

Performance Appraisal

RECRUITMENT AND SELECTION

UNIT 2

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Meaning:

- Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation.
- The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner.
- The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.



- Estimate the available vacancies and make suitable arrangements for their selection and appointment.
- Recruitment is needed to fill up the vacancies due to promotions, transfer, retirements, termination, expansion, growth etc.
- It is process of searching and obtaining applications from interested candidates and encouraging them to apply for the job in an organisation.
- It is a first contact that company makes with the potential employees.
- It is treated as a positive function.



Definition:

- According to Edwin B. Flippo, “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.”



SOURCES OF RECRUITMENT

INTERNAL SOURCES

1. Promotions
2. Transfers
3. Internal advertisement
4. Retirement
5. Former employees

EXTERNAL SOURCES

1. Campus recruitment
2. Press advertisement
3. Management consultancy service and private employment exchange
4. Management training scheme
5. Walk-ins, write-ins, and Talk-ins.
6. Miscellaneous external sources.



Internal Sources of Recruitment

1. Promotions:

- The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, conditions, rules and regulations should be well-defined.



2. Retirements:

- The retired employees may be given the extension in their service in case of non-availability of suitable candidates for the post.

3. Former employees:

- Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.



4. Transfer:

- Employees may be transferred from one department to another wherever the post becomes vacant.

5. Internal advertisement:

- The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.



Benefits of Internal Sources of Recruitment:

1. The existing employees get motivated.
2. Cost is saved as there is no need to give advertisements about the vacancy.
3. It builds loyalty among employees towards the organization.
4. Training cost is saved as the employees already know about the nature of job to be performed.
5. It is a reliable and easy process.



Limitations of Internal Sources of Recruitment:

1. Young people with the knowledge of modern technology and innovative ideas do not get the chance.
2. The performance of the existing employees may not be as efficient as before.
3. It brings the morale down of employees who do not get promotion or selected.
4. It may leads to encouragement to favoritism.
5. It may not be always in the good interest of the organization.



External Sources of Recruitment:

1. Press advertisement:

- A wide choice for selecting the appropriate candidate for the post is available through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

2. Campus interviews:

- It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.



3. Placement agencies:

- A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return. XYZ co = **quiker** = Candidate

4. Employment exchange:

- People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

5. Walk in interviews:

- These interviews are declared by companies on the specific day and time and conducted for selection.



6. E-recruitment:

- Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

7. Competitors:

- By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor's organization.



Benefits of External Sources of Recruitment:

1. New talents get the opportunity.
2. The best selection is possible as a large number of candidates apply for the job.
3. In case of unavailability of suitable candidates within the organization, it is better to select them from outside sources.



Limitations of External Sources of Recruitment:

1. Skilled and ambitious employees may switch the job more frequently.
2. It gives a sense of insecurity among the existing candidates.
3. It increases the cost as advertisement is to be given through press and training facilities to be provided for new candidates.



Recruitment Process



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1. Recruitment Planning

- Vacant positions are analyzed and described
- It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.
- A structured recruitment plan is mandatory
- The potential candidates should be qualified, experienced with a capability to take the responsibilities



2. RECRUITMENT STRATEGY

- A strategy is prepared for hiring the resources
- To decide which strategy to adopt for recruiting the potential candidates for the organization
- While preparing a recruitment strategy, the HR team considers the following points
 - Make or buy employees
 - Types of recruitment
 - Geographical area
 - Recruitment sources



- The steps involved in developing a recruitment strategy include:
 - Setting up a board team
 - Analyzing HR strategy
 - Collection of available data
 - Analyzing the collected data
 - Setting the recruitment strategy



3. SEARCHING THE RIGHT CANDIDATES

- This process consists of two steps –
- **Source activation** – Once the line manager verifies and permits the existence of the vacancy, the search for candidates starts.
- **Selling** – Here, the organization selects the media through which the communication of vacancies reaches the prospective candidates.
- Searching involves attracting the job seekers to the vacancies.
- The sources are broadly divided into two categories: **Internal Sources** and **External Sources**



