SYNOPSIS

Title: SKILL MANAGEMENT AT NAYERSOFT

ABSTRACT

The project report titled "A Study on employee Skill management at Nayersoft" is intended to assess the employee's skill level and employee's attitude towards the performance. To achieve this defined objective questionnaire is prepared. The prepared questionnaire is used to get the direct responses from the employees of Nayersoft.

This report covers these areas which involve Heading, Threading, Sorting, Heat Treatment, Tool Room, Quality Assurance and Maintenance department.

The exercise covered all employees and provided the organization with a tool to plan their training programmes. In this competitive scenario, giving the right kind of training to the right employees does not only improve the efficiency of the organization but also cuts down cost considerably.

INTRODUCTION

Organization in recent years has been experiencing significant changes. There is a steady shift from the hierarchy based organization to team based organization. The multitier organizational flutter ones are replacing structure. All these changes would be effective only when employees understand the values of their organization places in them. This requires clarity on the part of the employee about the contribution expected from him. Identifying the contribution to be made by the employee requires detailed understanding of the knowledge and the skill necessary to make the contribution. A skill management gives an outline of various skills necessary and the level of skills possessed by each employee. This is the first step in the skill assessment process, which aids in developing world-class employees for world-class organization. Assessing the individual competencies is an important process in the development and retention of employees. This assures employees about the value placed in them. The skill management is a simple tool that allows assessment of skill required ranging from entire organization to each and every individual.

Skill management is the practice of understanding, developing and deploying people and their skills**.** Well-implemented skills management should identify the skills that Job roles require the skill of individual employees, and any gap between the two. Skill is the practiced application of a topic, technique or concept. The skills involved can be defined by the organization concerned, or by third party institution. To be most useful, skills management needs to be conducted as an ongoing process, with individuals assessing and updating their recorded skill sets regularly. These updates should occur at least as frequently as employees' regular line manager reviews, and certainly when their skill sets have changed. They are usually defined in terms of a skills framework, also known as a **skills matrix**. This consists of a list of skills, and a grading system, with a definition of what it means to be at particular level for a given skill.

Peter Drucker (1993) argued that a skill could not be explained in words, it could only be demonstrated. In order to perform the function of management and to assume multiple roles, managers must be skilled. Robert Katz identified three managerial skills that are essential to successful management: Technical, Human and conceptual. Technical skills involve a process or technique knowledge and proficiency. Manager use the process, Technique and tools of a specific area. Human skills involve the ability to interact effectively with people. Managers interact and cooperate with employees. Conceptual skill involves the formulation of ideas. Managers understand abstract relationships, develop ideas, and solve problems creativity. Thus,

Technical skill deals with things, human skill concern people, and conceptual skill has to do with ideas. A manager's level in the organization determines the relative important of possessing technical, human and

conceptual skill. Top level manager need conceptual skills are used in planning and dealing with ideas and abstractions. Supervisors need technical skills to manage their area of specialty. All levels of management need human skills in order to interact and communicate with other people successfully. As the pace of change accelerates and diverse technologies converge, new global industries are being created (for example, telecommunications). Technological change alters the fundamental structure of firms and calls

for new organizational approaches and management skills.

1.1.2 SKILL MANAGEMENT:

Skill management is a tool to assess training needs. It is a table that shows skills of individuals in a team and any gaps between the skills of employees and the job roles they have. It is also known as a competency framework. If behind the maximum level, retrain and evaluate. Skill management is nothing but the competencies you want to rate your employees. They include like communication, leadership, job knowledge, organizational culture, self-development, critical thinking, decision making, initiations etc. we have to provide ratings for each competency starting from 1 to 10 (low to high).This competency helps the organization to understand the areas of improvement for the employee and also identifies the training needs required for the employee. This helps and encourages employee to improve along with team spirit. This skill management is one of the tools to understand whether employee is able to think out of box or not. Skill management is a simple and visual tool to show who has training and experience in what skill. Here is an **employee of a skill management** that is used in office, and here is a skill management template.

The skill management is a tool for determining a lot of skill related aspects of the organization and its employees. The skill management can be used to identify the following:

- ☐ The skills required for working in any particular team or position.

- ☐ Identify the Skill Inventory of the Organization

- ☐ The level of skills (Ratings)

- ☐ The Required/ Preferred level of skills

- ☐ The combination of skills that could be formed (Competencies)

- ☐ The points where skill improvement is required

- ☐ The people who could impart training on certain specific skills (Experts)

1.1.3 EMPLOYEES WO BENEFIT:

Skills management provides a structured approach to developing individual and collective skills, and gives a common vocabulary for discussing skills. As well as this general benefit, three group of employees receives specific benefits from skills management.

1.1.3.1 INDIVIDUAL EMPLOYEES

As a result of skills management, employees should be aware of the skills their job requires, and

any skill gaps that they have. Depending on their employer, it may also result in a personal development plan (PDP) of training to bridge some or all of those skills gaps over a given period.

1.1.3.2 LINE MANAGERS

Skills management enables managers to know the skill strengths and weakness of employees reporting to them. It can also enable them to search for employees with particular skill sets (e.g. to fill a role on a particular project).

