

# ANALYSING CRITICAL ROLES IN AN ORGANISATION

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## ABSTRACT

“Critical role” is a role / position that performs a function without which it would be impossible or difficult to achieve the organization’s objectives. This is a primary step for succession planning. This article aims to identify the most critical roles within the organization NLC India Limited, which is important to evaluate which roles have the most impact on the business’ long-term profitability. This article mainly focusses on the roles of middle and lower management. The critical roles are identified for executive and non-executive employees. Samples were collected from 70 employees of NLC India Limited by questionnaire method. Finally critical roles were identified for both executive and non-executive employees by calculating the scores for each job roles with five fixed parameters. After identifying the critical role, job description for those critical roles is developed. This analysis will help the organization to make a proper succession planning.

**Keyword:** Critical Roles, Job Description, Succession Planning.

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## 1. INTRODUCTION

To identify the most critical roles within an organization, it is important to evaluate which roles have the most impact on the business’ long-term profitability. While identifying critical roles in an organisation, they must give equal importance to middle management and lower management as that of higher management. The middle management plays crucial role between the lower management and higher management. Once these positions are identified, the job description must be built for each role that can be used to prepare and assess potential successors. Job description is a broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, summary, specification and working conditions of a job along with the job’s title, and the name or designation of the person to whom the employee reports. Job description forms the basis of job specification. Each employee is provided with his job description to perform his duties, know his limitations or boundaries in his duties, to whom he must report and answerable and whose has to report him, code of conduct, punctuality and discipline and safety procedure that is to be followed in case of performing hazardous jobs. Having a job description helps an employer to know more about his employees and to build succession plan for critical roles. Therefore, proper succession planning must be done to fill the vacancy at the correct time. Succession planning is about identifying and closing leader and key talent gaps. For finalized successor, a replacement planning exercise needs to be undertaken, to ensure that the vacancy arising from the successor moving out of the current role is suitably addressed. This process should ideally commence 6-9 months before the successor moves out of the current role. One or two replacements are to be identified for the successor, either in the same level or one level below. In cases, where internal replacements are unavailable, recruitment can be planned. Finally, to develop organization chart for different sectors. Organization Charts are the graphical representation of an organization structure. It illustrates the reporting relationships and chains of command within the organization. It allows employees and employers to manage growth or change more effectively. It creates visual employee directory.

### 1.1 Execution of Task

A questionnaire was prepared to identify the critical scores of executive and non-executive employees, and it was circulated among the employees. It consists of the employee’s designation and 5 parameters. The parameters are

urgency, internal bench strength, external candidate availability, skills and knowledge, impact on business and succession planning. The critical roles were calculated by identifying the highest score. Urgency refers to how soon the job is going to be vacant. When there is very low urgency then the employee may stay for greater than five years and hence given the least score (1). In case of high urgency, it is assigned with highest score (5) where the probability of the employee staying in the company is less than one year. Impact on business refers to what extent the vacancy of the role effects the business. If the vacancy brings very low impact to the business, then it has been assigned with a least score (1) and in case of high impact it has been assigned with highest score (5). The level of skills and knowledge required for the roles helps to identify if the roles are critical or not. If the job requires very low skills or knowledge, then it is assigned with least score (1) and in case of high skills or knowledge it is assigned with high score (5). If there is poor internal bench strength it is assigned with least score (1) and in case of high internal bench it is assigned with highest score (5). Finally external candidate availability, if low number of external candidates are available then it is assigned with lowest score(1) and if high external candidates are available then it is given a highest score (5) . When the internal bench strength is poor, there is a need of external candidates. Therefore, a role is said to be critical when the total score of the above 5 parameter is higher.

### 1.2 Process Followed

The questionnaire consisted of gender, age, designation, years of service along with five parameters that plays a major role in identifying the critical roles. The parameters are urgency (1= Very Low;2= Low;3=Average 4=High ;5=Very high), impact on business (1= Very Low;2= Low;3=Average 4=High ;5=Very high) unique skills (1= Very Low;2= Low;3=Average 4=High ;5=Very high) External Candidate availability (1= Very Low;2= Low;3=Average 4=High;5=Very high) Internal bench strength (1=Very Low;2= Low;3=Average 4=High ;5=Very high). The questionnaire was circulated to the employees of NLCIL that included the responses of both executive and non-executive employees. The non-executive employees were greater in number than the executive employees. The responses were collected from 46 non-executives and 24 executives. The critical roles were calculated from this questionnaire by adding the scores of the five parameters.

## 2. Results

Nearly 70 responses have been collected in which there are 46 non-executive employees and 24 executive employees. After collecting the data, the scores for each role were summed up. The designation having the highest score was considered critical. Among the 46 non-executive employees the top ten highest roles were considered critical and job description was developed for those ten roles. Then, among the 24 executive employees the top ten highest scores were considered critical and job description was developed for those roles.

