

## CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

## CONTRIBUCIÓN AL PERFECCIONAMIENTO DEL PROCESO DE SELECCIÓN DE PERSONAL BASADO EN COMPETENCIAS

Inalvis Méndez Serrano <sup>I\*</sup>  <https://orcid.org/0000-0002-9866-1987>

María Sotolongo Sánchez <sup>II</sup>  <https://orcid.org/0000-0002-8341-7455>

<sup>I</sup> Oriente Pharmaceutical Laboratory, Santiago de Cuba, Cuba

<sup>II</sup> Central University "Marta Abreu" of Las Villas, Villa Clara, Cuba

\* Corresponding Author: [inalvis@lfo.biocubafarma.cu](mailto:inalvis@lfo.biocubafarma.cu)

Classification JEL: J24, M51, M54

DOI: <https://doi.org/10.5281/zenodo.7007322>

*Received:* 03/02/2022

*Accepted:* 04/08/2022

### Abstract

Human Resources Management has a staff selection process that starts from a problem as it is frequently not suitable for management by competencies. This does not allow positive results to be obtained in the measurement of the management indicators that are defined in the evaluation of the demonstrated suitability: turnover rate, labor fluctuation, performance evaluation, application of procedures and quality in the selection of personnel. The article aims to contribute to the improvement of the selection of personnel according to the profiles of competence in the serum plant of the Oriente Pharmaceutical Laboratory. This required the design and implementation of the personnel selection process based on modern theories of human resource management and competencies, which was applied to three key production positions considering multiple selection criteria and the distinctive competencies identified by the technical committee.

**Keywords:** staff pick, competency profiles, human resources

# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

## Resumen

La Gestión de Recursos Humanos tiene un proceso de selección del personal que parte de una problemática al no estar frecuentemente adecuado a la gestión por competencias. Esto no permite obtener positivos resultados en la medición de los indicadores de gestión que están definidos en la evaluación de la idoneidad demostrada: índice de rotación, fluctuación laboral, evaluación del desempeño, aplicación de procedimientos y calidad en la selección de personal. El artículo tiene como objetivo contribuir al perfeccionamiento de la selección de personal según los perfiles de competencia en la planta de sueros del Laboratorio Farmacéutico Oriente. Para ello se requirió del diseño e implementación del proceso de selección del personal basado en las teorías modernas de gestión de los recursos humanos y por competencias que se aplicó a tres puestos claves de la producción considerando criterios de selección múltiples y las competencias distintivas identificadas por el comité técnico.

**Palabras clave:** selección de personal, perfiles de competencia, recursos humanos

## Introduction

The world is experiencing very rapid changes in the current scenario of the global COVID19 epidemic marked by high competition in global markets that forces organizations to develop strategies to face this complex international context. In turn, the Cuban business system currently faces relevant challenges in facing the challenges of a globalized and turbulent international environment, undertaking the transformations that are unfolding in the country and achieving insertion in the global value chains of the international economy with greater competitiveness of its products and services.<sup>1</sup>

In this scenario, an adequate selection of human resources,<sup>2,3,4</sup> that allows the incorporation of high performance personnel with good use of training, excellent possibilities for promotion, a turnover rate that is within acceptable margins for organizations and, in general.<sup>5-7</sup> Among the approaches to human resource management,<sup>8,9,10</sup> management by competencies contributes to an adequate selection of personnel, the fulfillment of strategic objectives and success in management organizational.<sup>5,9,11-14</sup>

The development of the Cuban pharmaceutical and biotechnological industry has undergone qualitative changes in recent years, together with the high priority given to it by the direction of the State and the Government. It is also facing rapid technological change in the biopharmaceutical sector, which is the almost exclusive domain of very few developed countries. In this sense, the potentialities of human resources are decisive in the personnel management process and within these, the selection process is crucial<sup>5,6</sup> in the organization of work.<sup>7</sup>

The COVID-19 pandemic has had great importance for the Cuban pharmaceutical and biotechnology industry by developing new drugs such as vaccines for the immunization of the entire population and the drugs that have been necessary for the treatment of patients affected by the disease, convalescents and contacts of infected patients. The work of the company under study in this article has been essential in dedicating itself to the production of serums, rehydration salts and tablets, which has represented a great contribution to the country, due to the efforts of the group of workers without paralyzing the production process. and with high production levels higher than those of previous years. In addition,

# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

there was the satisfaction of supporting the clinical trial of the ABDALA vaccine candidate to confront COVID19, with the first 150 people who participated, being part of this great event in the country.

