

selection



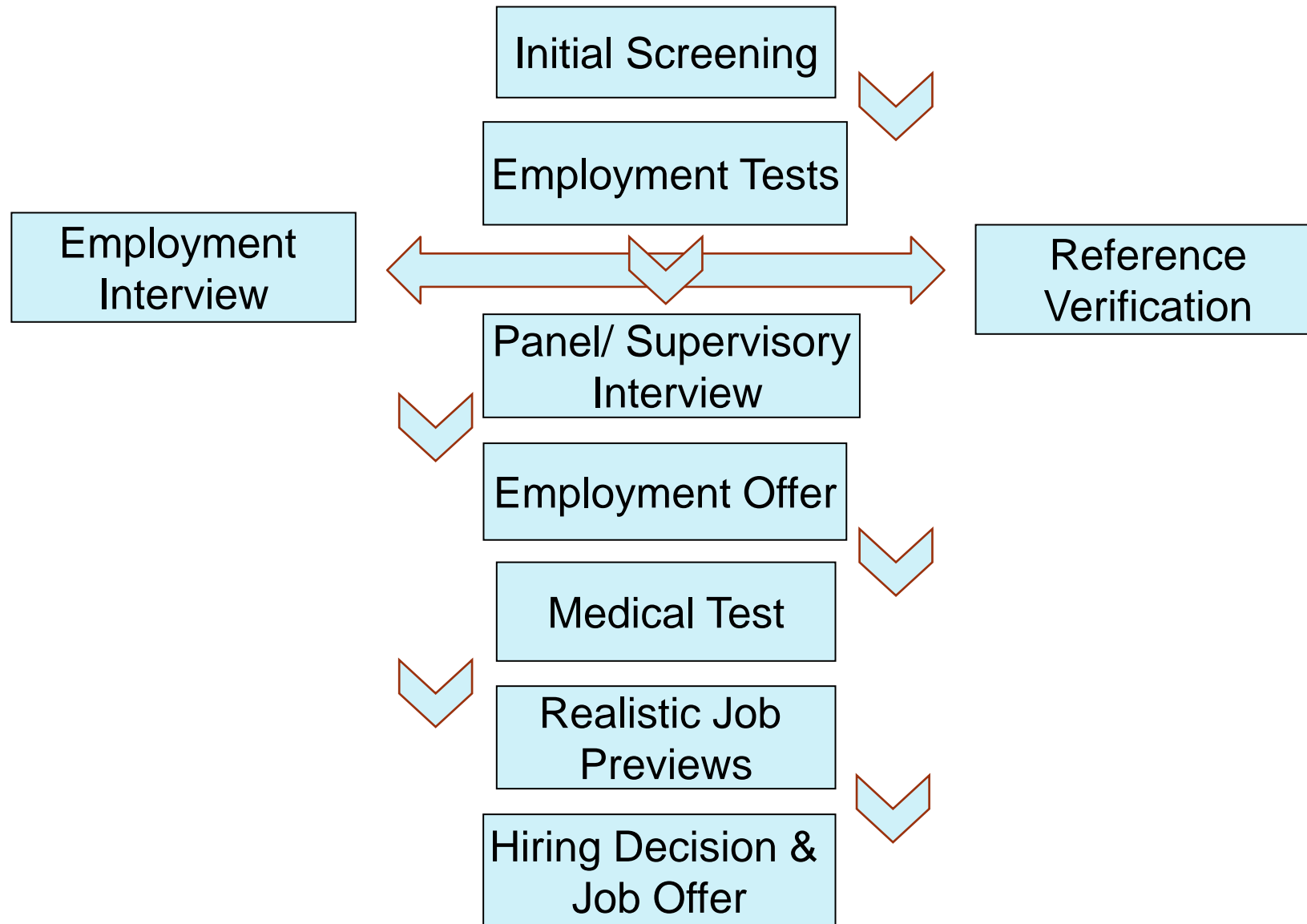
# selection

- Selection Process is a **series of specific steps used to decide which recruits should be hired**. The process begins when recruits apply for employment and ends with the hiring decision.
- Recruiting and selection are combined and called the “**Employment Function**” in many HR departments.
- It is a process by which an **organization chooses from a list of applicants the person or persons who best meet the selection criteria for the positions available**, considering the current environment conditions.

