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- One of the fastest growing Human Resource Consulting, Recruitment, Testing and Training organization in Asia.
- Directors and consultants of international repute who have been visiting professors to several international universities.
- Exclusive trainers and consultants for several Fortune 500, Global 100 and BT 500 companies.
- HR, HRD, OB, OD and Industrial Psychology solutions that are customized and result-oriented.

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Proposal

For

DESIGNING COMPETENCY FRAMEWORK TO CONDUCT ASSESSMENT CENTRE AND DEVELOP DEVELOPMENT CENTRE

Date	Will be decided mutually
Duration	Will depend on batch size
Contact	09371110633 / 020 - 40027772
Email	enquiry@salahkaarconsultants.com

INTRODUCTION

A **Competency Framework** defines the group of knowledge, skills, and attributes needed for people within an organization to conduct a task competently. Each individual role will have its own set of competencies needed to perform the job effectively. To develop this framework, you need to have an in-depth understanding of the roles (ie. JD) of different levels/positions within your respective business organizations.

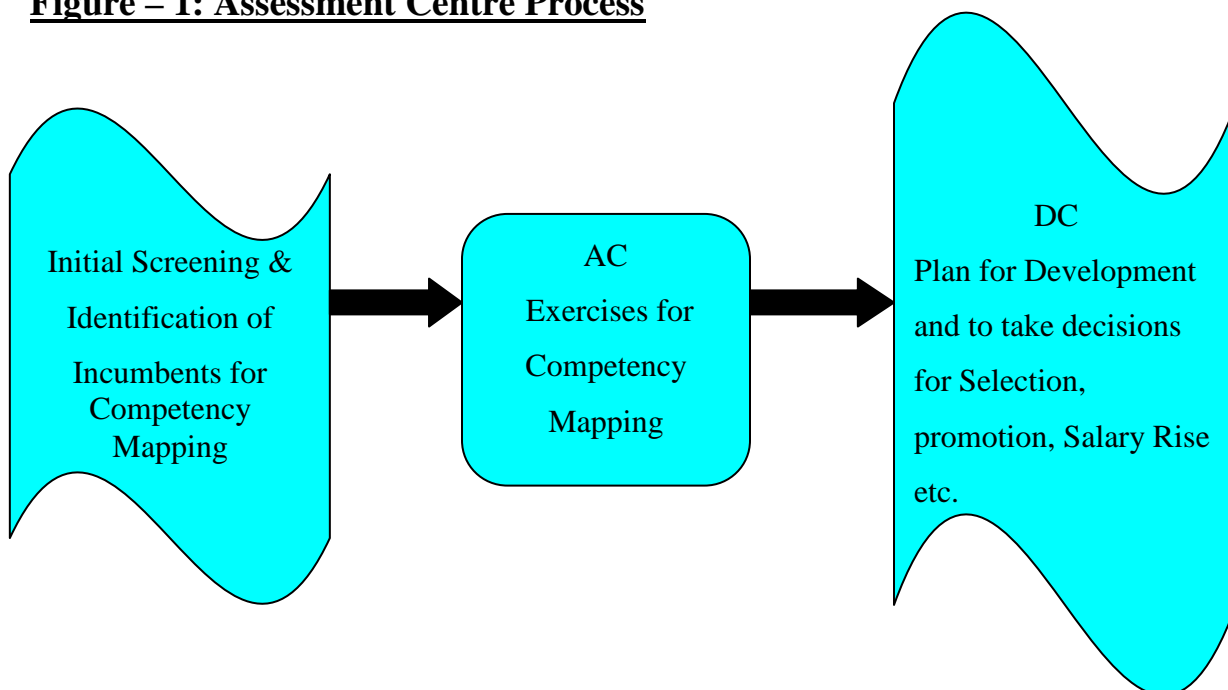
The term '**ASSESSMENT CENTER**' (AC), on the other hand, is a process that assesses staff. Dr. C. N. Daftuar defines the term as: "... *a method or process of assessing aptitude, skills, personality characteristics and performance; applied to an individual or a group of individuals (participants) by trained assessors using various diagnostic tools (like personality, aptitude or behavioural) and processes in order to obtain information about candidates' abilities for a particular function or position.*'

The 'diagnostic tools and processes' referred to in this definition are the exercises and tests that are undertaken during AC exercise.

AC Process

The AC-DC process runs something like the following diagram:

Figure – 1: Assessment Centre Process



OBJECTIVES OF THE PRESENT PROJECT ARE:

There will be three stages for meeting the objectives of the present project. They will be:

- Stage-1-> Develop the Competency Framework for the three levels of managers and the Executives of the company.
- Stage-2->Conduct the Assessment Centre to identify individuals with high potential to optimize their development and growth opportunities and increase their productivity and efficiencies on their present and future roles.
- Stage-3->Developing organizational interventions strategies like Training modules etc., (Development Centre) on the basis of the assessment results to optimize the placement, promotion and growth process.

COVERAGE

- Stage-1 :> Design of three competency Models (Frameworks) for the three levels of Managers and Executives.
- Stage-2:>(a) Competency assessment (Running Assessment Centre) for the identified group of employees
(b) 7-8 Types of exercises will be used in assessment center for competency mapping
- Stage-3-> (a) Gap analysis Report
(b) Recommendations for Development Centre

METHODS AND TOOLS TO BE USED

Stage-1: To develop Competency Framework

The process of creating a competency framework is long and complex. To ensure a successful outcome, the process involves people actually doing / carrying out the roles to evaluate real jobs and describe real behaviors. The increased level of understanding and linkage between individual roles and organizational performance makes the effort worthwhile.

