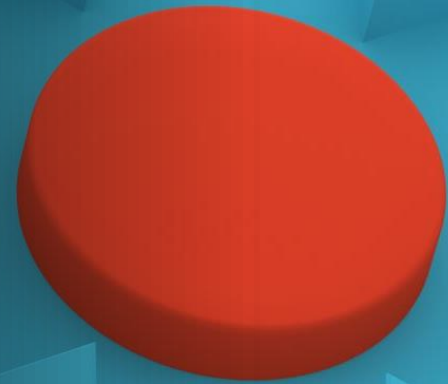


Selection: Meaning, Process and Evaluation

By
Dr. Bignya Patnaik



SELECTION

Selection has been regarded as the most important function of HR department. It ensures the organization that; it has right number, right kind of people at the right place and at the right time.

Definition:

“It is the process of differentiating between applicants in order to identify (and hire) those with the greater likelihood of success.”



Definitions

Selection is the process by which candidates for employment are divided into class – those who will be offered employment and those who will not.

Dale Yoder

Selection is the process of choosing from among the candidates from within the organization or from the outside, the most suitable person for the current positions or for the future positions.

Harold Koontz | Cyril O'Donnel

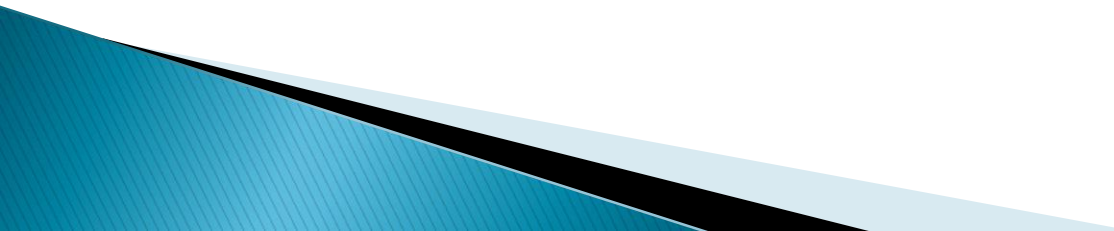
Selection is defined as managerial decision-making process as to predict which job applicants will be successful if hired.

David A. Decenzo | Stephen Robbins



NEED FOR SCIENTIFIC SELECTION

The need for scientific methods of selection can be appreciated as follows:

- ▶ Mistakes invariably occur while making selections however scientific the method of selection is. Selection decision can result in four possible outcomes:
 - False Negative Error (A)
 - True Negatives (B)
 - True Positives (C)
 - False Positive Error (D)
- 

Selection Decision

- **False Negative Error:** A refers to those who were rejected but who would have been successful had they been selected.
- **False Positive Error:** D refers to those who are selected basis subsequent poor performance on the job.
- **True Negatives:** B refers to those who are rightly rejected.
- **True Positives:** C refers to those who are rightly accepted.

The objective of a scientific method of selection is to reduce the number of false negatives (A) and false positives (D).

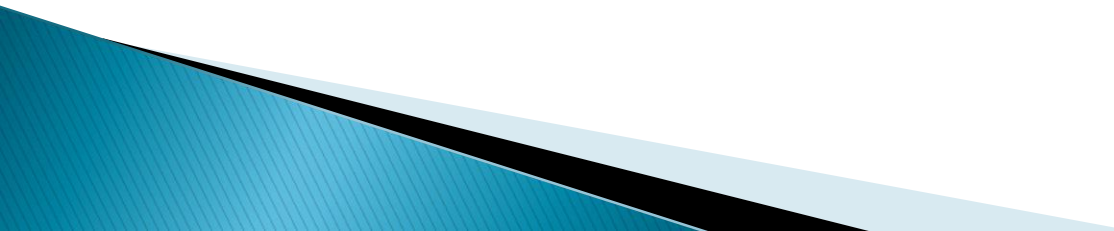
SELECTION DECISION OUTCOMES

Performance Criteria	Selection Criteria	
	False Negative Error (A)	True Positive (C)
True Negative (B)		False Positive Error (D)