# Essentials of selection Process

- **Authority** to conduct the Selection should be **clearly defined**.
- **Standards/ uniform guidelines** to be fixed for selection to be specified **on the basis of Job description and Job specification**.
- **Sufficient number of applicants is required** to ensure proper Selection Ratio
- Selection Ratio is the relationship between number of applicants hired and the total number of applicants available.
- **Selection Ratio =  $\frac{\text{No. of Applicants Hired}}{\text{Total No. of Applicants Available}}$**

# selection Process



# Employment Tests

- General Aptitude Test
- Knowledge Test
- Psychological Test
- Performance Test
- Personality and Ethical Test
- Situational Test: - Group Discussion, **In-basket**, etc.
- Medical Test

# **Selection Interview: -Types of Interviews**

- Unstructured Interview
- Structured Interview
- Mixed Interview
- Behavioral Interview
- Stress Interview

# Steps in Interview Process

## ➤ Preparation for Interview: -

- ✓ Decide appropriate type of Interview
- ✓ Decide the areas to be covered
- ✓ Type and number of interviews/ interviewers
- ✓ Review the information collected in advance
- ✓ Decide on administrative arrangement
- ✓ Finalize physical setting, date, time, etc.

## ➤ Strategy during Interview: -

- ✓ Information to be obtained and technique to be used

# Steps in Interview Process

## ➤ Conducting Interview: -

- ✓ Open the Interview
- ✓ Get Complete and Accurate Information
- ✓ Record Observation and Impressions
- ✓ Guide the Interview
- ✓ Check the Success of the Interview

## ➤ Closing the Interview

## ➤ Evaluate Interview Results



# Hiring Interviews

## ➤ **Structured Interviews: -**

Predetermined script and protocol

- ✓ Interviews in a proper format
- ✓ Asked through information gathered from job analysis information

## ➤ **Unstructured Interviews: -**

No predetermined script or protocol

- ✓ Any thing related or not related to the job
- ✓ No prescribed format

# Hiring Interviews

## ➤ Behavioral Description Interviews (BDI):

Ask participants to relate actual incidents from their past relevant work experience to the job they are applying for.

*e.g.* Think about your past job and tell us a time where you have committed a mistake? What was your response to the mistake? What was the nature of the mistake?

## **Mock Interview**

## ➤ Situational Interviews:

Encourage applicants to respond to hypothetical situations they may encounter on the job for which they applied.

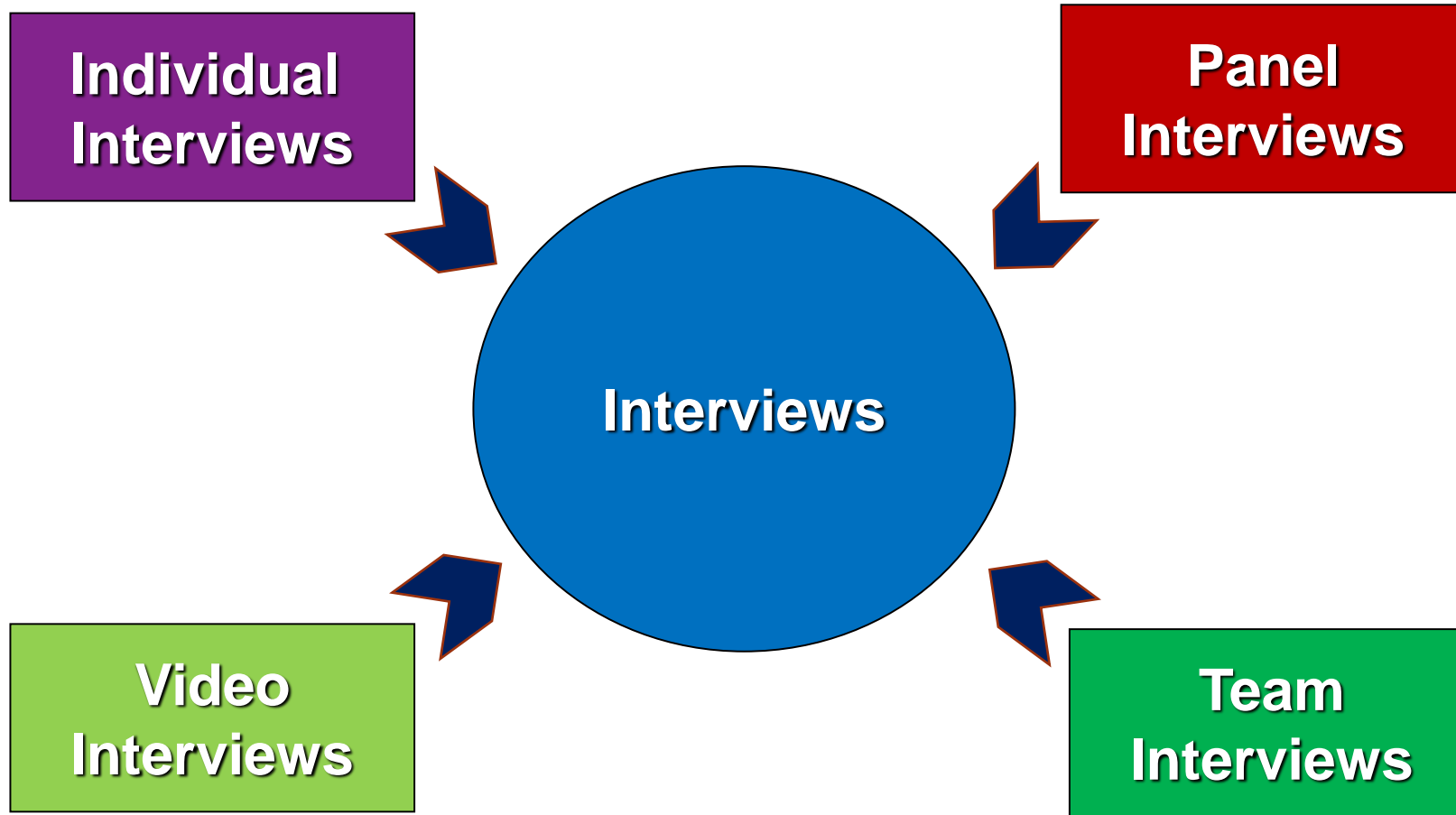
*e.g.* What if you are in a situation that to achieve your sales target the wholesaler is asking for higher commission than fixed by company policy? What will you do under these circumstances?

