence decision making by taking constructive feedback to strengthen the financial health of the business.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Vision oriented

Developed financial strategy aligned with the long term vision of the organization. Make the team members co-owners of the vision and work towards it.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

External awareness

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Proactively and consistently seek information regarding changes in the laws, policies and other external factors that directly affects business. Assess and evaluate the impact of these changes and make necessary changes to the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Finance controller

Analytical skill

Effective collation, analysis and reporting of the organization's past and present financials details and its impact on the organization. Ability to transform the data into easily understandable reports and suggestions.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Finance acumen

Thorough understanding of corporate finance, interpret financial data and suggest ways to reduce cost and increase profitability for across the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Communication

Ability to garner financial information from various entities of the organization and communicate the same in a timely and accurate manner to the management.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

External awareness

Understand the change in the laws, policies and other external factors that directly affect business. Understand its impact and assist entities in the organization to implement the changes required.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Operations

COO

Delegation

Getting the organization goals on the ground. Delegate by getting buy-ins on the tasks assigned to them. Enable open, clear and honest two way communication while delegating.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

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Conflict management

Identifying and build strategies to constructively manage resolve and avoid conflicts. Encourages differences of opinions by allowing the constructive conflicts amongst the employees when carried out within boundaries	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Continuous learning

Be curious, and have a strong desire for continuous learning to improve operational efficiency. Aligns his and his team capabilities to org goals. Documenting the past experiences and org learning.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Share vision

Understand thoroughly the organizations Vision, Mission and Values and the strategy it wishes to peruse. Communicate, optimize and align people, processes and systems to the organizational goals. Ensures adherence to values and manage change effectively.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Operation manager

Problem solving

Strong initiative to ensure continuity of business. Ability to analyze, think out-of-the box to resolve issues permanently in shortest possible time.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Risk management

Proactively identifying and mitigating the operational risk to ensure zero downtime/ business stoppages.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Continuous learning

Seeks to achieve small, incremental changes in processes by exploring new and alternative methods in order to improve operational efficiency and quality.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Conflict management

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Encourages differences of opinions by allowing the constructive conflicts amongst the employees when carried out within boundaries.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Marketing

CMO

Communication

Listen, understand and deliver products to customers to build relationships. Clearly communicating voice of customer and customer requirements to internal teams to satisfy customer's requirements on time	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Customer centricity

Ability to gather knowledge of the customer and build personalized strategy to acquire them. Keeping customer in mind in everything that we do.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Agility

Stay informed on the latest trends and quickly adapts and make / drive change. Encourage new ideas to enhance business outcomes.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Shared vision

Complete understanding of the product or services and get buy-ins from his/her team to make them co-owners. Formulate the strategies of the department in align with the vision of the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Marketing manager

Continuous learning

Document his insights/voice of customer from customer interaction to become more agile. Provide the information to internal team for developing better products.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Communication

Ability to clearly communicate the benefits and values of	Want to start	Need more	Almost	Great at it!

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product to customer and how it will impact customer's outcome.	doing it! (1)	practice! (2)	got it! (3)	(4)

Influencing

Effectively communicating in a logical manner the ROIs in products/services to potential customer. Negotiating for win-win situation.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Agility

Stay informed on the latest trends and quickly adapts and make / drive change. Encourage new ideas to enhance business outcomes.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Human Resource

HR head

Business acumen

Ability to understand business, vision, mission and values of the organization. Custodian of the values of the organization and develop the human skill, capabilities and knowledge base to the organizational goal achievement.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Risk management

Proactively identifying and mitigating capability, legal and compliance risk.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Diversity

Using diversity as strategic tool for fostering an inclusive workplace where individual differences are valued and leveraged to achieve the vision and mission of the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Drive change

Drive change across the organization by involving employees and stakeholders with effective communication, persuading and handling resistance. Ability to measure the impact and effectiveness.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

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HR Manager

Discipline

Ensuring all the policies and systems of the organization required for business execution are adhered to.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

External awareness

Proactively and consistently seek information regarding changes in the laws, policies and other external factors that directly affects business. Assess and evaluate the impact of these changes and make necessary changes to the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Conflict management

Emphasizing, listening, understanding, investigating and resolving difference of opinions timely.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Political savvy

Read people's emotional states, willingness to interact and possible intentions. Develops a social aptitude by networking with key stakeholders and finding out about their needs, concerns, and goals.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Technology

CTO

Business acumen

Ability to understand business, vision, mission and values of the organization. Building competencies and developing team with the required.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

Agility

Ability to adapt the changing technologies and change in business requirements by aligning people and competencies quickly.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)

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Team building

Causes a group of people to work together effectively and motivate to increase the overall productivity of the organization.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Goal centric

Provides the positive customer experience before and after the sale in order to drive repeat business, customer loyalty and profits.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

Delivery manager

Planning and organizing

Organize himself and his team to deliver stakeholder's promise on time without any rework within allocated budget.	Want to start doing it! (1)	Need more practice! (2)	Almost got it! (3)	Great at it! (4)
	⬭	⬭	⬭	⬭

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The respondent needs to rate himself/herself for each competency required for the respective role. Then the result can be put in the form of a spider graph.