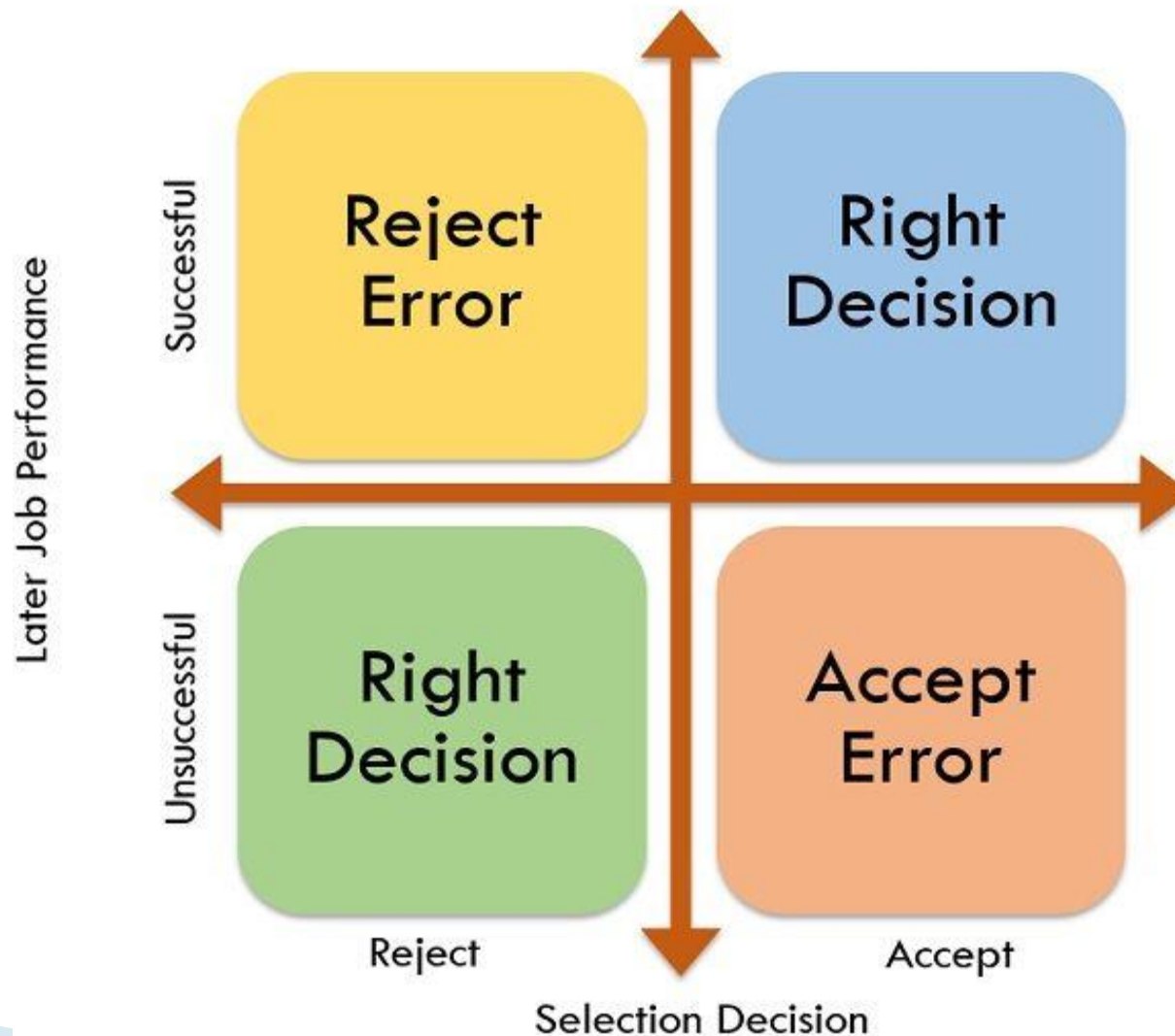
Selection Decision

- ▶ A and D selection proves costly to the organization. False negative error indicates that the costs in performing selection activities will increase. Similarly, false positive error have very obvious costs to the organization.
- ▶ Organizations are social systems and thus cannot exist in isolation. In order to communicate to the society about its image and impartiality, organizations need to have an objective method of selection. This helps the organization attract the most qualified and competent candidates to it.