4.SCREENING/SHORTLISTING

- Screening is the process of filtering the applications of the candidates for further selection process.
- Screening helps in removing unqualified or irrelevant candidates, which were received through sourcing.
- The screening process of recruitment consists of three steps –
 - Reviewing of Resumes and Cover Letters
 - Conducting Telephonic or Video Interview
 - Identifying the top candidates



6. EVALUATION AND CONTROL

- In this process, the effectiveness and the validity of the process and methods are assessed.
- Recruitment is a costly process, hence it is important that the performance of the recruitment process is thoroughly evaluated.
- The costs incurred in the recruitment process are to be evaluated and controlled effectively. These include the following:



- Salaries to the Recruiters
- Advertisements cost and other costs incurred in recruitment methods, i.e., agency fees.
- Administrative expenses and Recruitment overheads
- Overtime and Outstanding costs, while the vacancies remain unfilled
- Cost incurred in recruiting suitable candidates for the final selection process
- Time spent by the Management and the Professionals in preparing job description, job specifications, and conducting interviews.



Selection

- Most important phase- next step after recruitment
- Process of choosing
- Principle is “right candidate for right job”. Also called as “Head Hunting”.
- Selecting the best and rejecting the rest
- Negative function: eliminates the unsuitable candidate.
- Most suitable candidate is been selected
- Selection is done on scientific base



Process of Selection

1. Job Analysis: studying & collecting info relating to the operation & responsibility of a specific job
2. Advertisement: making aware about the job vacancy in the org.
3. Collection of applications:
4. Scrutiny of application: checking the application in all aspect
5. Trade/ written test: written exam
6. Psychological test: stress interview
7. Personal interview: face to face
8. Reference check:
9. Medical examination:
10. Final selection for appointment:



Job analysis

- Clear understanding of the job is called job study or job analysis.
- It is the process of collecting all relevant information relating to the nature of the job and the qualities and qualifications required for performing the same efficiently.
- The purpose is to give all necessary details of the job to the management so as to facilitate scientific recruitment, selection, wage payment, performance evaluation and so on.
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Definition of Job Analysis

- According to Edwin Flippo, “Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job”.



Components of Job Analysis

1. Job Description

- Describing the details of the job to be performed (Job Contents).
- It gives various details or pertinent facts about the job to be assigned or performed.
- The details given in job description are:
 - Nature and title of the job
 - Duties required to be performed
 - Location of the job
 - Working condition of the job
 - Hazards connected with the job



2. Job specification:

- Also called as Man Specification, based on job description.
- It states the minimum acceptable human qualification and qualities required for performing a job.
 - Educational and professional qualifications
 - Practical experience required
 - Personality
 - Physical fitness



Job Enlargement

- It is a process of increasing the scope of the job by adding two or more jobs into a single one.
- Involves expanding the number of tasks/ duties assigned to a given job
- It is opposite to job simplification
- Job enlargement involves assigning more tasks of similar nature.
- Job enlargement can be introduced horizontally.
- It act as the training ground for future promotions.



A. Advantages of Job Enlargement

1. Variety of skills
2. Improves earning capacity
3. Wide range of activities

B. Disadvantages of Job Enlargement

1. Increases work burden
2. Increases frustration of the employees
3. Problem with union members



Job Enrichment

- It is one of the method of motivating the employees to take more interest and initiative in the job assigned.
- Employees are given task of higher levels.
- Brings variety in job.
- Vertical expansion of job
- Responsibility increases.
- It is a challenging task.
- Requires additional skills.



A. Advantages of Job Enrichment

1. Encourages development
2. Job satisfaction
3. Better decision making

B. Disadvantages of job Enrichment

1. Does not give expected results
2. Poor performance
3. Increases workload
4. Lack of training/ experience



Interview

- Meaning and Definition:
 - Interview refers to a formal in-depth conversation between two or more persons, wherein exchange of information takes place, with a view of checking the candidates ability for the job.
 - It may be also called as one-on-one conversation between interviewer and interviewee.
 - According to Gary Dessler, “*An interview is a procedure designed to obtain information from a person’s oral response to oral inquires*”.