Let's say John being a CEO of a company, trying to do self-assessment. After carefully reading and understanding the definitions of each of the mentioned competencies for his particular role, John starts evaluating them.

Competency \ Rating	Want to start doing it!	Need more practice!	Almost got it!	Great at it!
Shared Vision		*		
Decision Making			*	
Customer Orientation				*
Innovation			*	
Culture Building		*		
Flexible	*			
Continual Learning		*		
Communication				*

The scores of the competencies are: shared vision – 2, decision making – 3, customer orientation – 4, innovation – 3, culture building – 2, flexible – 1, continual learning – 2, communication – 4

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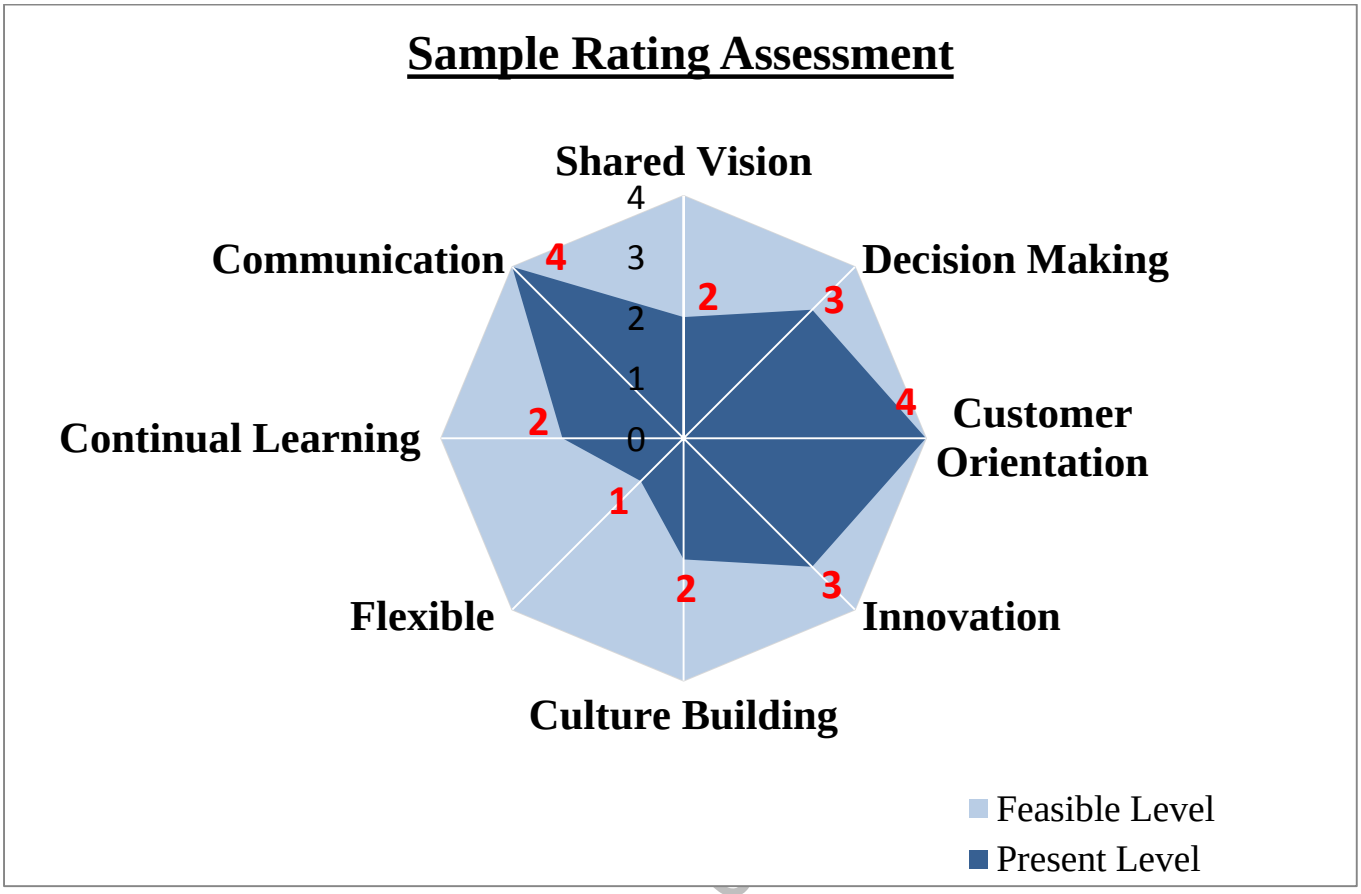
The spider graph will be looking as follows.