To appreciate the need for scientific selection is to highlight the benefits it offers to employers and employees:

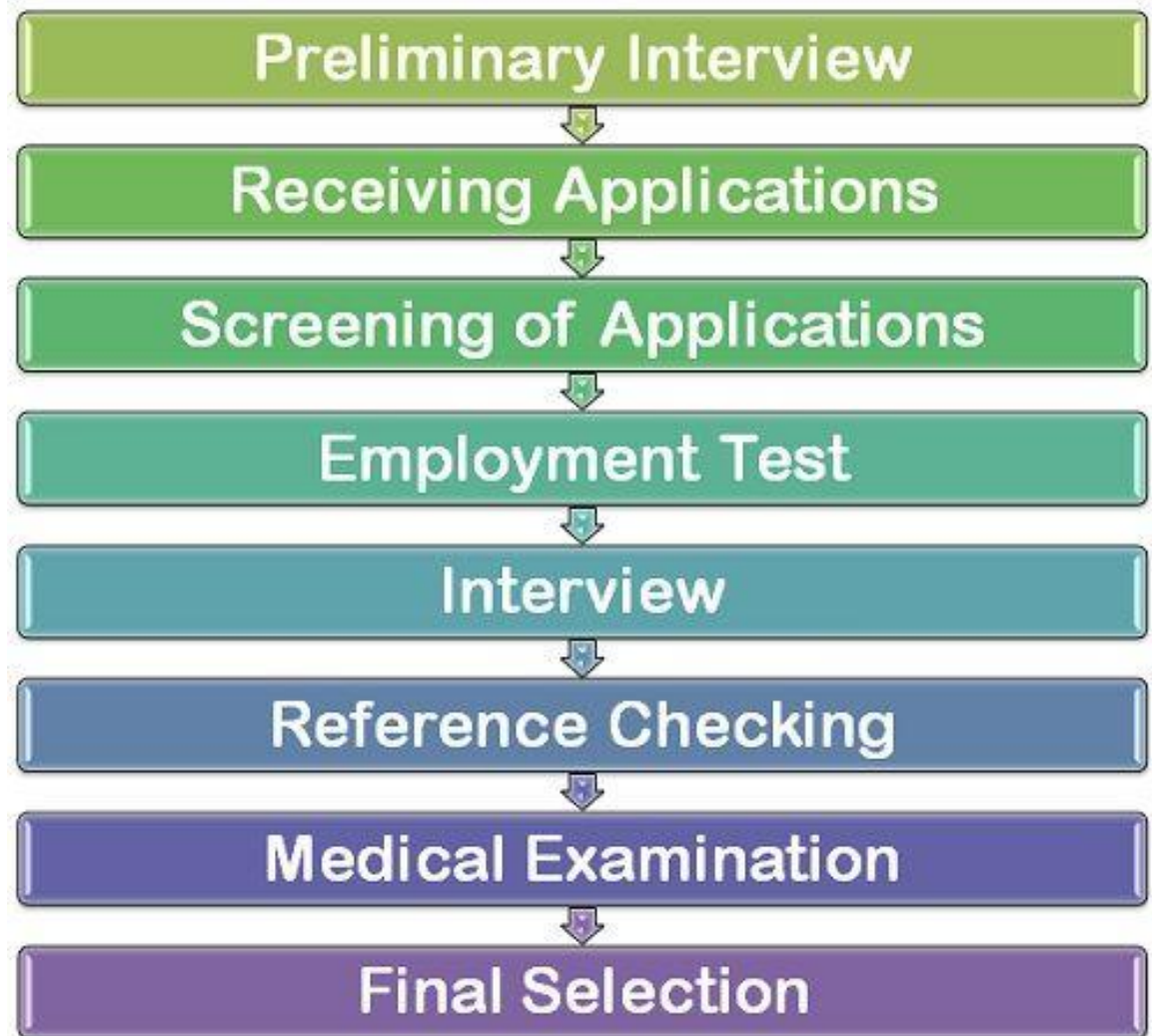
- Time Savings
 - Improved Retention
 - Return on Investment
 - Elimination of Bias
- 

