

## **Lesson - 5 b**

# **SELECTION AND PLACEMENT**

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### **5b.1 Meaning :**

The management undertakes the selection function after identifying the sources of human resources and stimulating them to apply for jobs in the organisation. This function helps the management in selecting the right employees at the right time. Its main purpose is to choose the best qualified candidates for each job. The objective of the selection decision is to choose the individual who can perform the job successfully from the pool of the qualified candidates.

An effective selection procedure requires:

- \* the requirements of the job to be filled should be mentioned clearly
- \* the specifications required should be mentioned clearly
- \* the screening must be attractive to the candidates.

Thus, the development of job analyses, human resource planning and recruitment are necessary prerequisites to the selection process. A break-down in any of these processes can make even the best selection system ineffective.

## 5b.2 Essentials of Selection Procedure:

For a selection process to be successful, the following requirements are to be satisfied:

- \* some one must have the authority to select
- \* there must be some standard of personnel with which a prospective employee may be compared.
- \* there must be sufficient number of applicants

## 5b.3 Importance of Selection Process:

Selecting personnel to an organisation is a complex and a continuing process. The attainment of objectives of an organisation depends largely on the effectiveness of its selection programme. If right personnel are selected, the employee contribution will be optimum, employee - employer relationship will be congenial and the functions of personnel management becomes easy. In other words a right person is an asset and a wrong person is a liability to the organisation.

## 5b.4 Organisational Relationships:

The line and staff executives must frame the guidelines for accepting or rejecting candidates at the time of selection before hand. The personnel department should eliminate all unsuccessful candidates so that lot of time of line executives is saved. So, only suitable candidates must be made available. It is the line executive who has the authority either to accept or reject a candidate. If the personnel officer is not satisfied with the selection, he should give his views to the superiors but should interfere with departmental head on methods of selection.

## 5b.5 Use of Selection Agencies:

Some private agencies perform the function of recruitment and selection in India. They advertise, conduct tests and interview and short-list the candidates. Organisation must take the following steps in selecting an agency to perform the selection function:

- \* reputation, sincerity, punctuality of the organisation
- \* advertisement copy, design etc of various agencies.
- \* amount of fee, payment period, mode etc.
- \* objectivity in selection
- \* selection techniques to be adopted etc.

### Steps to be taken by the Corporates:

- \* they should inform the terms, conditions, employment etc to the agency.
- \* must provide job and employee specifications
- \* must review the draft of advertisement
- \* must ensure that all arrangements are made to conduct tests.

### 5b.6 Factors Affecting Selection:

A number of factors affect the selection decision of candidates. The important among them are:

- \* profile matching
- \* social environment
- \* successive hurdles
- \* multiple correlation.

### 5b.7 Need for Scientific Selection:

Organisation must follow a systematic selection procedure. It is because problems with the employees start after selection and employment. If it selects a wrong person, it has to face lot of problems. Moreover, cost of selection, training and other areas will become a recurring burden. It may lead to labour turnover. Organisations are also influenced by social factors. Therefore, it has to do social justice in providing employment. Hence, organisations must have impartial selection system. In addition to this, they must follow the rules and regulations set by the Government.

### 5b.8 Selection Procedure:

There is no set standards in the selection process. So, companies may follow different methods of selection depending on the nature and size of the company.

Selection procedure involves several methods of collecting information about the qualification, experience, physical and mental ability of the candidate. Therefore, selection procedure is not a single act but is a senses of methods by which different types of information can be obtained through different techniques. At each stage some useful information may come out which facilitates comparison with job requirements and employee specifications etc.

### 5b.9 Steps in Selection Process:

**a) Job Analysis:** It is the basis for the right person for the right job. Every organisation must finalise the job analysis, job description, employee specifications etc., before proceeding to the next stage.

**b) Recruitment:** It is nothing but searching for the suitable candidates and to stimulate them to apply for jobs. It forms the basis for the other techniques of selection.

**c) Application Form:** It is a traditional technique and is accepted for securing information from the prospective candidates. It also serves as a tool to screen the candidates at preliminary level. Different application forms can be formulated for different jobs to get the required information. Some companies may ask the applicant to apply on a white paper giving particulars about his name, date of birth, mailing address, experience, qualifications etc. Applications of some companies are brief, general and easily securable where as in case of some others, it is complex to answer and measures detailed information about the candidate. Information is generally required on the following items in the application forms: (i) information relating to personal background, (ii) educational achievements, (iii) work experience (iv) personal details (v) salary etc.

**d) Written Examination:** The candidates are screened basing on the information furnished in the

application form. For the screened tests are conducted to measure the ability of the candidate in arithmetical calculations, his attitude towards job, his knowledge the various fields etc.

**e) Preliminary Interview:** It is to solicit necessary information to assess the suitability of the candidate to the job. This may be conducted by the personnel department. In the preliminary interview, the candidates aptitude towards job, personal traits, experience, salary expected etc will be tested. Thus, this is useful as a process of eliminating the undesirable and unsuitable candidates. These are short and are called stand-up interview or screening interview.

