RECRUITMENT & SELECTION

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RECRUITMENT and SELECTION

- Receiving Applications
- Screening Applications
- Testing - Achievement Trade, Intelligence, Aptitude Personality
- Interviewing
- Checking References – Selection
- Physical & Medical examination
- Placement – Job introduction, on the job training.
RECRUITMENT & SELECTION

• Formal performance appraisal methods
• Superiors rating of subordinates
• Group of superior rating subordinates
• Group of peers rating a colleague
• Subordinate rating of business
RECRUITMENT & SELECTION

Scale
1) Ranking scale
2) Paired comparison method.
3) Factor comparison – each trait – scale
4) Grading scale - 3pt, 5pt, 10pt
5) Forced distribution system - % fixed for each grade.
APPRAISAL BY RESULTS/M.B.O

Problems in Appraisal – Shifting standards
  rate bias
  halo effect
  Different rather patterns
APPRAISAL BY RESULTS/M.B.O

- Training – telling Plus showing plus surviving until desired change is achieved in skill, attitude or behavior
- Need - * New employees – Induction Training
- Job change
- Rapid technological change
- Supervisory skills
- Explain policies, rules & regulations
- Special Knowledge / Skill required.
- To Control accidents & improve health
- Ounce of practice is worth ton of theory
- To tackle problems
- Identify needs – Performance appraisal
- Analysis of job requirements HR audit
APPRAISAL BY RESULTS/M.B.O

TRAINING APPROACHES

ON THE JOB TRAINING

• Coaching by superior
• Job rotation
• Training Positions-’assistants’
• Assigning work to develop experience & ability  -MDPs,EDRs.

OFF THE JOB TRAINING

OFF- THE JOB TRAINING

• Remove stress & on going
• Demands of work place
• In house Class room Instruction
• -MDPs,EDRs.
APPRAISAL BY RESULTS/M.B.O

II. Recruitment

Process of development of a pool of job candidates in accordance with hrp.

III. Selection:

- Internal vs External
- Horizontal vs vertical promotion
- Evaluate and choose candidates
  application – job offers
- Assessment center – to select qualified candidate.
Socialisation - Orientation Programme
- Designed to help employees
- Fit smoothly into an organisation

Information

- General – daily work routine
- Review of organisation, history, purpose
  Operations, products/services.
  How Employees job contribute to the
  organisation needs.
- Detailed Presentation-Policies work rules,
  employee benefits
TRAINING & DEVELOPMENT

Maintain or improve Current job performance
Develop skills necessary for future activity
METHOD OF TRAINING

- Induction training
  Job training –process/tech
  Promotional training
  On the job training–learn
    under a supervisor
  Vestibule training
  Apprentice Training – 2 to 6 years

  External Training
METHOD OF TRAINING

Train Methodology-Lecture Q&a, Demo, conference, case studies, Brainstorming, simulation-Role play/games.

VI Performance Appraisal- Evaluation of worth quality or merit

<table>
<thead>
<tr>
<th>INFORMAL</th>
<th>FORMAL</th>
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<tr>
<td>Continous feedback to Subordinates</td>
<td>Annually/semi annually</td>
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<td>Day - to - Day basis</td>
<td>Know how they are rated</td>
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<td>Spontaneous Remark</td>
<td>Identify those deserving merit raises</td>
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<td>Encourage Desirable Performance</td>
<td>Identify –suitability for promotion</td>
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<td>Identifying training needs</td>
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METHOD OF TRAINING

- VII Compensation
  - Offer by other employees
  - Difficulty & importance of job
  - Quality of Performance by an individual

High - to secure ‘Cream of crop’
Pay - to offset unfavorable locations/poor working condition
- Low Labor turnover
METHOD OF TRAINING

Arrangement for work  - Hour of work
- Vacation
- Working Condition

Employee Services  - Sponsor social & recreation activities
- Provide protection against financial risk of the employees.

Employee risk:  - Loss due to accident/sickness
- Premature death
- Old age
- Loss of job
METHOD OF TRAINING

• Protection through- Workmans compensation salary during sick leave as life insurance plans old age pension
• Risk sharing-Employer /employee/ bose
METHOD OF TRAINING

INDUSTRIAL RELATIONS

• Grievnce – causes & Handling process
• Conflict – Causes & holding Process

IX COUNSELLING

Discussion of an emotional problem with a view to mitigate it.

When – Discipline

   Handling of grievances
   Improve attitude towards superior/work
   Allotment of work
   Compensation of work.
   Personal Problems.
   Industrial unrest
   Better Employer _Employee Relationship
Advantages-Improves upward & downward common reassurance release of emotional tension classified thinking reorientation

Directive Counselling - Counsellor Oriented
Non-Directive Counselling - Counsellor Oriented
Co-operative Counselling - Combination.