Selection Decision Outcomes



Recruitment	Selection
Recruitment technically precedes selection	Selection follows recruitment
Recruitment refers to the process of identifying and encouraging potential candidates to apply for jobs in the organization	Selection involves choosing the best out of those recruited
Recruitment is positive as it aims at increasing the number of job seekers (applications) for wider choice or in creasing the selection ratio	Selection, on the other hand, is said to be negative in its application in as much as it rejects many unqualified applicants in order to identify those who are suitable for the jobs
Recruitment involves searching	Selection involves comparing those already searched
Recruitment is considered as an invitation	Selection is considered as rejection or elimination
There is no contract of recruitment established in recruitment	Selection results in a contract of service between the employer and the selected employee
It is an economical method	It is an expensive method

Selection Process



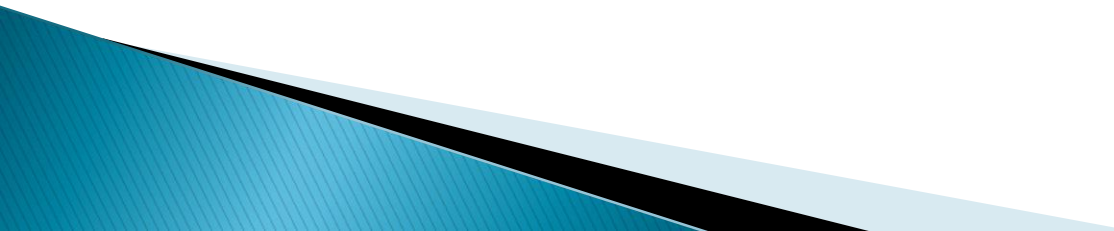
Steps in Selection Process

▶ PRELIMINARY INTERVIEW

The purpose of the preliminary interview is to eliminate unsuitable or unqualified candidates at the initial stage itself from the selection process. These interviews help detect the authenticity of the qualification, relevance of experience and overall cultural fit of a candidate.

▶ APPLICATION BLANK

It is the commonest tool for getting information from a prospective candidate and almost all organizations require job seekers to fill up an application. This serves as a personal record of the candidate bearing personal history profile, detailed personal activities, skills and accomplishments.