## **Mock Interview**

# Stress Interview

- A special type of interview designed to **create anxiety and put pressure on the applicant to see how the person responds.**
- In a stress interview, the interviewer assumes an extremely aggressive and insulting posture.
- Those who use this approach often justify its use with individual who will encounter high degrees of stress on the job, such as a **consumer complaint** clerk in a department store or an air traffic controller.
- The stress interview is a **high-risk approach for an employer.**

# Who conducts interviews?



# Problems/ Mistakes in the Interview

## ➤ Biases

- ✓ Interviewers tend to favor or select people whom they perceive to be similar to themselves.
- ✓ This similarity can be in age, gender, previous work experience, personal background, or other factors.

## ➤ Leading Question

- ✓ You do like to talk to people, don't you?
- ✓ Do you think you will like this work?
- ✓ Do you agree that profits are necessary?

## ➤ Interviewer Domination

- ✓ Interviewer who use the interview telling the applicant about his success , spending entire interview telling about company's plan or benefits.

# **Conducting Effective Interviews by Interviewer**

- Interviewers should be carefully selected and trained properly
- Preparation of Interview Plan
- Ice Breaking Activity
- Be a good listener
- Record the facts immediately after interviews
- Evaluate effectiveness of interviewing process

# Realistic Job Previews

- The purpose of a Realistic Job Preview (RJP) is to inform job candidates of the “**organizational realities**” of a job, so that they can more accurately evaluate their own job expectations.
- By presenting applicants with a **clear picture of the job**, the organization hopes to reduce unrealistic expectations and thereby reduce employee disenchantment and ultimately employee dissatisfaction and turnover.

# Background Investigation

## Goals of Background Screening: -

- Provides **factual information** about candidates
- Discourages applicants who have something to hide
- Encourages applicants **to be honest** on application forms and in interviews



# Placement

- Placement is the **determination of the job** to which an accepted candidate is to be assigned and his assignment to that job.

Placements



# Placement

## ➤ **Problems in Placement: -**

- ✓ Employee expectations
- ✓ Job expectations
- ✓ Change in technology
- ✓ Changes in organizational structure
- ✓ Social and psychological factors

## ➤ **Effective Placement: -**

- Job rotation
- Team work
- Training and Development
- Job enrichment
- Empowerment



- Induction is a **process of receiving and welcoming an employee** when he joins the organisation and **providing him basic information** he needs to settle down for work.
- This is the **Final Step of the Employment Process**
- In this process, lectures, hand books, films, group seminars are effectively used to introduce the new employees to:
  - ✓ Company's History, Objectives, Policies, Rules and Regulations, etc.
  - ✓ Department, work activities
  - ✓ Superiors and subordinates

# Objectives of Induction

- Putting new employees at **ease**
- **Creating interest** in job and company
- **Providing basic information** about working arrangements
- **Indicating standards** of performance and behaviour
- Informing about **Training and welfare facilities**
- Creating **feeling of social security**
- **Minimising shocks from the gap** between the expectations and reality of what company provides.

# Process of Induction

- Reporting for duty at a certain place to Head of Department (HoD)
- HoD welcomes new employees
- Introduction to Organisational/Branch Head by HoD
- Organisational/Branch/Departmental Head introduces new employees to other key employees of organisation, reporting authorities and describe the organisation
- Reporting authority provides introduces to coworkers and provides information about duties, responsibilities, rights and privileges, facilities, provisions, welfare measures, etc.
- Reporting authority clarifies doubts of the new employees

# Problems in Induction

- **Busy or untrained supervisors** may fail to provide effective induction
- New employee may not be able to cope with the **load of information** provided at Induction
- New employees - asked to **fill up too many forms** – may feel impatient
- **Gap between wider orientation of HR Department and narrow orientation by concerned Department** may cause some disorientation





# Outbound & Experiential Learning