

Selection

Meaning of Selection

The selection process can be defined as the process of selection and short listing of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organization. The selection process varies from industry to industry, company to company and even amongst departments of the same company.

Selection is the process of choosing the most suitable candidates from those who apply for the job. It is a process of offering jobs to desired candidates.

Once the potential applicants are identified, the next step is to evaluate their qualification, qualities, experience, capabilities, etc. & make the selection. It is the process of offering jobs to the desired applicants.

Selection means choosing a few from those who apply. It is picking up of applicants or candidates with requisite qualifications and qualities to fill jobs in the organization.

Selection is the process of choosing from a group of applicants those individuals best suited for a particular position.

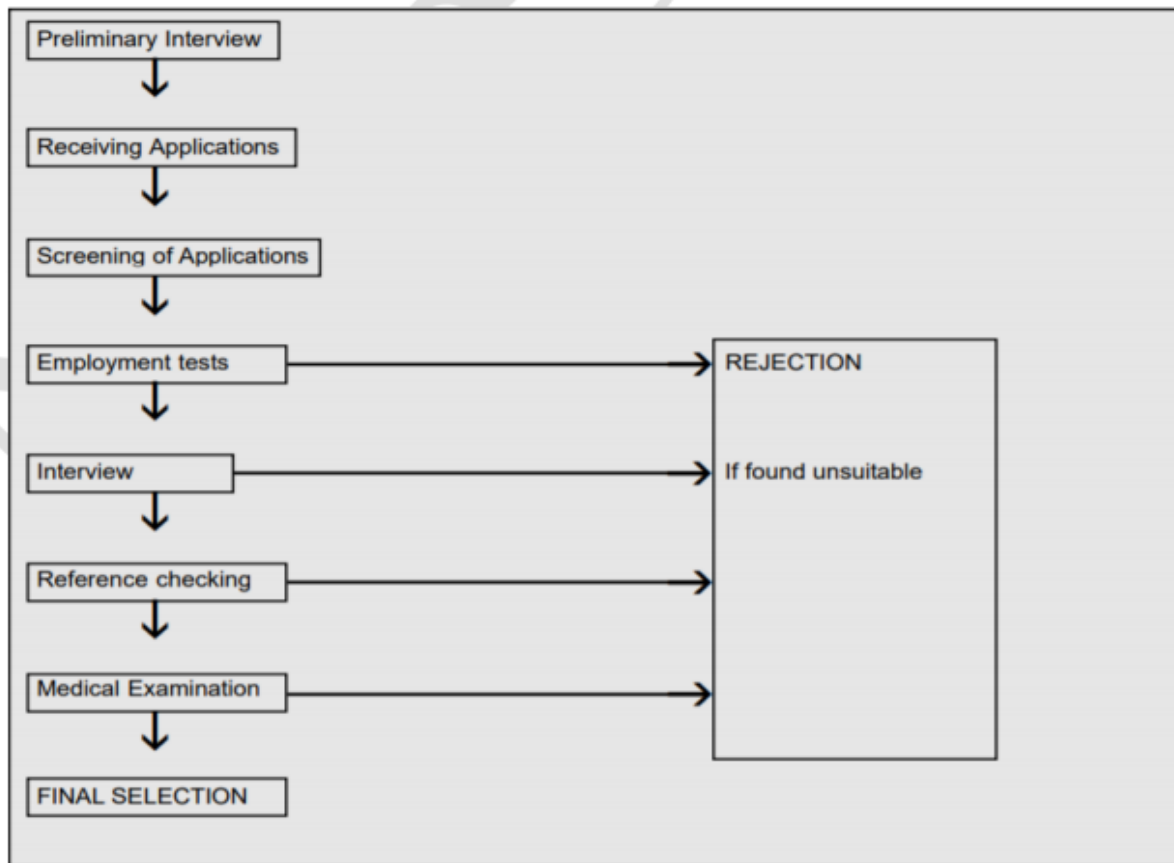
Definitions of Selection

- **M.J. Jucious has defined**, “The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job”.
- **Heinz Weihrich and Harold Koontz have defined**, “Selection is the process of choosing from the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions”
- **Dale Yoder has defined**, “Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not”

Process of Selection

1. Preliminary Interview

This is a very general and basic interview conducted so as to eliminate the candidates who are completely unfit to work in the organization. This leaves the organization with a pool of potentially fit employees to fill their vacancies.



2. Receiving Applications

Potential employees apply for a job by sending applications to the organization. The application gives the interviewers information about the candidates like their bio-data, work experience, hobbies and interests.

3. Screening Applications

Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview. Applicants may be selected on special criteria like qualifications, work experience etc.

4. Employment Tests

Before an organization decides a suitable job for any individual, they have to gauge their talents and skills. This is done through various employment tests like intelligence tests, aptitude tests, proficiency tests, personality tests etc.

5. Employment Interview

The next step in the selection process is the employee interview. Employment interviews are done to identify a candidate's skill set and ability to work in an organization in detail. Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea about the work profile and what is expected of the potential employee. An employment interview is critical for the selection of the right people for the right jobs.

6. Checking References

The person who gives the reference of a potential employee is also a very important source of information. The referee can provide info about the person's capabilities, experience in the previous companies and leadership and managerial skills. The information provided by the referee is meant to be kept confidential with the HR department.

7. Medical Examination

The medical exam is also a very important step in the selection process. Medical exams help the employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs. A good system of medical checkups ensures that the employee standards of health are higher and there are fewer cases of absenteeism, accidents and employee turnover.

8. Final Selection and Appointment Letter

This is the final step in the selection process. After the candidate has successfully passed all written tests, interviews and medical examination, the employee is sent or emailed an appointment letter, confirming his selection to the job. The appointment letter contains all the details of the job like working hours, salary, leave allowance etc. Often, employees are hired on a conditional basis where they are hired permanently after the employees are satisfied with their performance.

Importance of Selection

Selection is one of most important of all functions in the management of personnel.

Importance of selection may be judged from the following facts:

1. Procurement of Suitable Candidate is Possible:

Only suitable candidates who are fit for the job are selected from among the prospective candidates for employment. So, selection is a process by which only desirable candidates are hired and others are denied the opportunity.

2. Good Selection Reduces the Cost of Training and Development:

Proper selection of candidates reduces the cost of training because qualified personnel have better grasping power. They can understand the technique of the work better. Therefore, the organization can develop different training programmes for different persons on the basis of their individual differences, thus reducing the time and cost of training considerably.

3. Proper Selection Resolves Personnel Problems:

Proper selection of personnel reduces personnel problems in the organization. Many problems like labor turnover, absenteeism and monotony shall not be experienced in their severity in the organization. Labor relations will be better because workers will be fully satisfied by their work.