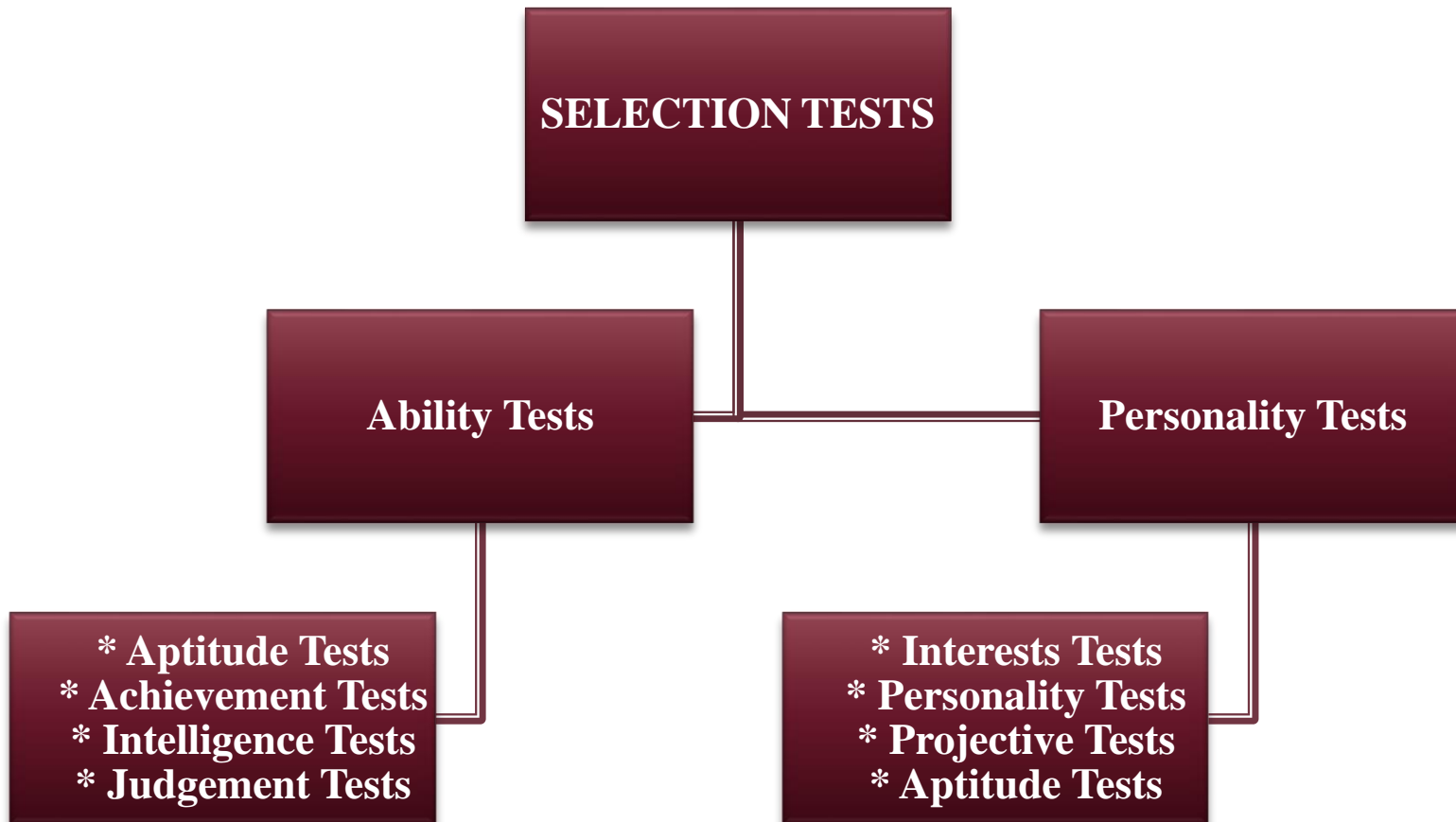


Steps in Selection Process

▶ SELECTION TESTS

Selection test is a tool that uncovers the information about the candidate which are otherwise not known through application blank and interview. In this way, selection test is an adjunct to a selection method. The objective of selection tests is to sample abilities, skills as well as behaviour. Selection tests can be comprehended better by understanding the three constructs of any test– Objective, Standardized and Sample of Behaviour.

Types of *Selection Tests*



Advantages of Testing

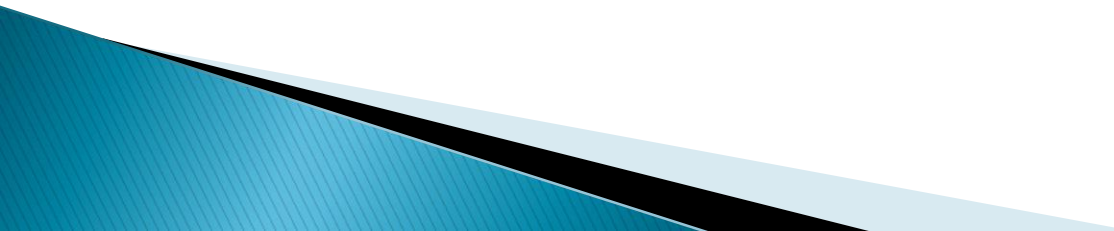
- ▶ Predicts future performance
- ▶ Diagnoses the situation and behaviour of advantages of testing
- ▶ Offers benefits of economy of scale
- ▶ Uncovers what is not covered by other devices
- ▶ Serves as unbiased tool
- ▶ Quantifies the test results