This research is carried out in the Oriente Pharmaceutical Laboratory Company, belonging to the Business Group of the Biotechnological and Pharmaceutical Industries of Cuba (BioCubaFarma), subordinated to the Council of Ministers. This Group is dedicated to the production and marketing of medicines, natural products and medical equipment, with the mission of contributing to the health and well-being of society, guaranteed by a qualified and ethically committed workforce.

The topic addressed in the article refers to the selection of personnel by skills in the reference company, which until now has implemented the selection process only on the basis of job descriptors. This situation has had a negative influence on management indicators, such as: the turnover rate of operator positions at 31%, labor fluctuation at 12% due to the mandatory hiring of the workforce, the incorrect application of procedures established for selection, as well as the occurrence of technical errors in compliance with good pharmaceutical manufacturing practices at the Serum Plant. All of this is aggravated by the failure to optimally select personnel based on the employment policy defined in the country.

In this sense, the general objective of the article is to contribute to the improvement of the personnel selection process in the serum plant of the Oriente Pharmaceutical Laboratory, based on management by competencies. For this, the stages undertaken are shown, which are validated for the selection of personnel in three positions in the production process.

## Materials and methods

The improvement of the procedure for the selection of personnel in the serum plant of the Oriente Pharmaceutical Laboratory based on management by competencies is represented in **Figure 1**.



**Figure 1.** General steps of the personnel selection procedure by competencies

**Source:** self-made

A description of the stages of the competency-based selection process for the Oriente Pharmaceutical Laboratory Company is shown below.

# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

## Stage 1. Creation of the work team for the selection process

The members of the work team must be defined for the personnel selection process where those directors and specialists with experience and knowledge must participate fundamentally and hold management positions and are specialists in the areas of Human Capital, Production Plant and Security and Protection. Once the committee is appointed, a training process is carried out in management by competencies with workshops, seminars and conferences.

## Stage 2. Determination of the distinctive labor competencies of the company

The distinctive labor competencies of the entity must be determined with the support of a group of experts, verifying each production process and the main activities of the key positions of Production Assistant for the production of medicines, Sanitation Assistant for clean rooms and Technologist of industrial processes of the Serum Plant. These competencies defined for the key positions selected, constitute the basis for the selection of personnel, as well as their preparation, performance evaluation<sup>15-18</sup> and personnel remuneration. The approved broad profile position qualifier, the technical job descriptions (DPT), professional charts, inventories of skills prepared for the diagnosis of training needs are taken as a starting point. The Delphi<sup>5,6,9,11</sup> method will be used to refine the distinctive competencies, being registered in an official document.

## Stage 3. Selection of personnel according to the competency profile designed for the position

The profiles by competence should be analyzed by the work team defined for the selection of personnel, taking into account, in addition, that the designs of the positions generally contain among their essential components the general and specific functions, but they lack the labor competences, then It is possible to show the relationship between these functions and the job skills identified by designing a job profile by skills.<sup>6,9,12-15,18</sup> The initial documentation defined in the personnel selection procedure necessary for the process is oriented and reviewed by each member of the team to begin the comprehensive assessment of the candidate proposed for the key positions and their subsequent conciliation with the Ministry of Labor and Social Security (MTSS), organizations and agencies present in the process.