**Table -1:** Critical score for Executive Employees

Designation	Urgency for the role	Impact On Business	Unique Skills	External Candidate availability	Internal Bench Strength	Score
Record Keeping	1	3	3	3	3	13
Operator	2	3	3	2	4	14
Technician CCTV	3	4	4	3	2	16
Building inspector	4	4	4	4	2	18
Technician AC	3	4	4	4	3	18
Asst. Officer	4	4	4	3	3	18
Technician network	2	4	4	4	2	16
Stenographer	4	3	5	3	1	16

Assistant Typing (Trainee)	4	4	3	3	4	18
Administrative Assistant	2	3	4	4	3	16

**Table -2:** Critical scores for Executive Employees

Designation	Urgency for the role	Impact On Business	Unique Skills	Succession Planning	External Candidate availability	Internal Bench Strength	Score
Head - Corporate Environment	3	5	5	3	4	3	23
Head - HR/IR	4	5	5	3	4	1	22
Section Head/IT Administration	3	4	5	3	4	3	22
Head - Township Admin	3	4	4	3	5	3	22
Division Head - Disposal	3	4	5	3	4	2	21
Division Head - Internship Training	3	4	4	2	5	2	20
Division Head - Electrical Officer (TA)	2	4	5	3	4	2	20
Division Head - Safety & Purchase	4	4	4	2	4	1	19
Company Secretary	3	4	4	2	4	2	19
Head, Hindi Cell	1	5	5	3	4	1	19

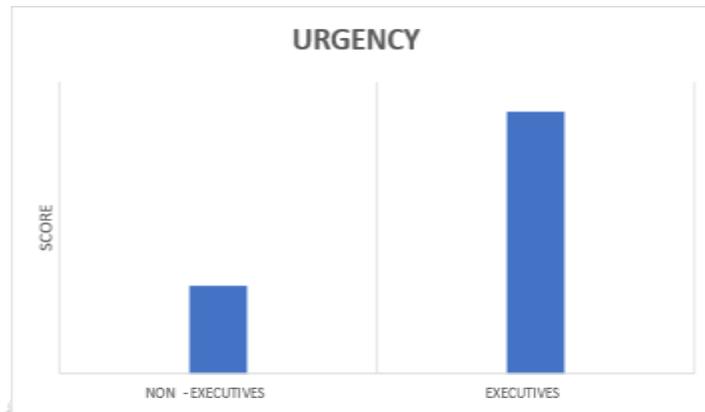
There are six parameters (Urgency, Impact on business, External candidate availability, Internal bench strength, Succession planning). The scores of these parameters are calculated for the executive and non-executive employees.

### 2.1 Urgency

Urgency refers to how soon the job is going to be vacant. The high urgency indicates that the roles are to be vacant very soon. The HRM and the consultancy has to collect this data and start preparing for succession planning. In the

above figure the urgency level(scores)of executives and non-executives are 55 and 58 respectively. The executives show high urgency level than the non-executives.

**Fig -1: Urgency**



**2.2 Impact on Business**

Impact on business refers to the extent a vacancy would affect your organization. The impact on business (scores) of executive and non-executive employees are 77 and 94 respectively. It is clear from the added-up scores and bar chart that executive employees have more impact on business than the non-executive employees.

**Fig -2: Impact on Business**



**2.3 Unique Skills**

The level of skills and knowledge required for each role helps to identify if the roles are critical or not. The unique skills and knowledge (scores) for the executive and non-executive employees are 81 and 97 respectively.

**Fig -3: Unique Skills**



**2.4 External Candidate Availability**

External candidate recruitment depends on the internal bench strength. When the internal bench strength is high there is no need to recruit external candidate. If the internal bench strength is low then the organisation has to check for external candidate availability. The external candidate availability (scores) for executive and non-executive employees are 91 and 70 respectively. The external candidate availability for executive employees are less when compared to non-executive employees.

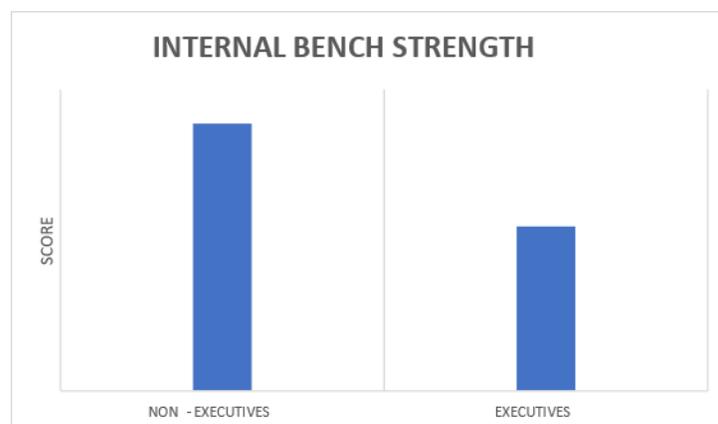
**Fig -4:** External Candidate Availability



**2.5 Internal Bench Strength**

Internal bench strength indicates how many internal candidates are trained and ready to take the vacant position. The internal bench strength of the executive and non-executive employees are 80 and 49 respectively. The internal bench strength of the executive employee in NLC India Limited is higher than the executives of the organisation.

**Fig -5:** Internal Bench Strength



### 3. CONCLUSIONS

Identifying the critical roles of an organisation is the initial step for succession planning. The critical roles were identified for both executive and non-executive employees in NLC India Limited and then job description has also been framed for those roles. Then in the next step the consultancies shall start the process to select the successors. Once the successors have been selected, training must be given to them. It is generally a 12- to 36-month process of preparation, not pre-selection. This process is called succession planning. Succession planning must be done once in six months. In large organisations it is always the higher positions that are critical, and often tend to neglect the middle management and lower management. Some smaller businesses may have an HR person on staff or have someone who handles the HR role, and these people must be key players when developing a good succession plan. Therefore, succession planning is not only for higher management but also for middle and lower management.

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