Step One: Prepare. This will include

(a) Defining the purpose (b) Identifying a knowledgeable Competency Framework team

Step Two: Collect Information. This we do by conducting a workshop

Step Three: Build the Framework. This stage involves grouping all the behaviors and skill sets into competencies.

Step Four: Develop Competency Dictionary for each competency

Step Five: Implement.

Stage-2: Competency Mapping by Assessment Center

To assess the competencies of the target group, we propose to take the route of Assessment Center Methodology. That means, we shall be using 7-8 tools (depending upon the needs) with a view to

- (a) Assess each competency by two (at least) or more tools and
- (b) Assess each individual for each competency by two or more assessors.

The above mentioned 2 pronged attack will give a definite edge to our methodology by accruing a very high level of reliability and validity to the results and conclusions regarding each individual case.

While doing competency mapping, we propose to employ 7-8 tools of the following or some other tools as required. The exact tools will be decided after the first phase that is, consultation with the top functionaries in the field, management representatives/HR functionaries is completed:

1. Leaderless Group Discussion
2. In-Basket Exercise
3. BEI (Behavioral Event Interview)
4. Role-Plays
5. Business Games
6. Case Analysis
7. Psychometric test (1)
8. Psychometric test (2)
9. Self-Concept Exercise

These tools will be a mix of especially prepared/adapted/edited/modified/designed versions of psychological and other behavioral and management instruments/tools.

Stage-3: Development Center

At this stage, we shall design a Development Centre for the participants with recommendation for further intervention as the management might decide (policy) for their long term goals.

NUMBER OF CONSULTANTS' DAYS INVOLVED:

Two days on site for each group of about 15-18 participants and about 10 days at our office for analyzing the data for each group and report writing.

Total Consultants' Days – Will depend on the number of individuals (consultants and the participants) and the number of the groups involved in assessment.

DURATION

Total duration will depend on the number of individuals and the groups to be covered in the exercise.

We take not more than 15-18 individuals in one group for assessment.

TARGET GROUPS

The program is targeted to all employees at Managerial and Executive levels (divided into groups/levels).

VENUE

It is preferable that a residential venue outside the work premises is arranged. We will need at least 5-6 rooms and 2 halls to run all these exercises simultaneously.

FACULTY

Assessment exercises will be done by a team of senior consultant (s), researchers and support staff (s) of SALAHKAAR CONSULTANTS led by Dr. C N Daftuar, D.Litt.

DELIVERABLES

Stage: 1) (I) competency Models (Competency Frameworks) for the desired levels of Managers and Executives.

Stage: 2) (II) Individual Reports for competency mapping showing Gaps (Gap Analysis) for each candidate assessed.

(III) A consolidated summary of each report

Stage: 3) (IV) Developmental reports for each candidate.

(IV) A consolidated recommendation (Developmental Recommendations) for Action plan to be adopted by the management.

OUR GENERAL TERMS AND CONDITIONS FOR THE ASSIGNMENT RELATED ACTIVITIES

PROFESSIONAL FEES:

Stage-1: A very special consolidated fee of INR (to be agreed mutually based on customer demand)...../= will be charged for preparation of all three Competency Models covering the entire groups of managers and executives of the company classified into three groups with their respective competency dictionaries.

Stage-2: We propose the fees for assessment of candidates @ INR/per head (.....thousand per candidate) assessed.

Stage-3: We propose a token fee for preparation of development reports for each candidate with training recommendations for each one of them @ INR/per head (..... thousand per candidate) assessed.

OTHER COST: The organization will also bear the travel cost of 2-4 senior Faculty members, two research staff members (junior faculty) and two/three staff/coordinators by Air/I-AC train/ AC Taxi from Pune to the Program site. Organization will also arrange for all local hospitality in a five star hotel and support facilities like Cyclostyling, Venue, Local transport, Audio-visual instruments (LCD), etc. All reading and exercise material costs will be paid by the company.

PAYMENT CONDITIONS: D/D or at par payable Cheque is to be drawn in the name of M/s **SALAHKAAR CONSULTANTS** payable at Pune.

Mode of Payment; The Company is advised to follow the following Mode/installments for payment:

Stage-1: 50% of the entire expected payment will be made at least 15 days prior to the program date in advance and rest of the 50% payment due will be made immediately after completion of the first stage of the program.

Stage-2: 50% of the entire expected payment will be made at least 15 days prior to the program date in advance 25% will be payable on completion of the assessment centre and the remaining 25% will be paid immediately after the submission of the reports.

Stage-3: 50% of the entire expected payment will be made at least 10 days prior to the program date in advance and the remaining 50 % will be payable on submission of the reports.

Applicable to all stages (viz.; 1, 2, and 3) >>>

(a) Please add service tax will be payable as per rules applicable from time to time.

(b) Late payment will attract 1.5% of interest on monthly basis. Consultants may change /postpone the program if advance payment is not done 15/10 days prior to the scheduled dates of the program. Other expenses are to be paid as per actual.

IMPORTANT CONDITIONS: We shall need at least 15 days time from the date of work order for the arrangement for the assessment to begin.

ADDRESS: Salahkaar Consultants, 2nd floor, Siddhant Classic A, Plot No. 25, Next to Gulmohar Royale, Near Ganpati Chowk, Viman Nagar, Pune 411 014, India.

WEB SITE LINK: <http://www.salahkaarconsultants.com>

FOR SALAHKAAR CONSULTANTS

Client Management Team

Phone: 0091 – 937 111 0633, 20 - 40039346

Email: workshops@salahkaarconsultants.com

Website: www.salahkaarconsultants.com