## Stage 4. Evaluation and control of the personnel selection process

The evaluation and control of the selection process allows validating and reviewing all the documentation used in the hiring process of suitable personnel according to the competency profile for key positions. In this stage, the process of evaluating the performance of the labor competencies of the workers who occupy the key positions of the organization is carried out based on individual performance and action. The evaluation of performance based on labor competencies will be carried out by each immediate superior, who will have the self-evaluation criteria of the worker himself and the necessary objective evidence (performance evaluations carried out previously, performance criteria provided by other workers, etc. ), being able to consider within this group the direct boss of the worker being evaluated, who will define how to increase the rigor and objectivity of the performance evaluations, the results will be specified in the model of **Annex 1**.

# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

## Results and Discussion

The main results of the application of the procedure in the Oriente Pharmaceutical Laboratory Company, belonging to the BIOCUBAFARMA Group, are shown. The Company has five pharmaceutical production lines endorsed with the Sanitary License for Pharmaceutical Operations granted by the Center for the State Control of Medicines, Equipment and Medical Devices (CECMED), referring to:

- Oral tablets (Tablets).
- Large volume Parenteral Solutions (Serums).
- Concentrated solutions for Hemodialysis.
- Medical equipment (cast bandages).
- Oral powders (Oral Rehydration Salts).

This company's social responsibility is to produce and pay taxes to the country's basic list of medicines with 100% of plaster bandages and Oral Rehydration Salts (ORS), 17% of assortments in the form of tablets, 50% of the Concentrated Solutions for Hemodialysis and 75% of the Large Volume Parenteral Solutions in plastic bags. A percentage of the production is destined for export.

One of its main strengths lies in the development, production and marketing of natural products from medicinal plants, beekeeping derivatives and others, taking advantage of their antioxidant and nutritional properties, in solid pharmaceutical dosage forms (tablets), among which stand out: Anamú tablets, Propolis tablets, Soy Lecithin tablets and Moringa tablets.

The Company's social commitment is to produce medicines, natural products, in different pharmaceutical forms and plaster bandages, safe and reliable in accordance with the regulatory quality specifications and those required by our clients. The Company will establish and maintain an Integrated Management Policy, in accordance with the requirements established in Good Pharmaceutical Production Practices, ISO 9000, ISO 14000, ISO 18000 Standards in accordance with current Cuban legislation and other applicable environmental requirements. and safety and health at work.

### Stage 1. Creation of the work team for the selection process

The members of the work team were defined for the personnel selection process, in which the holders of the following positions participated: Human Capital Director, Plant Director, Department or area of the position to be analyzed, Psychologist of the entity, contracted or providing services, Specialist B in Human Resources Management (Training), Specialist B in Human Resources Management, Principal Specialist in the area of Labor Resources, Technician A in Labor Resources Management and Detective hired by the company to provide services of the Company of Specialized Protection Services S.A. (SEPSA).

Once the committee is appointed, a training process is carried out in management by competencies with workshops, seminars and conferences. Considering the necessary documentation for the application of the procedure, the following documents were reviewed: Labor Code, Business Improvement Decree, ISO 10015 Standards, Company Personnel Selection Procedure, Entity Code of Conduct, Established Regulations, Good Manufacturing practices and documentation to conceptualize the necessary labor

## CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

competencies in the selection process.

### Stage 2. Determination of the distinctive labor competencies of the company

Within the selection process, the experts meet and, with the support of a group of five experts, the distinctive labor competencies of the entity are determined, verifying each production process and the main activities of the key positions of Production Assistant for the production of medicines and Hygienization assistant for clean rooms and Technologist of industrial processes of the Serum Plant. These competencies defined for the selected key positions constitute the basis for the selection of personnel, as well as their preparation, performance evaluation and personnel remuneration.

The approved broad profile position qualifier, the DPT or technical job descriptions, professional charts, inventories of skills prepared for the diagnosis of training needs are taken as a starting point. The Delphi method is used to refine the distinctive competencies, being registered in an official document.