Steps in Selection Process

▶ SELECTION INTERVIEW

Interview being the most widely selection tool is considered as a powerful medium to understand a potential candidate, probe into her interests, and make a informed decision. Interviews verify the information about the candidates obtained through other mediums, help obtain additional information about the candidate (which has not been mentioned before), provides information about the job and the organisation to the candidate as well as help establish mutual understanding between the company and the candidate.



Kinds of Interview



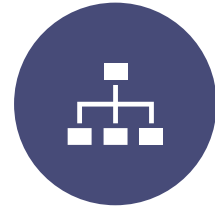
BEHAVIOURAL



CASE



STRESS



STRUCTURED



GROUP



PANEL

Steps in Selection Process

▶ REFERENCE CHECKS

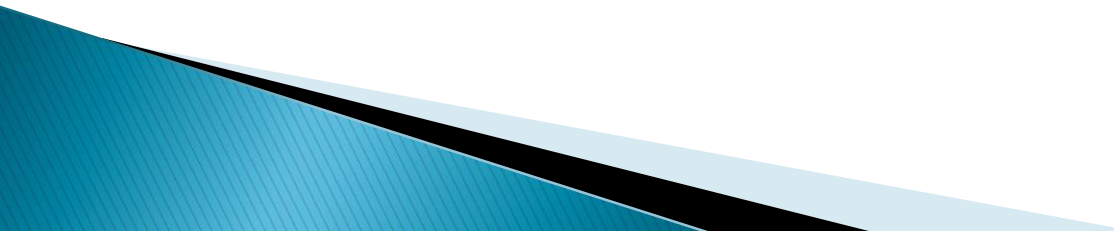
Background verification or reference checks is a necessity to verify the credentials of a potential candidate. It helps in verifying the claims of a candidate regarding his education, experience and other facts that she has previously provided during the initial stages of selection process. The candidate is asked to provide a set of referees, which may include previous employer, colleagues, professors etc.

▶ PHYSICAL EXAMINATION

This is the last step in the selection process which requires medical health check up of the selected candidate. This is carried out to determine whether the candidate is physically fit to perform the assigned tasks and duties of the job.