1.1.3.3 ORGANIZATION EXECUTIVES:

A rolled-up view of skills and skills gaps across an organization can enable its executives to see areas of skill strength and weakness. This enables them to plan for the future against the current and future abilities of staff, as well as to priorities areas for skills development.

The skill management is the heart of a career portfolio. It consists of many cells. Each cell contains the expected grade level of the skill with which the job has to be performed along with the description corresponding to that grade. It can be formed in different ways. Skill management can be done on four levels says for the industry, for the organization or for specific roles. Skill management actually depends on the job to be done in the case of skill management for specific role. It is a chart based on the job requirements. We can develop it by discussing with the concerned managers. The simple skills table will have skill in the columns and posts in the rows. For example if you have an operator of an automatic controlled production E.g. header machine= he should have machine programming skills, drawing reading skills and also about selecting the proper tools depending on the work piece to be machined. This is one skill set for that job. The same job will require work planning skills, communication skills, etc depending on the nature of the job.

1.1.4 DEVELOPING THE SKILL MANAGEMENT

Step: 1

To view the organization structure and this would give an idea about the hierarchy and flow of responsibility.

Step: 2

To analyze the job description of each position. A detailed study of the job description will give idea about various tasks to be performed by the employee.

Step 3:

To identify the corresponding skills. Identifying the various tasks will help in identifying various

Skills required for accomplishing the task. A more accurate list of skills required can be obtained by discussing the job content of the employee with the head of his department.

Essential skill:

This refers to a skill that is a must to be possessed by an individual to accomplish the job. It means that the failure to possess this skill will hinder the employee from carrying out the task. No compromises can be made about the possession of these skills.

Preferred skill:

This belongs to the second grade with slightly reduced importance. Though it is not a must

For the employees to possess these skills, it is desirable to have them. These skills help the employee to accomplish the task easily with better standard. Thus the possession of these skills is an added advantage.

Tertiary Skill:

This is the lowest order skill. These are given less importance while calculating the value of the employee. However nowadays the concept of tertiary skill is vanishing and all a skills other than essential skills are considered just to be added advantage.

Step 4:

To classify the skills. Skill can be divided based on their importance like essential skill preferred Skill and tertiary skill. Considering the level of the skill it is divided into five types like Very high, High, Average, Low, Very low.

Step: 5

To attach weights to the skills based on their importance and the level and finally getting the

Employees and superior's ratings using the questionnaire. Then the skill management is obtained after analysis and interpretation.

1.1.5 CONCEPTUAL FRAMEWORK:

Identifying the roles of the employee's collection of job task of the identified role skill identification mapping of skills gap analysis Matrix formation.
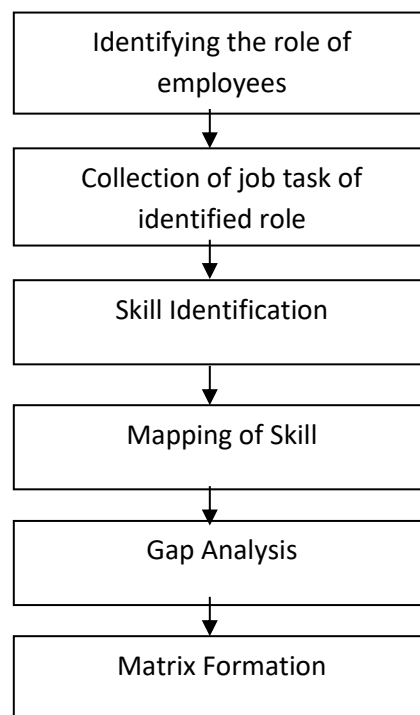
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
Figure 1.1.5.1

1.1.6 QUADRANT CHART OF SKILL MANAGEMENT:

No. of Quadrants to be Filled	Symbol	Definition
1		Has been given basic training on the subject.
2		Has the working knowledge of the subject and can work under supervision.
3		Has adequate knowledge of the subject and can work independently on the job.
4		Is an expert of subject and can give training to others.

1.1.7 STATEMENT OF THE PROBLEM:

More than half of today's businesses find it more difficult than five years ago to recruit employees with the skills they need, according to the result of a new survey. Communicating the job responsibilities, skills and the exact nature of the job, what it involves, the good as well as mundane part of the job, is very critical for an employer to ensure right candidate is being selected for his company. If these things are not communicated clearly at the outset, there is a high chance of the mismatch happening. Indeed, communicating the employer's level of expectation from an employee with regard to the possession of the skill with which he has to perform his job seems to be the biggest factor in setting up the performance level for an employee. Skill management can solve this problem by giving an exact idea to the employee of the employer's requirement and will ensure increased performance.

1.1.8 ADVANTAGES OF SKILL MANAGEMENT:

The following are advantages of preparing a skill management:

- Improves employee selection

- Reduced overtime and turnover

- Advanced selection procedures

- Increased employee morale

- Identification of training needs of the employees

- Increased productivity

- Help in identifying the strengths, Weakness of the employees and thereby helps in the   formation of the competency mapping.

- Reengineering of jobs can be done easily.