In a first round, a group of competencies are related to define the distinctive ones:

1. Achievement motivation
2. Concern for order and quality
3. Interpersonal relationships
4. General and technical knowledge
5. Responsibility
6. Teamwork and cooperation
7. Commitment to the organization

Each expert is asked for their order of importance from 1 ton, with 1 being the most important cause. Competences C3 and C5 that obtained Cc values  $< 60\%$  <sup>5,6,9,11</sup> are eliminated due to low agreement or little consensus among the experts.

To determine the level of consensus of the experts, the Kendall W Test was performed, using the SPSS Software tool, the results are shown in **Table 1**.

**Table 1.** Concordance coefficient in the company's distinctive labor competencies

Ranks	Average range
Achievement motivation	1.43
Concern for order and quality	5.71
General and technical knowledge	1.57
Responsibility	4.71
Teamwork and cooperation	4.85
Commitment to the organization	3.71

**Source:** self-made

With the application of the Delphi method by rounds, the distinctive competencies of the organization were obtained as a result:

## CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

1. Achievement motivation
2. General and technical knowledge
3. Commitment to the organization
4. Responsibility
5. Teamwork and cooperation
6. Concern for order and quality

The document that contains the identified competencies and their associated behaviors, according to the order of importance given by the experts, was validated and certified by the competencies committee and the approval of the organization's general director. This process concluded with the inclusion of the standardized competencies in the organization's catalog of competencies, constituting a reference document and mandatory consultation.

### Determination and definition of the labor competencies of the selected jobs

Consultations are carried out with the job holders, the group of experts, those responsible for the working group and the personnel involved. The competencies shown in **Table 2** are defined and conceptualized.

**Table 2.** Concordance coefficient in the job skills of the selected jobs

Experts (E) / Ordered factors (N)	$\Sigma R_j$
1. Teamwork	6
2. Troubleshooting	32
3. Safety and health and environment	33
4. Technological knowledge	9
5. Analytical capacity	19
6. Professionalism	18
7. Orientation to results	23

Source: self-made

To determine the level of consensus of the experts, the Kendall W Test was performed, using the SPSS Software tool, the results are shown in **Table 3**.

**Table 2.** Average range

Competencies	Range
1. Teamwork	1.2
2. Troubleshooting	6.4
3. Safety and health and environment	6.6
4. Technological knowledge	1.8
5. Analytical capacity	3.8
6. Professionalism	3.6
7. Orientation to results	4.6

Source: self-made



## CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

With the application of the Delphi method by rounds, the following distinctive competencies of the job were obtained as a result:

1. Teamwork.
2. Technological knowledge.
3. Professionalism.
4. Analytical capacity.
5. Results orientation.
6. Troubleshooting.
7. Safety, health and environment.

### Stage 3. Selection of personnel according to the competency profile designed for the position

The profiles by competence are analyzed by the work team defined for the selection of personnel, considering, in addition, that the designs of the positions generally contain among their essential components the general and specific functions, but lack the labor competences, it is possible show the relationship between these functions and the job skills identified, by designing a job profile by skills. The initial documentation defined in the personnel selection procedure necessary for the process is guided and reviewed by each member of the team to begin the comprehensive assessment of the proposed candidate for the key positions and their subsequent reconciliation with the MTSS and all the organizations present in the process. process.

Next, the position profile was designed by competencies, as shown in **Annex 2**. The position profile format proposed by Cuesta Santos (2010)<sup>5</sup> was selected, adapting it to the needs of the position, and it was eliminated from the same the physical requirements because they do not constitute a necessity of the positions analyzed.

The group of experts and the board of directors of the plant review the profiles designed for the job of Production Assistant for the production of medicines, Sanitation Assistant for clean rooms and Technologist of chemical and industrial processes in the Serum Plant for proceed to its implementation and verification of the results. This step promotes the improvement of the personnel selection process, which is currently one of the problems that the organization presents with the inadequate recruitment process, without considering the skills and profiles.

The selection team meets with the 7 candidates to make the selection according to the designed position profile. All the initial documentation of the process is received: Certification of completed studies, Assignment ticket established by the MTSS, Photos, Autobiography, Updated medical and psychological check-up, Verifications carried out by the detective with an acceptance letter and Initial personal survey established in the procedure of selection.

