

SELECTION PROCESS IN HRM

Everything you need to know about the selection process in human resource management.

Finding the interested candidates who have submitted their profiles for a particular job is the process of recruitment, and choosing the best and most suitable candidates among them is the process of selection.

It results in elimination of unsuitable candidates. It follows scientific techniques for the appropriate choice of a person for the job.

Selection is a long and tedious process. Every candidate has to pass through several hurdles before he/she can get selected for job.

The whole exercise might be called a rejection exercise but it has a positive outcome in terms of the appropriate personnel selected.

Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken.

The procedure for selection should be systematic so that it does not leave any scope for confusions and doubts about the choice of the selected candidate.

Employee Selection Process in Human Resource Management

Selection Process in HRM – 7 Steps Involved in the Selection Process: Preliminary Interview, Screening of Applicants, Employment Tests, Selection Interview and a Few Others

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Selection process involves the following steps:

Step # 1. Preliminary Interview:

It is the first step in selection. Initial screening is done in this step and all the undesirable applicants are weeded out. This interview is generally conducted by lower level executives. It is a very important step as it shifts out all the unqualified, not desirable applicants and the HR manager can then concentrate on the other applicants without wasting time. The candidates are generally told about job specifications and the skills required for it. This process screens the most obvious misfits.

Step # 2. Screening of Applicants:

These days application forms of almost all organizations can be downloaded from the website or may even be provided on request. The form asks for basic things like educational qualifications, experience, age etc.

Once the filled application is brought to the screening committee, it checks the details and calls the candidate for selection test. The purpose of this screening test is also to read out the hot suitable candidates as spending time on them means waste of money.

Step # 3. Employment Tests:

Employment tests are device to check the areal knowledge of candidates for the respective jobs. These tests are very specific as they enable the management to bring out right type of people for the jobs.

The following tests are given to candidate in most cases:

(a) Intelligence Tests:

They test the mental ability of candidates. These tests measure the learning ability of candidates in understanding questions and their power to take quick decision on crucial points. People who are able to quickly answer to these questions are found to be skilful and can be offered training to improve skills for the job in organization.

(b) Aptitude Tests:

They test an individual's capacity to learn a particular skill. There are mainly two types of aptitude tests.

Cognitive tests which measure intellectual, mental aptitudes. The second one is called motor tests which check the hand – eye coordination of employees.

(c) Proficiency Tests:

These tests are also called performance or occupational tests. They determine the skills and knowledge acquired by an individual through experience and on the job training.

They are of 4 types:

(i) Job knowledge tests – These tests are used to judge proficiency in operating mechanical equipment, dictating, typing, computer applications etc. These tests can be written and practical both. These tests are good in selecting typists, stenographers with supervisor etc.

(ii) Work sample tests – In this test the applicant is given a piece of work to perform in a stipulated time. His performance will judge whether he can be picked up for the job.

(iii) Personality tests – These tests judge the psychological makeup of any person. These tests check a person's

motivational level, emotions, integrity, sympathy, sensitivity etc. These traits in an individual provide the manager with an overall picture of his personality.

(iv) Simulation tests – In this test many situations which an employer will have to face in the job will be duplicate and the candidate will be asked to face the problem. These tests are generally used for recruiting managers in the organization.

Step # 4. Selection Interview:

Interview is an examination of the candidate where he sits face to face with the selection body and answers to their information given by the candidate about his abilities and the requirements of the jobs.

Interview gives the recruiter an opportunity to:

(a) Assess subjective aspects of the candidate.

(b) Know about his enthusiasm and intelligence.

(c) Ask questions which were not a part of his application.

(d) Obtain as much information from him as possible about his economic, social and cultural background.

(e) Give facts about the policies, procedures, culture of the company so that he feels good about joining it.

Designing and Conducting Effective Interviews:

Utmost care has to be taken while designing and conducting the interviews, otherwise, they become in-effective.

In creating structured situational interviews, these steps need to be followed:

Step 1 – Make thorough job analysis – There should be a thoroughly prepared job description with a list of job duties, required knowledge, skills, abilities and other worker qualification.

Step 2 – Rate the job's main duties – Identify job's main duties. Rate each job duty based on its importance to job success and on the time required to perform it compared to other tasks.

Step 3 – Create interview question – Some questions should be situational, while some should be behavioural They all should be based on actual job duties with more questions on important duties.

Step 4 – Create benchmark answers and a rating scale for each – An ideal answer may be given the rating of 5 on a 5 point scale whereas, an average answer 3 marks and a poor one just 0 mark.

Step 5 – Appoint the interview panel and conduct interviews – Employers conduct interview generally with a panel consisting of talented and skilful interviewers from the company. They review the answers and rank the candidate accordingly. They indicate where the answers of the candidate fall marginally short of bench mark and where they are ideal or good. They may follow-up the panel discussion with interview for some good candidates.

Step # 5. Checking of References:

Once the candidates interview is over, the reference he had mentioned are checked by the personnel department. His old employers may be asked some quick questions on phone about the candidate's behavior with co-workers, management etc. Further his/her regularity at work and his character can also be inquired about from other references.

Step # 6. Medical Examination:

After a candidate has been approved for the job, his physical fitness is examined through medical specialists of the company. If the report says that he or she is medically fit for the job they are then finally selected. In case there is a problem with the fitness, the candidates are given reasons for rejection.

Step # 7. Final Selection/Hiring:

The line managers are then asked to give final decision after all technical and medical tests are cleared by the candidate. A true understanding between the line manager and the HR manager facilitates good selection. Therefore, the two together take final decision and intimate it to the candidate. The HR department may immediately send appointment letter to the selected person or after some time as the time schedule says.