NEED OF THE STUDY:

- The study can enable to know the employer's level of expectation from an employee.
- It also identifies the necessary skills that are needed for some important positions in recruitment.
- The study can develop a training plan for all employees.
- It helps the company to access where the Operators are lacking.
- It also identify the training needs within their organization and to maintain a record

OBJECTIVES OF THE STUDY:

PRIMARY OBJECTIVE

      To study the design of skill management for employee in Nayersoft.

SECONDARY OBJECTIVE

1. To find out task involved and skill essential in executing the job.

2. To improve the evaluating skill management format for the employee.

3. To prepare the quadrant chart (skill management) for every employee working in operation section.

4. To find out existing skill level of each employees.

5. To find out relationship between experience and skill levels.

SCOPE OF THE STUDY:

Skill management is a tool to assess the analysis the performance level of each employees and training needs. It helps the company to access where the Operators are lacking. It is a table that shows skills of individuals in a team and any gaps between the skills of employees and the job roles they have. It is also known as a competency framework. If behind the maximum level, retrain and evaluate.

Critical skills are those minimum skills required to successfully accomplish the assigned work/job. If skill of worker or employees lies below the critical skill, then the productivity of workers is hampered and the organizational output will be affected. During the study the researcher was directly in contact with the Operators and Supervisors and has got a remarkable practical experience.

LIMITATIONS OF THE STUDY:

- This study is limited to the company Nayersoft India Pvt Ltd.

- All data collected are generally limited by the method adopted.

- The method of data collection being a questionnaire, data is limited to the extent of data generation available through the method.

- The busy schedule of Operators and supervisors is also a limitation.

RESEARCH METHODOLOGY:

- Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods.

- **RESEARCH DESIGN**

- "A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

- **"Research Design is the plan, structure and strategy of investigation conceived so as to obtain answer to research question and to control variance".

DESCRIPTIVE RESEARCH:

- Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the question who, what, where, when and how.

- In short descriptive research deals with everything that can be counted and studied. But there are always restrictions to that. Your research must have an impact to the lives of the people around you.

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METHODS OF RESEARCH DESGIN:

- PRIMARY DATA:
- Primary data are in the form of "raw material" to which statistical methods are applied for the purpose of analysis and interpretations. The primary sources are discussion with employees, data's collected through questionnaire.
  SECONDARY DATA:
- Secondary data's are in the form of finished products as they have already been treated statistically in some form or other. The secondary data mainly consists of data and information
- Collected from records, company websites and also discussion with the management of the organization. Secondary data was also collected from journals, magazines and books.

CENSUS SURVEY:

- The complete set or collection of a datas that are the subject to an enquiry or study is called the population or the universe. The population or universe cans be finite or infinite. The individual members of the population or the universe are referred to as units. A list of units is called the frame or respondent units (or respondents /informants) of the enquiry because these provide the required information to the investigators employed for the enquiry. A complete enumeration or collection of details from, or about, in the universe including the collection of related demographic information.
  SAMPLING TECHNIQUE:
  PROBABILITY TECHNIQUE:
- A probability sampling scheme is one in which every unit in the population has a chance (greater than zero) of being selected in the sample, and this probability can be accurately determined. The combination of these traits makes it possible to produce unbiased estimates of population totals, by weighting sampled units according to their probability of selection.

  NON-PROBABILITY TECHNIQUE:
- Non-probability sampling is any sampling method where some elements of the population have *no* chance of selection (these are sometimes referred to as 'out of

coverage'/'under covered'), or where the probability of selection can't be accurately determined. It involves the selection of elements based on assumptions regarding the population of interest, which forms the criteria for selection.

CONVENIENCE SAMPLING:

- A convenience sample is a sample of study subjects taken from a group which is conveniently accessible to a researcher. The advantage of a convenience sample is that it is easy to access, requiring little effort on the part of the researcher.

CHAPTERISATION

Detailed/final Project Report will include the following chapters

CHAPTER –I

- Introduction
- Significance of the study
- Need of the study
- Objective and scope of study
- Methodology
- Limitations
- Scope

(Details of methodology used in studying and collecting the data and issue will be described)

CHAPTER –II

- Literature review
- Theoretical study

CHAPTER –III

- Industry & company profile

CHAPTER –IV

Analysis of the topic & Interpretation

(Descriptive work on the topic, this chapter will include analysis and interpretation of data tabulation and categorization)

CHAPTER –V

- Recommendation
- Bibliography
- Appendix

BIBLIOGRAPHY

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- ➢ Research methodology - UmaSekaran

- ➢ Human resource for management - David A.Decenzo Stephen P.Robbins

- ➢ Interviewing skills-Tim Hindle

- ➢ Contemporary's Essential Skills for the Workplace: Level Two : Building Workplace Competencies- Lori Strumpf, Kristine Mains, Cathy Niemet.

WEBSITE REFERRED:

- ➢ www.google.co.in

- ➢ www.Nayersoft.com

- ➢ www.projectparadise.com

- ➢ www.citehr.edu

- ➢ http://hrlink.in/

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- ➢ http://hr.blr.com/