Features of interview:

1. It is face to face interaction between interviewer and the interviewee.
2. It has definite purpose known to both the parties.
3. It is generally based on pre-structured questions to be asked in a definite manner.



Importance of Interview

1. Interview helps in selecting the candidate who is most suitable for the job.
2. It provides the information to the candidate about the organisation and the job for which he applied.
3. Interview helps in knowing about the candidate's personality.
4. It is a direct method of direct contact between the employer and the candidate. Employer can observe physical characteristics of the candidates. It helps managers to check authenticity of details in the application form.
5. It helps interviewer and the interviewee know each other in detail. Complete information about the company can be given to the candidate and negotiation on salary and other terms can be made.
6. It helps to know the general interest, hobbies and likes, dislikes, of candidates.
7. It also helps to know the interpersonal communication skills, situation adaption skills, problem solving skills, etc of the candidate.



Types of Interview:

1. *Formal Interview*
2. *Informal Interview:*
3. *Structured or Patterned Interview*
4. *Un-Structured or Non-Directed Interview:*
5. *Stress Interview:*
6. *Group Interview:*
7. *Depth Interview:*
8. *Panel or Board Interview:*
9. *Exit Interview:*
10. *Walk-in- Interview:*



1. Formal Interview

- It is a planned and well-arranged interview. It is conducted in a formal atmosphere in a fixed venue, time and through a panel of interviewers. All the formalities and procedures are followed in this type of interview. Even questions to be asked are decided well in advance.

2. Informal Interview:

- It is an un-planned and un-scheduled interview and may take place anywhere. Venue and time is not fixed. Questions are not prepared well in advance. Whenever staff is required, this kind of interview is conducted by asking simple questions like name, age, qualification birth place etc., if candidates approach employer.



3. Structured or Patterned Interview

- It is a fully planned interview and *questions* to be asked are already structured well in advance on the basis of an analysis of job specification. *The time* to be allowed to each candidate and the information to be collected is also predefined. The interviewer is carefully selected and he has no or little scope for deviation. Thus, a standardized pattern is adopted to conduct the interview.

4. Un-Structured or Non-Directed Interview:

- It is an un-planned and unstructured interview where questions to be asked, time to be allowed and response to be collected are not thought in advance. Broad general questions are asked to the candidate and candidate is allowed to speak his mind freely without any restrictions. Therefore, better assessment of candidate becomes possible.



5. Stress Interview:

- It is a deliberate attempt to create tension and pressure to observe how an applicant responds under stress and strain. Interviewer puts the candidate by putting him under stress and strain by interrupting the applicant from answering, criticizing his opinion, asking questions in rapid succession and keeping silent for unduly long period of time etc. This kind of interview is conducted just to find out how a candidate behaves in stressful situation.

6. Group Interview:

- In this type of interview, group of individuals are interviewed. For this purpose, a problem is given to a group of candidates for discussion. The candidates are carefully observed as to who will lead the group, who is active and who is in-active, who will dominate and who will keep silence. Actions and reactions of the members in the group are also observed and potential candidate is selected.



7. Depth Interview:

- Depth interview is conducted to test the candidates in depth knowledge in a special area of interest and to get true picture of the candidate in such area or subject. Experts in the concerned area of subject ask the question to test the candidate's capacity in the concerned subject. Thus, candidate is examined thoroughly before he is selected for a particular post.

8. Panel or Board Interview:

- It is an interview conducted by a panel or group of interviewers. Panels of experts interview each candidate, judge each candidates performance and prepare the list of candidate in order of merit. Here group judgment is involved in the selection of candidates as it seeks to pool the collective judgment of several interviewers.



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9. Exit Interview:

- Exit interview is conducted for those who leave or quit the organization. The main purpose of conducting this interview is to know the feelings of the outgoing employees towards organization, fellow workers, policy and rules of the organization and also to know the reason for quitting the job so that any defect associated with the organization can be rectified.

10. Walk-in- Interview:

- Recently many companies have started to hold walk-in-interview. Here candidates are to appear for interview directly without sending their application in advance. At the time of interview candidates are asked to submit application and testimonials in support of their qualification. Questions are asked in the area of candidate's specialization in accordance with job requirement.