All the documentation is verified by the selection team, carrying out an assessment of the skills that each candidate possesses and it is concluded through the vote of the experts that the proposal of candidates to be hired is for three of those who opted for the places, covering the positions sanitization assistant for clean rooms, production assistant for the production of medicines and industrial process technologist for the production of medicines.



# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

## Stage 4. Evaluation and control of the personnel selection process.

In this stage, the process of evaluating the performance of the labor competencies of the workers who occupy the key positions of the organization is carried out based on individual performance and action. The evaluation of performance based on labor competencies will be carried out by each immediate superior, who will have the self-evaluation criteria of the worker himself and the necessary objective evidence (performance evaluations carried out previously, performance criteria provided by other workers, among others). It was considered to include within this group the direct boss of the worker being evaluated, who will define how to increase the rigor and objectivity of the performance evaluations, reflecting the results in the model proposed in **Annex 1**.

The evaluation of the performance according to competencies will be carried out three months after the staff is hired in the job with the due assessment and evaluation of the results by the selection team to carry out the corrections of the process together with the factors of the serum plant and the indications established by the biopharmaceutical industry.

## **Conclusions**

Management by competencies favors a selection of the most suitable personnel, taking into account the needs of the job and the objectives of the organization, by defining the distinctive competencies of the position with the application of the method of experts with a participatory approach and teamwork. .

The proposed procedure for the selection of personnel based on competencies allowed the definition of the distinctive competencies of the company and of the positions of Production Assistant for the production of medicines, Sanitation Assistant and Industrial Process Technologist.

With the application of the proposed selection procedure, the personnel were selected based on the competencies of the key positions with the due updating and coordination with the Expert Committees of the Serum Plant. The personnel selection process was validated with performance evaluation.

## **Bibliographic references**

1. Lopes I, Marrero SP, Fera MA, Grass A, Espina Y, Lugo A. Impacto de la COVID-19 en las cadenas de suministro globales: caso comercio electrónico. Revista Cubana de Administración Pública y Empresarial, 2021;5(1): e153. [consultado 8 enero 2022] Disponible en: <https://doi.org/10.5281/zenodo.5534652>
2. Castaño MG, López G, Prieto JM Guía Técnica y de Buenas prácticas en Reclutamiento y Selección de personal. Madrid: Colegio Oficial de psicólogos de Madrid; 2011.
3. Alonso O. Aplicación de una metodología para el reclutamiento, selección e inducción de la fuerza laboral en especialistas en gestión comercial de la corporación Copextel S.A. Tesis en opción al título de master en Gestión de Recursos Humanos, Instituto Superior Politécnico José A. Echevarría, La Habana; 2012.
4. Cuesta A. Innovación y optimización de plantillas. Revista Cubana de Administración Pública y Empresarial 2020; 4(1): 21-35. [consultado 3 enero 2022] Disponible en: <https://apye.esceg.cu/index.php/apye/article/view/101>

## CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

---

5. Cuesta A. Tecnología de Gestión de Recursos Humanos, 3era ed., Ed. Félix Varela y Academia, La Habana; 2010.
6. Cuesta A. Gestión del talento humano y del conocimiento. Segunda edición, ECOE Ediciones, Bogotá; 2017.
7. Cuesta A. Organización del trabajo: base de la gestión del capital humano. Revista Cubana de Administración Pública y Empresarial. 2017; I (2): 107-120. [consultado 8 enero 2022] Disponible en: <https://apye.esceg.cu/index.php/apye/article/view/12>
8. Mayo JC, Cordero L. El capital humano. Diseño de un sistema de gestión. Observatorio de la Economía Latinoamericana; 2011 [consultado 12 enero 2022] Disponible en: <https://www.eumed.net/cursecon/ecolat/cu/2011/maciz.htm>
9. Cuesta A, Linares MA, Fleitas MS, Delgado M. Gestión del Capital Humano. En: Delgado M, Coordinador académico. Temas de Gestión Empresarial. Volumen IV. La Habana: Editorial Universitaria Félix Varela; 2017. p. 157. ISBN: 978-959-07-2230-1
10. Cuesta A, Valencia M. Capital Humano: Contexto de su gestión. Desafíos para Cuba. Ingeniería Industrial. 2018; XXXIV (2): 135-145. [consultado 9 enero 2022] Disponible en: <http://scielo.sld.cu/pdf/rii/v39n2/1815-5936-rii-39-02-135.pdf>
11. Wong S.C. Competency Definitions, Development and Assessment: A Brief Review. International Journal of Academic Research in Progressive Education and Development, 2020;9 (3): 95-114. [consultado 8 enero 2022] Disponible en: <http://dx.doi.org/10.6007/IJARPED/v9-i3/8223>
12. Fernandes DJ, Sotolongo M, Martínez CC. La Evaluación del Desempeño por Competencias: Percepciones de Docentes y Estudiantes en la Educación Superior. Formación universitaria. 2016; 1.9 (5): 15-24 [consultado 10 enero 2022] Disponible en: <http://dx.doi.org/10.4067/S0718-50062016000500003>
13. Azcuy Y, Arado LE, Valenciaga D, Becerra MJ. Determinación del sistema de competencias del proceso de posgrado en centros de investigación. Caso de estudio: instituto de ciencia animal. Revista Cubana de Administración Pública y Empresarial, 2020;4(1): 36-48. [consultado 25 abril 2022] Disponible en: <https://apye.esceg.cu/index.php/apye/article/view/97>
14. Delgado M. Muriel J, Polo JC, Padilla Rodríguez D. Perfil de competencias de los directivos en Cuba y su aplicación en la agricultura. Revista Cubana de Administración Pública y Empresarial, 2022;6(1): e194. [consultado 25 abril 2022] Disponible en: <https://doi.org/10.5281/zenodo.5821770>
15. Obando JE, Sotolongo M, Villa EM. Evaluación del desempeño de seguridad y salud en una empresa de impresión. Ingeniería Industrial. 2019; XL (2): 136-147. [consultado 20 enero 2022] <http://scielo.sld.cu/pdf/rii/v40n2/1815-5936-rii-40-02-136.pdf>
16. Ochoa, M. Delgado, M. Procedimiento para la formación por roles en la producción de software en la universidad de ciencias informáticas. Revista Cubana de Administración Pública y Empresarial. 2018; 1 (2): 120-32. [consultado 25 abril 2022] <https://apye.esceg.cu/index.php/apye/article/view/13>
17. Peña D., Delgado M. Procedimiento para la evaluación integrada del desempeño en una universidad de posgrado. Revista Cubana de Administración Pública y Empresarial. enero-abril 2020; IV (1): 106-121. [consultado 27 abril 2022] <https://apye.esceg.cu/index.php/apye/article/view/105/209>
18. Cuesta A. Fleitas S, García V, Hernández I, Anchundia A, Mateus L. Evaluación del desempeño, compromiso y gestión de recursos humanos en la empresa. Ingeniería Industrial. 2018; XXXIV (1): 24-35. [consultado 29 abril 2022] <http://scielo.sld.cu/pdf/rii/v39n1/rii04118.pdf>

## **Conflict of interests**

The authors declare no conflicts of interest

## **Authors contribution**

- Inalvis Méndez Serrano: Conceptualization, Data Curation, Formal Analysis, Research, Methodology, Project Management, Resources, Software, Validation, Visualization, Original Writing-Draft, Writing: review and editing.
- María Sotolongo Sánchez: Conceptualization, Formal Analysis, Research, Methodology, Supervision, Writing: review and editing.

# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

## Annex 1. Evaluation model based on competencias

Annual job performance evaluation
Evaluated:
Position:
Area:

### Indicators to be evaluated

1. Compliance with the recommendations derived from the evaluation of the previous annual performance (30 points) Competence: Problem solving.
2. Performance of work with efficiency, quality and productivity demonstrated in their work (59 points). Competence: technological knowledge, analytical capacity and orientation to results.
3. Compliance with the rules of conduct of a general or specific nature and the personal characteristics required for the performance of certain positions (15 points). Competence: Teamwork, Safety, health and environment.
4. Compliance with the individual training and development plan. (15 points). Competence: results orientation.
5. Recommendations and corrective actions

Evaluation result (Rating)	Mark with an X
Superior job performance: 100-90 points	
Compliant job performance: 89-80 points	
Adequate job performance: 79-60 points	
Poor job performance: less than 60 points	
<b>Conclusions</b>	
... Remain in employment; ... Remain in employment and send to training course to further their knowledge; ... Remain in employment and send to training course to be requalified; ... Propose to terminate the employment relationship.	

Name and surnames of the evaluator		Signature of the evaluated person		
		Date of notification		
Position		According	Yes	
Signature			No	

# CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

## Annex 2. Competency profile designed for key positions at the Serum Plant

Job title or position: Production assistant for the production of medicines					
Department to which it belongs: Serum Plant					
Occupational category: Operator		Scale group: IV			
Mission of the position or position: Make the annotations and specifications of all kinds in relation to their tasks in the established documentation, report any anomaly, all kinds of tasks in the productions of the Pharmaceutical Medical Industry, such as: supply, receive, lottery, counting, weighing, making, assembling, washing, packing, checking, covering, recovering, uncovering, placing, activating and others.					
Check that the products meet the requirements established by technologies, before packaging them.					
Competencies of the position or position:					
1. Teamwork: You must work in coordination with the rest of the brigade, considering the functions of supplying, receiving, placing and others of your position.					
2. Technological knowledge: Knowledge of the production process of the Serum Plant is necessary, as well as the technology used, good manufacturing practices and health and safety measures.					
3. Professionalism: Must have the upper secondary level as the main requirement and practical training in the task to be performed, as well as must comply with the fundamental elements of the code of conduct for workers in the biopharmaceutical industry.					
4. Analytical capacity: Knowledge of the technological process and machinery will allow you to carry out production and support operations with the speed and quality necessary to comply with daily batch production standards.					
5. Orientation to results: Works for technological operations complementing the manufacturing, handling, revision and packaging of production by manufacturing batches.					
6. Troubleshooting: Coordinates and executes planned operations and tasks according to job descriptions and work content in order to solve any problem that occurs in the human and technological process.					
Requirements or demands of the position or job: Upper secondary level with a course on good practices and on-the-job training.					
Minimum training required: On-the-job training.					
Previous experience: You do not need experience on the job					
Specific knowledge:		1	2	3	
Good manufacturing practices established in the company				x	
Technological production process at the Serum Plant				x	
Job Descriptions			x		
Work content			x		
Manufacturing technical standards				x	
1 Elementary 2 Medium 3 Superior					
Personality requirements:		1	2	3	4
Organized					x

## CONTRIBUTION TO THE IMPROVEMENT OF THE PERSONNEL SELECTION PROCESS BASED ON COMPETENCIES

Demanding			x		
motivator			x		
Communicative			x		
1 Not required 2 Low 3 Medium 4 High					
General Function: Check that the products meet the requirements established by technologies during the process, in the review and before packaging. Functions of the position: Supply, receive, batch, count, weigh, make, assemble, wash, package, check, cover, recover, uncover, place, activate and others.					
Means					
Responsibility for resources: You must rationally use the raw materials used (bags, nylon, water, sodium chloride, dextrose, metronidazole and others) according to technical process standards.					
Functional relationship with other positions: It is related to the Plant Manager, Shift Managers, Brigade Managers, Industrial Process Technologists, Medication Production Operator, Sanitation Assistant and others required in the process.					
Working conditions					
Condition	Optimal	Acceptable	Regular	Bad	Terrible
Sanitary set	x				
Appropriate sanitary footwear		x			