

Selection

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Recruitment vs Selection

* Recruitment

1) Process of actively searching & hiring applicants for job role

2) Activity to boost candidate pool

3) First step towards hiring process

Selection

1) Process of choosing suitable applicants from the shortlisted candidates

2) Activity to reduce candidate pool to find ideal candidates

3) Second step towards hiring process

4) It's an attempt to create a ~~happy~~ balance between candidate ability & organization requirement

Essentials of Selection

* Picking suitable candidate which possess relevant qualifications & match the job requirement

* Selection policy should be unbiased

* Different test / selection level for different level of post should be followed

* Multiple rounds of selection using different tools & techniques to find best candidate

Process of Selection

- 1) Reception: In this step, in order to create a favourable impression among candidates, the company (hiring team) provides help by providing ~~an~~ information about company & current job openings & to assist with completion of application forms.
- 2) Screening Interview: It is done to cut the cost of hiring by letting only suitable candidates go through further selection process. Misfits for the job on the basis of education, experience, pay expectations, locations are removed & suitable candidates are provided with a prescribed application form to fill & submit.
- 3) Application blank: A common method to collect information on various aspects of the applicant's academics, social background, work background, demographics & references.

Contents of Application blank

- a) Personal data (
- b) Marital data (married or single ...)
- c) Physical data (height, weight).

- d) Education data
- e) Employment data (past experience, reason for leaving job)
- f) Extra Curricular activity
- g) References (Suggest name of two or more people who certify to applicant for job)

Application blank are made such that there is weight/numeric value for each information filled by candidate

Pros of Weighted Application blank

- ⇒ Rapid Screening of Candidates
- ⇒ Good predictors for many types of work behaviour
- ⇒ Can be used as a determinant for job success.

Disadvantages :

- ⇒ No single weighted Applicant blank is useful for all jobs
- ⇒ Changing nature of jobs & changes in organization leads to ~~it's~~ frequent updation & modification thereby increasing cost of maintaining a good WAB. (Weighted Application blank).

- 4) Selection Testing: Performed to analyse applicant's behaviour, performance and aptitude. & provides a systematic basis for comparison & selection.

Types of test

- (i) Intelligence Test: It involves test of mental ability, learning ability, memory, perception & vocabulary of the applicant.
- (ii) Aptitude Test: Checks the applicant's potential to learn certain skills & check their ability to perform task quickly & efficiently.
- (iii) Personality Test: It tests motivation, interest preferences, emotional balance, self confidence, interpersonal behaviour etc. of the applicant.

* Projective Test: Test candidate to interpret situations based on their own motives, attitudes & values.

* Interest Test: Test to know the area of work candidate is more interested.

* Preference Test: Compare employee preferences with organizational requirement

(iv) Achievement Test: Proficiency Test which tests what an applicant can do & work sampling which test applicant's ability to do a small portion of job.

(v) Integrity Test: Test loyalty & honesty of the applicant.

(vi) Simulation Test: Test ^{Candidate} by creating real activities / problems that candidate can face during the job

(vii) Assessment Centre: Consist of various assessment exercise to test skills & abilities & their response to different situation, task & Test.

Work Sample Vs Assessment Centre

Work Sample	Assessment Centre
* For routine, repetitive jobs	* For managerial jobs (Jobs that require responsibility to accomplish task through work of others, rather than by doing the work yourself).

* Performed ~~as~~ on an individual

* Evaluated by supervisor

* Take few minutes & can be performed anywhere.

* Performed on groups of applicants

* Evaluated by a professional team

* Take days & require proper location & facility to carry out task segments.

Tasks performed in Assessment Centre.

* The in basket: The participant has to analyse different documents in a limited time & make decisions ~~on~~ based on the documents & prioritise & set a schedule.

Used to test time management, decision-making behaviour, initiative, analytical thinking, organisation / structuring skills.

* Leaderless group discussions: Group of applicants meet as a group to discuss an actual job-related problem.

Used to see who has natural leadership ability (do not wait for observer to tell start talking to others) & give practical solution.

- * Business games: Solve a problem as a member of two or more simulated companies competing in market.
- * Individual presentations: Individual participants are given a specific amount of time to ~~create~~ prepare a presentation on given topic.
 - used to check presentation skills & individual views & opinion on topic.

Advantages of Assessment Center.

- * More valid as it is evaluated by pool of many different experts.
- * More flexible ^{assessment time} than time restricted interview.
- * Improves planning & administration.
- * More reliable & worthy candidate can be recruited.
- * Variety Techniques & giving more weightage to performance rating helps in finding best fit.

Disadvantages:

- a) Very Costly & Time Consuming
- b) Highly experienced managers are required to evaluate candidate

(viii) Graphology Test: Test to ~~examine~~ examine person's handwriting to assess person's personality & emotional make-up

(ix) Polygraph: A lie detection test to test the honesty of the person ~~and~~

Used for jobs like ~~post~~ police officer, finance manager post where ^{is important} information & matters. & a loyal person is to be recruited

Standards for Selection Test

⇒ As designing a perfect test is not possible not guarantee a best fit candidate is be recruited, test should be chosen based on

(i) Reliability: Identical scores should be

achieved by the candidate, if some test is attempted many times

- (ii) Validity
- (iii) Suitability
- (iv) Usefulness
- (v) Standardisation

Selection Test in India : Siemens, LG, PepsiCo

5) Selection Interview: Oral examination of candidates for employment.

Types of Interview :

- (i) Non directive : Random questions asked by the recorder that comes to his mind
- (ii) Directive : Ask from predetermined set of questions
- (iii) Situational : Candidate is asked to respond on imaginative / hypothetical incident
- (iv) Behaviourial : Candidates reveal their plan of action on some work related incidents
- (v) Stress : Response of candidate is captured on ~~aggression~~

aggressive & insulting questions.

vi) Panel Interview : Three or four interviewers asks questions from Candidates.

Mistakes in Interviewing

- * Judging book by it's cover i.e. deciding applicant on initial / early impression.
- * Set of poor questions ask which were not job related.
- * Leniency in judging candidates leads to \$ select of poor fit.
- * Candidate order error : Order in which interviewer interviewed candidates also influence rating sometimes.
- * Halo effect : A single important trait of the candidate affects the judgement of recruitment.

Interview Process

- (i) Preparation
- (ii) Reception
- (iii) Information Exchange
- (iv) Termination

6) Medical checking: Some jobs require physical qualities like clear vision, acute hearing, stamina etc.

So, a candidate is checked by a medical examination to examine any bad health, drug abuse & applicant's health according to job requirement.

7) Reference Check: Personnel department conducts background checks of ^{applicant's} ~~application~~ & references provided by them by telephone call or a mail to check reliability of information provided by candidate.

8) Hiring decision: Final hiring decision is taken & successful candidate is given a job offer followed by an appointment letter.