

SELECTION

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Meaning

Selection is the process of recognizing and choosing the best candidate out of several potential candidates for a job. The candidates who are not suitable for the job are eliminated.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

It involves a careful screening and testing of candidates who have put in their applications for any job in the enterprise.

Definitions

According to **Dale Yoder**, “Selection is the process in which candidates for employment are divided into two classes-those who are to be offered employment and those who are not”.

According to **Thomas Stone**, “Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job”.

According to **Keith Davis**, “Selection is the process by which an organisation chooses from a list of screened applicants, the person or persons who best meet the selection criteria for the position available.”

Selection Process

The selection procedure is concerned with securing relevant information about an applicant. This information is secured in a number of steps or stages.

Selection is a long process, commencing from the preliminary interview of the applicants and ending with the contract of employment.

Steps in the selection process are as follows:

1. Preliminary Screening: It is a sorting process in which the prospective candidates are given the necessary information about the nature of the job and the organization.

Preliminary screening facilitates the manager of the organization to shortlist the candidates and eliminate those who are not suitable for the job based on the details mentioned in the application form.

Preliminary interviews help avoid the unfit for reasons that did not emerge in the application forms.

In this interview round, the candidates are questioned by the interviewer on account of their qualifications, experiences, etc. If the candidate is found suitable, he is elected for further screening.

Preliminary interview saves time and efforts of both the company and the candidate. It avoids unnecessary waiting for the rejected candidates and waste of money on further processing of an unsuitable candidate.

2. Application Blank or Application Form: An application blank is a traditional widely accepted device for getting information from a prospective applicant which will enable the management to make a proper selection.

The blank provides preliminary information as well as aid in the interview by indicating areas of interest and discussion. It is a good means of quickly collecting verifiable (and therefore fairly accurate) basic historical data from the candidate.

It also serves as a convenient device for circulating information about the applicant to appropriate members of management and as a useful device for storing information for, later reference.

Many types of application forms, sometimes very long and comprehensive and sometimes brief, are used.

Information is generally taken on the following items:

(a) Biographical Data: Name, father's name, date and place of birth, age, sex, nationality, height, weight, identification marks, physical disability, if any, marital status, and number of dependants.

(b) Educational Attainment: Education (subjects offered and grades secured), training acquired in special fields and knowledge gained from professional/technical institutes or through correspondence courses.

(c) Work Experience: Previous experience, the number of jobs held with the same or other employers, including the nature of duties, and responsibilities and the duration of various assignments, salary received, grades, and reasons for leaving the present employer.

(d) Salary and Benefits: Present and expected.

(e) Other Items: Names and addresses of previous employers, hobbies, references, etc. An application blank is a brief history sheet of an employee's background and can be used for future reference, in case needed.

3. Selection Tests: Many organizations hold different kinds of selection tests to know more about the candidates or to reject the candidates who cannot be called for interview etc.

Selection tests normally supplement the information provided in the application forms. Such forms may contain factual information about candidates.

Selection tests may give information about their aptitude, interest, personality, which cannot be known by application forms.

Types of tests and rules of good of testing have been discussed in brief below:

A. Aptitude Tests: These measure whether an individual has the capacity or talent ability to learn a given job if given adequate training. These are more useful for clerical and trade positions.

B. Personality Tests: At times, personality affects job performance. These determine personality traits of the candidate such as cooperativeness, emotional balance etc. These seek to assess an individual's motivation, adjustment to the stresses of everyday life, capacity for interpersonal relations and self-image.

C. Interest Tests: These determine the applicant's interests. The applicant is asked whether he likes, dislikes, or is indifferent to many examples of school subjects, occupations, amusements, peculiarities of people, and particular activities.

D. Performance Tests: In this test the applicant is asked to demonstrate his ability to do the job. For example, prospective typists are asked to type several pages with speed and accuracy.

E. Intelligence Tests: This aim at testing the mental capacity of a person with respect to reasoning, word fluency, numbers, memory, comprehension, picture arrangement, etc. It measures the ability to grasp, understand and to make judgement.

F. Knowledge Tests: These are devised to measure the depth of the knowledge and proficiency in certain skills already achieved by the applicants such as engineering, accounting etc.

G. Achievement Tests: Whereas aptitude is a capacity to learn in the future, achievement is concerned with what one has accomplished. When applicants claim to know something, an achievement test is given to measure how well they know it.

H. Projective Tests: In these tests the applicant projects his personality into free responses about pictures shown to him which are ambiguous.

4. Interview: An interview is a procedure designed to get information from a person and to assess his potential for the job he is being considered on the basis of oral responses by the applicant to oral inquiries by the interviewer.

Interviewer does a formal in-depth conversation with the applicant, to evaluate his suitability. It is one of the most important tools in the selection process.

This tool is used when interviewing skilled, technical, professional and even managerial employees.

It involves two-way exchange of information. The interviewer learns about the applicant and the candidate learns about the employer.

5. Background Investigation: The next step in the selection process is to undertake an investigation of those applicants who appear to offer potential as employees.

This may include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance/ contacting other job-related and personal references, and verifying the educational accomplishments shown on the application.

The background investigation has major implications. Every personnel administrator has the responsibility to investigate each potential applicant. In some organization, failure to do so could result in the loss of his or her job.

6. Physical Examination: After the selection decision and before the job offer is made, the candidate is required to undergo physical fitness test. Candidates are sent for physical examination either to the company's physician or to a medical officer approved for the purpose. Such physical examination provides the following information.

Whether the candidate's physical measurements are in accordance with job requirements or not?

Whether the candidate suffers from bad health which should be corrected?

Whether the candidate has health problems or psychological attitudes likely to interfere with work efficiency or future attendance?

Whether the candidate is physically fit for the specific job or not?

7. Approval by Appropriate Authority: On the basis of the above steps, suitable candidates are recommended for selection by the selection committee or personnel department.

Though such a committee or personnel department may have authority to select the candidates finally, often it has staff authority to recommend the candidates for selection to the appropriate authority.

Organizations may designate the various authorities for approval of final selection of candidates for different categories of candidates.

Thus, for top level managers, board of directors may be approving authority; for lower levels, even functional heads concerned may be approving authority.

8. Final Employment Decision: After a candidate is finally selected, the human resource department recommends his name for employment.

The management or board of the company offers employment in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions of employment.

Some firms make a contract of service on judicial paper. Usually an appointment is made on probation in the beginning. The probation period may range from three months to two years.

When the work and conduct of the employee is found satisfactory, he may be confirmed.

The personnel department prepare a waiting list and informs the candidates.

In case a person does not join after being selected, the company calls next person on the waiting list.

9.Evaluation: The selection process, if properly performed, will ensure availability of competent and committed personnel.

A period audit, conducted by people who work independently of the human resource department, will evaluate the effectiveness of the selection process.

The auditors will do a thorough and the intensive analysis and evaluate the employment programme.

THANK YOU