**f) Group Discussions:** This provides information relating to the suitability of the candidate for the job. In this the successful applicants are brought around a conference table and are asked discuss either a case study or a subject matter. They are required to analyse, discuss and select the sound solution. The selection panel observes the candidates in the areas initiating, explaining the problem, using common sense, concealing and mediating arguments, concluding aptly etc. The selection panel basing on its observations, judges the ability and skill of the candidates and ranks them according to their merit. In some cases, the panel may ask the candidates to write the summary of the topic discussed to know the writing ability of the candidates.

**g) Tests:** It is the next stage in the selection process. Its object is to solicit further information to assess the suitability of the employee to the job. It is difficult for the organisation to select the candidates basing an information furnished in the application and interviews. Tests help the management to select the suitable employees. These tests are also called psychological tests. It is because psychology is involved in developing these tests. They measure the psychological potentialities of the candidates. Their purpose is to help in judging the ability of a candidate in a given situation. They are valuable in determining subsequent success on the job.

**Tests include:**

- \* Aptitude tests
- \* Achievement tests
- \* Situational tests
- \* Interest Tests
- \* Personality Tests

**h) Final Interview:** It is generally followed by testing. It is the most important and essential step in the selection process. In this the interviewer matches the information obtained through various means to the job requirements to the information obtained through his own observation. Interviews of different types. They are:

- \* **Preliminary Interview:** It includes informal and unstructured interview.
- \* **Core Interview:** It includes background information interview, probing interview, stress interview, panel interview and depth interview.
- \* Decision - Making interview

**(i) Medical Examination:** Certain jobs require certain physical qualities like clear vision, perfect hearing, unusual stamina, tolerance of hard working conditions etc. Medical examination reveals whether a candidate possesses these qualities or not.

**(j) Reference Checks:** After completion of the final interview and medical, the personnel department will verify the references given by the candidate in the application form. These references may be from the individuals who are familiar with the candidate. Sometimes, the references may be even from the previous employer and co-workers also. Through the references organisations may require the information relating to job title, job description, period of employment, pay and allowances, benefits provided, character of the employee, regularity at work etc. Reference checks may be by telephone call, mail or a personal visit. Reference checks are taken as a matter of routine and some organisations may omit. But a good reference check gets useful and reliable information to the organisation.

**(k) Decision by Line Manager:** It is the line manager concerned who has to make a final decision whether to accept or reject the candidate. He has to take much care in taking the final decision. A careless decision will impair the morale of the people and they may suspect the selection procedure of the organisation. Proper understandings must be established between the line manager and personnel manager to take proper decisions.

**(l) Employment:** Thus, after taking the final decision, the organisation has to communicate its decision to both successful and un-successful candidates. Organisations send appointment orders to the successful candidates either immediately or after sometime depending on the time schedule.

### 5b.10 Recent Trends in Selection:

New trends have been coming up in selection techniques along with other areas of human resource management. The recent trends in selection include:

**a) Selection of Invitation:** Management observes the performance of executives of nearest competitors. If the performance of the key executives is excellent, the management invites such executives to join the organisation by offering attractive salary and prerequisites.

**b) Leasing:** Technological changes demand highly skilled employees now a days. It is very difficult for the small organisation to employ the skilled because of high pay. Moreover, such employees may not have sufficient work in small concerns. These factors enabled the consultancy organisation to employ experts and depute these employees and the needy organisations draw the required employees from the pool on lease and pay the fee. The consultancy firms pay the salary to the employees.

This type of arrangement is beneficial to the consultants, employees on lease and the industrial organisations.

**c) 360° Selection Programme:** Generally, superiors conduct the selection tests and interviews. They judge the fit between the job and the candidate. But the employee skills and performance not only affect the superiors but also sub-ordinates and the employees at the same level. Hence, the organisations started involving the subordinates and the employees at the same level along with superiors in conducting tests and interviews. This type of selection programme is called 360° selection programme.

### 5b.11 Placement:

Once the candidate reports for duty, the organisation has to place him initially in that job for which he is selected. Immediately, he will be trained in various related jobs during the period of probation of training. Organisation decides the final placement after the initial training. Probation period varies from six months to two years. This period may be extended if the performance of the

employee is not satisfactory or ask the candidate to quit the job. If the performance of the employee is satisfactory, his services will be regularised.

### **5b.12 Summary:**

Selecting an employee is an important and complex task. To find and employ a suitable individual is the job of a personnel manager. The purpose of selection process is to choose individuals who are most likely to perform successfully in a job from those available to do the job. A series of steps is followed in the selection process. These include the completion and screening of the application form, employment, testing, interview, reference checking, medical examination and other steps including final selection. Each step in the sequence should contribute new information. Information objectives should be assigned to the step that can best extract that type of data. The application form can elicit more factual information. A reference check can provide the experience of others. Psychological tests can measure the qualities as intelligence and aptitude.

Any tests used should relate directly to the jobs for which the individuals have applied. If information can not be obtained in no other way, it can be done through the interview.

### **5b.13 Self-Assessment Questions:**

1. Essentials of Selection Procedure.
2. Importance of Selection Process
3. Selection Agencies
4. Factors affecting Selection Decisions
5. Placement.

### **5b.14 Essay Questions:**

1. What is application form? What is its role in selecting trainees.
2. What is interview? Explain the different types of interview.
3. Explain the various steps involved in the selection process.

### **5b.15 Reference Books:**

1. Personnel Management - Memoria
2. Personnel and Human Resource Management - A.M. Sarma.

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