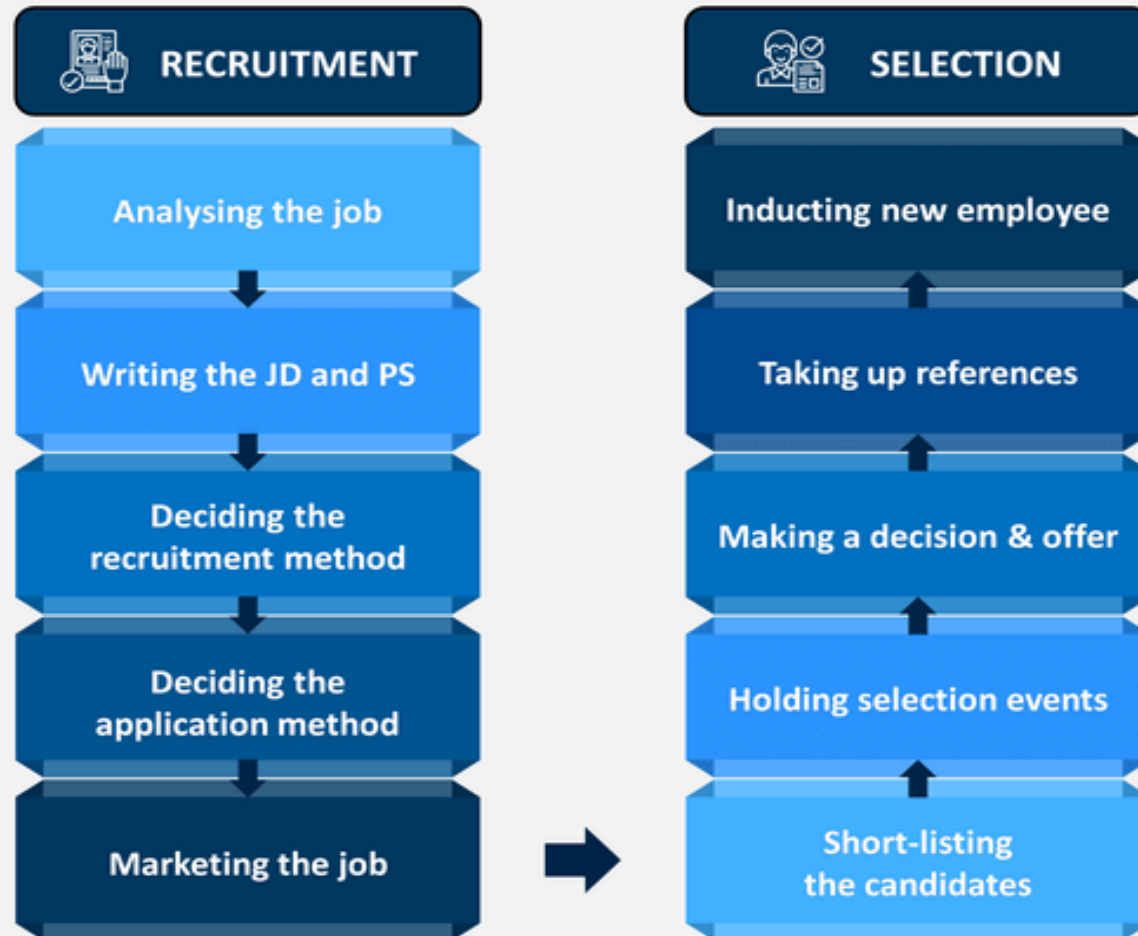
▶ FINAL SELECTION

After clearing all the stages of selection, the candidate qualifies for final selection and an offer letter is rolled out to her. Upon joining an appointment letter is issued that besides consisting of job role, designation, duties and responsibilities, also contain information about compensation, benefits, perks, terms & conditions of employment and separation in the future.