In this way, John gets to know where he stands and the gaps in the competencies. For example, John feels he is not open to any changes and hence his organisation might have to pay the price as the changes are not percolated down the hierarchy. This tool helps Smith to understand his shortcomings and tell the employees of the organisation to take the Assessment test to check their alignment with the business execution.

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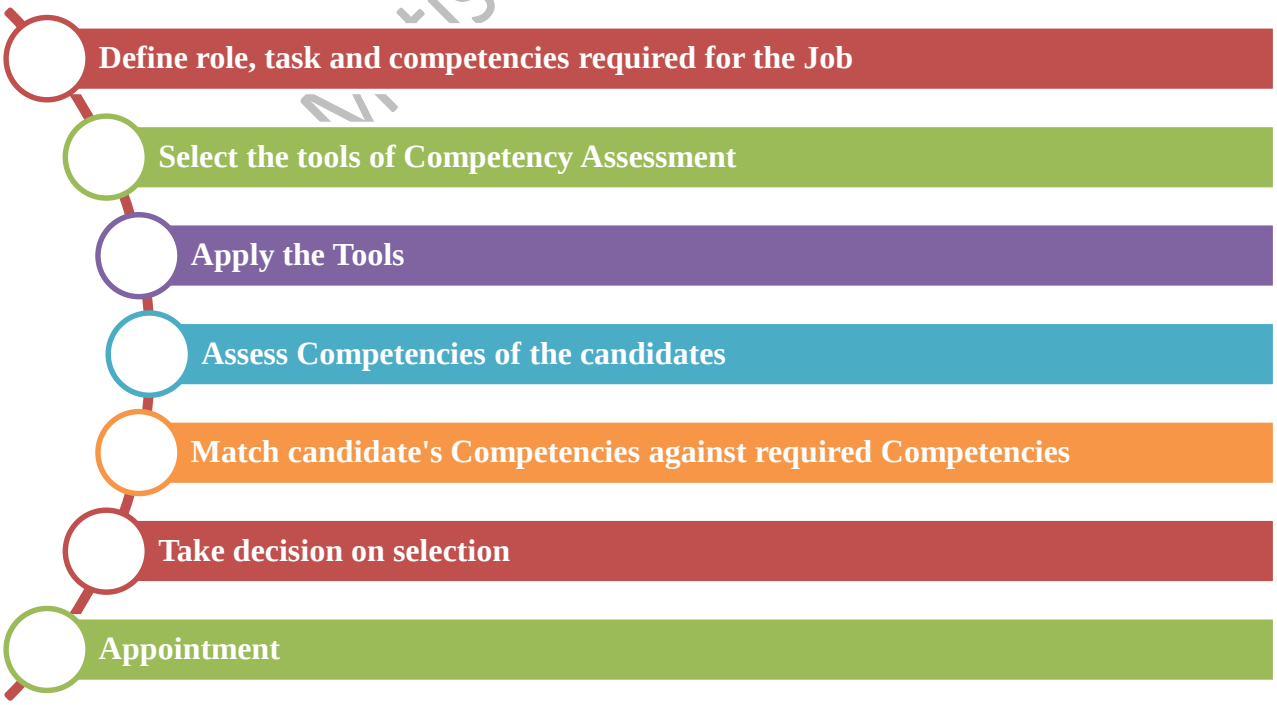
Applications of Competency Mapping

Fields of Application of Competency Mapping:

Recruitment

Appointment of a person in the organisation against a vacancy for a particular job



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When to use it: For selecting a person for white-collar jobs, like managerial Executive, Supervisory and Support Staff Categories.

Suggested Tools to Access Competencies:

- Tests and examinations
- Psychometric tests
- Interviews
- Case studies
- Role Play

What will you achieve: You will be able to match the candidate's competencies with required competencies for superior performance and select the right candidate for the desired job.

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