

Metrics driven Capability Mapping

by Golden Red Consulting (GRC)

Position **Data Scientist** for a CLIENT in ITES/BPO/KPO industry

Job Post <https://www.linkedin.com/jobs2/cap/view/91781302>



Purpose Create Selection & Assessment Metrics to describe the Skills / Skillset of the candidate

HIGH Point

Must have - NON Negotiable

- ✓ Strong Quantitative & Programming Skills

Positioning - Data Scientists

Subjective - Yet Measurable

- ✓ Problem Solving and Communication

LOW Point

Most subjective of all

- ✓ Team Player and Cultural adaptableness

You want the BEST - hire the one who is SKILLED and FASCINATED by the PROBLEM - you get the BEST
BOTTOM Line

Eligibility & Capabilities		Work Exposure		Soft		
Technical Skills	Academic & Certification	Assignments' Exposure	Process Orientation	Business Skill	Interpersonal Skill	Leadership Skill
Should have Coding ability	Quant / Technical / Engineering Graduation	Should have invested commendable years analyzing data - Big Data.	Proactively identifies and monitors risk	Analytical reasoning to solve problems	Clear and Effective communication for Consensus, Conflict Resolution and Clear Outcome	Leads by example
Hands-on Experience on Data Mining toolkits	Reputed Institution	Should be passionate about crunching billions of data-points to recommendation solutions.	Understanding Risk Drivers and Escalation	Resource deployment to drive continuous improvement and innovation	Takes initiative to team-up to drive performance (Across the Organization & Externally)	Builds strong relationships
Information Retrieval libraries	Value Addition – PhD	Can carry oneself in the programming environment	Adhere to the SLA's - Policy Procedures and Practices	Decision making - Informed & Transparent considering the broader implications	Active participation in the online communities of like-minded professionals	Motivates & Inspires People (Across the Organization & Externally)
Knowledge of Database	Any relevant certification		Takes accountability for mitigation	Taking the ownership of the impact against the decisions taken		Takes accountability
Knowledge of SDLC						Supports others through Two-Way sharing - knowledge and feedback
Hands-on Experience on visualization tool						

Proposed Capabilities

Coding	Academic Level	Total Years of Experience	Process Orientation	Driving continuous Improvement & Innovation	Building Self Insight	Developing Others
Data Mining Toolkits	Academic Stream	Total Years (Domain)	Proactive Assessment	Defining & Executing Change	Building Relationships	Maximizing Performance
Information Retrieval Library	Organization Reputation	Passion	Building an effective control environment	Commercial Decision-Making	Working Collaborative	
Database	Certification	Pressure Handling				
SDLC						
Visualization Tool						
Digitally Savvy						
Planning & Organizing						

Should be screened whilst

RS / TS / PA / WA / F2F	RS / TS / PA / WA / F2F	RS / TS / PA / WA / F2F	RS / TS / PA / WA / F2F	RS / TS / PA / WA / F2F	RS / TS / PA / WA / F2F	RS / TS / PA / WA / F2F
RS - Resume Screening (GRC) TS - Telephonic Screening (GRC) PA - Pre-Interview Assignment (CLIENT / Assessment Tool) WA - Work Environment Assignment (CLIENT / Assessment Tool) F2F - Face-2-Face Interview (CLIENT)						

Competency Matrix

Final Capability Metrics (approved by the CLIENT)

%	Capabilities	Weightage	Assessment on (Tools/Technology/Skills)		
50%	Technical Skills	Coding	20	.Net, PHP, Java, R. R plus one Lang to be tested	To be scored during RS / TS / PA / WA / F2F
		Data Mining Toolkits	5	SAS, SPSS, Portrait Miner, Verint (GOOD-2-HAVE)	
		Information Retrieval Library	5	WebCrawler, APIs to get info etc.	
		Database	15	SQL needs to be tested for sure, My SQL is (GOOD-2-HAVE)	
		Microsoft Office	10	Excel and PowerPoint is must	
		SDLC	0	Water fall, agile, Iterative (GOOD-2-HAVE)	
		Visualization Tool	5	QlikView, Spotfire, Tablue, SSIR (GOOD-2-HAVE)	
		Data Science Methodologies	35	Predictive modeling, clustering, segmentation, Text and speech analytics	
		Planning & Organizing	5	Smart Sheets, MS Projects (GOOD-2-HAVE)	
25%	Communication	English Proficiency	50	Judgment Call	To be scored during RS / TS / PA / WA / F2F
		Ability to communicate thought process clearly	50	Judgment Call	
5%	Academic & Certification	Academic Level	20	At least a graduate	To be scored during RS / TS / PA / WA / F2F Gating Factor ONLY
		Academic Stream	20	Stats, Math, Engineering, Computer Science	
		Organization Reputation	10	Top 5 ITES (GOOD-2-HAVE)	
		Certification	50	Any of the defined technology	
10%	Assignments' Exposure	Total Years of Experience	50	At least 5 years	To be scored during RS / TS / PA / WA / F2F Gating Factor ONLY
		Total Years (Domain)	10	At least 3 years, (Telco, DTH, Travel, Analytics)	
		Passion	20	Data Science, NLP, Software Development, To get things done	
		Pressure Handling	20	To be tested in F2F ONLY	
10%	Process Orientation	Process Orientation	20	To be tested in F2F ONLY	To be scored during RS / TS / PA / WA / F2F
		Proactive Assessment	20	To be tested in F2F ONLY	
		Building an effective control environment	60	To be tested in F2F ONLY	

* For the rest (of the capabilities proposed) they decided NOT to RANK/SCORE but take intuitive decision to maintain the social flair.

We started working with this CLIENT on this assignment in the 2nd week of October 2015 and are still hiring.

Points of achievement

- CLIENT was looking to hire multiple Data Scientists (globally) though after this exercise (Metrics driven Capability Mapping) they then cut down on the requirement by 28%.
- Conversion ratio from number of candidates who took 'Pre-Interview Assignment' against number of candidates appeared for 'Work Environment Assignment' is on higher side.
- Response time to Candidate is almost Real-Time.

Areas of Improvement

- Though it's conceptualized and formulated we are yet to propose an ONLINE Work Environment Assessment Tool.
- Conversion ratio - number of candidates who got through Telephonic Screening against the number of candidates who took 'Pre-Interview Assignment' is on lower side.
- Internal screening (pre-assessment) process is little lengthy primarily because of the availability of the desired talent Pool.