SELECTION METHODS IN HR

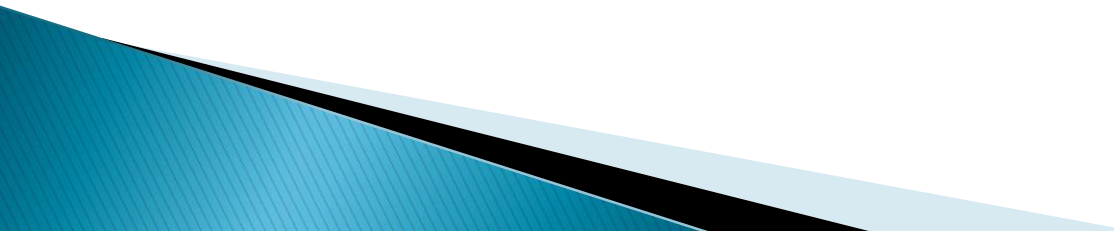
Recruitment and Selection Process



Recruitment & Selection Process

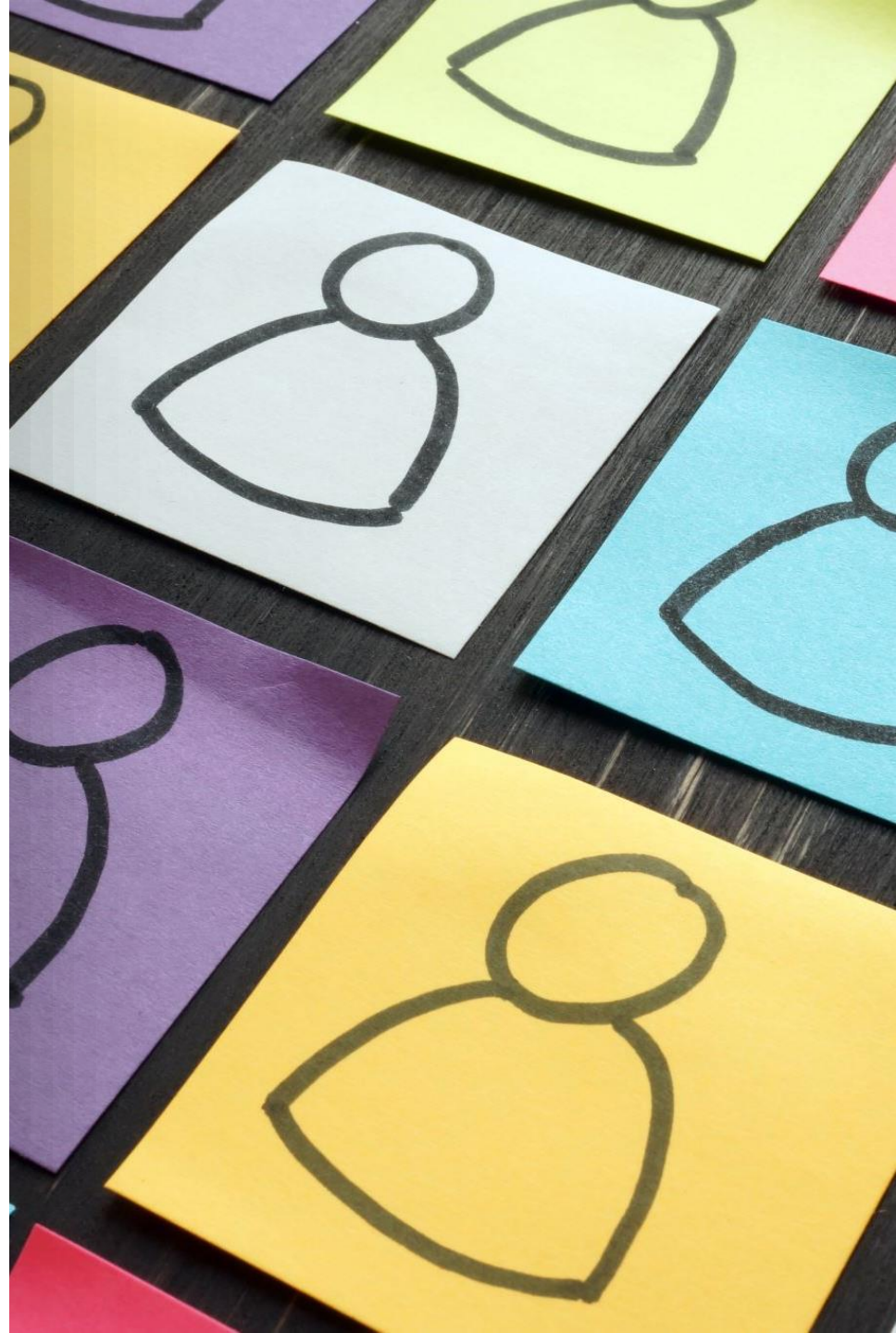


Barriers to effective selection in employment

- ▶ Ineffective Recruitment
 - ▶ Perception
 - ▶ Stereotyping
 - ▶ Gender issues
 - ▶ Age and Race issues
 - ▶ Halo effect
- 

Factors affecting Selection process

- ▶ Other HR functions
- ▶ Legal Considerations
- ▶ Decision making speed
- ▶ Organisational hierarchy
- ▶ Applicant pool
- ▶ Type of organization
- ▶ Probation Period



SELECTION PROCESS

