

“A study on the prospects of skill matrix on the training and development within an organization with special reference to the manufacturing sector.”

Prashant Kumar Gupta¹

Abstract:

The manufacturing industry in India is growing at a rapid pace. Since the era of Industrial Revolution, all major countries of the world have gone through a robust transmission. They have gone through a rapid transformation from low to high income, diversifying and upgrading the production structure. A cost effective manufacturing base, India being relatively closer than other countries to key automotive markets like the Middle East and Europe. As the manufacturing sector is growing it is also creating a lot of job opportunities; also it has provided itself a large number of people which brings in the problem of people management within the organization. This paper has tried to identify the problem of developing people skill wise within the organization in order to reach the goal of organizational development.

Introduction:

With the unprecedented victory of Mr.Narendra Modi led BJP party in the 2014 Lok Sabha elections in India; the country had already set its foot on the path of growth and development. The Indian Government came up with several unconventional schemes like Make In India, Skill India, Soil Health Card, Deen Dayal Upadhyay Grameen Kaushalya Yojana, Pandit Deendayal Upadhyay

¹ Assistant Professor, Pune Institute of Business Management

Shramev Yojna, MGPSY, Digital India, MUDRA, EBasta Scheme, etc. These schemes have brought India on the path of unprecedented growth. The world today is talking about India as 'Sone Ki Chidiya' once again. Where most of the countries are facing difficulties the Global Economic Prospects of World Bank is projecting a growth rate of 7.9% as compared to 1.7% of Japan and 6.9% of China. The IMF too has projected India's growth rate to be 7.5% compared to 6.3% of China and 1.9% of Japan. It also replaced Japan to become the third largest economy in the world as per a report published by World Bank.

The rankings given to India have made it one of the global leaders in the manufacturing sector. The Government of India has made a target to increase the contribution of manufacturing output to 25 per cent of Gross Domestic Product (GDP) by 2025 from the current contribution of 16%. By 2025, India's manufacturing sector could reach US\$ 1 trillion. There is potential for the sector to account for 25-30 per cent of the country's GDP and create up to 90 million domestic jobs by 2025. Various reports published by international organizations have brought the outlook business conditions India to positive. Nikkei India Manufacturing Purchasing Managers' Index (PMI) stood at 50.3, growing for a consecutive 25th month. The global competitiveness ranking given by World Economic Forum improved by 16 places to 55th. India has also kept a target to come into top 5 ranks in the ease of doing business given by the World Bank.

Government Initiatives

The Government of India has taken several initiatives to promote a healthy environment for the growth of manufacturing sector in the country. Some of the notable initiatives and developments are:

- 'Make in India week' in process in Mumbai to boost the initiative and expects the top corporates to participate in it. As good as 1,000 companies from 10 key sectors are to participate in it.
- The National Institution for Transforming India Aayog (NITI Aayog) plans to release various technological ideas which need to be incorporated by the Indian manufacturing economy, so that it can have an edge over neighboring countries like Bangladesh and Vietnam over the long term.
- Under the National Manufacturing Policy, Ms. Nirmala Sitharaman, Minister of State (Independent Charge) for Commerce and Industry, has launched the Technology Acquisition and Development Fund (TADF)

(NMP) to facilitate acquisition of Cleaner, Greener and Energy Efficient Technologies, by Micro, Small & Medium Enterprises (MSMEs).

- Envoys in 160 countries are to focus on economic diplomacy to attract investment and make “Make in India” campaign a success and to help in the growth during the annual heads of missions conference .Prime Minister, Mr. Modi has focused on bringing inflows of foreign investments into the country which would help in the growth of the manufacturing sector
- Rs 5,000 crore (US\$ 752.58 million) has been used for investment by Government of Uttar Pradesh (UP) for setting up mobile manufacturing units in the state.
- According to Labor Bureau Report 2014, skilled labor force in India is only about 2%. There is need of 120 million people in the non-farm sector for the period 2013-14. A department of skill development and entrepreneurship has been created under the Ministry of skill development, entrepreneurship. This is important so as to create new job in micro, small, and medium enterprises.

Ever changing demands of competition, globalization and technology have significantly increased the training demand to enhance the capabilities of the employees within the organization to acquire new skills, sharpen existing ones, perform better and increase productivity through intensive training.

Here are a few reasons:

New Hire Induction

Induction can be one of the many training methods which can be used for the new employees coming into the organization to speed up with process existing within the firm and can be used to address any skill gap.

Handling shortcomings

Shortcomings and skill gaps existing within the current employees working in the organization can be ironed out with the help of training. Focused training on various parameters can be conducted within the organization to uplift the goals of the organization.

Improvement in overall performance

Further improvement in one's performance can be done with the help of specific training. If shortcomings and weaknesses are addressed, training can help him or her to overcome the hurdles. Generally product development training, QA training, PMP training is given. Every department can target specific development programs to promote one's functionalities.

Employee satisfaction in the organization

Industry specific training can be deployed in order to make trainings interesting and effective. If employees attend trainings for mere sake of attending it, the effects would not be useful. They would not be able to learn and take back some value added learning. It will be futile if training is dull and tedious

Improved productivity

As the world is rapidly moving along with improved technologies, training to the employees of the organization on these areas would be necessary in order to keep them paced with the new inventions. Existing areas can be worked upon and the outdated ones can be discarded. This goes a long way in getting things done efficiently and in the most productive way.

Self motivated

Continuous training in an organization promotes the environment of continuous learning and developing skills. Training helps develop necessary skill sets in the employees. Lesser guidance is needed by the employees who are well trained and skilled. It also allows the top management to, with a skilled labor force, to concentrate on the important issues of the organization. Evaluating performance is important in order to identify the gap. Standard will vary from employer to employer. Setting of standards will identify how many employees fall above or below those standards. Those falling below the standards will be in the need of training.

There are a number of tools to measure competencies within an organization. Skill management can be one of the techniques to measure and develop the skills of the employees working in the organizations.

Skill matrix/training matrix is a document and is used to compare the required competencies for a certain position within an organization with the current skill level of the employee. Critical training needs of the people working in an organization can be identified and this would assist in gap analysis and act as a tool

for managing people development. Succession planning can also be an important decision which can be identified for the organization.

Skill matrix is an integral part of Visual Management System (VMS) . It is composed of all the tasks and skills required for a particular area or team. It consists of the name of the employees in an organization and displays the current skill level of the employees. It is tool to aid resource planning. There can be different skill levels defined within an organization such as level1, level2, level3, level4. The various operations going on within an organization is mentioned within the skill matrix. Date of joining of an employee becomes an important information to decide about the skill of a particular employee.

The aim in forming the skill matrix should be objective of defining the levels, consistency and fairness to all the employees. Information on various parameters are to be collected like Standard operations, Standard Cycle time, Design specifications, Quality specifications.

Therefore Skill matrix can be used for a number of reasons:

- To define the skills required in a specific area or team. To visually make it easier to spread information.
- To identify the current level of skill for a particular employee working in the organization.
- To find out the skill inventory existing within an organization.
- A day to day planning tool to use it specifically in an organization.

Conclusion:

- Skill matrix acts as a perfect tool in order to identify training needs for one of the most important asset in the organization, i.e. People.
- As the manufacturing sector is on the verge of rapid growth skill management would be the best alternative to handle our human resources.
- Skill matrix would also help to enhance the organizational development.

Furthermore it can be said that as India is fast changing in every aspect. Therefore to make it the kind of country as the new government has thought

of, it needs more of skills which would uplift not only the standard of living of or country but also the existing mind set.

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