

RECRUITMENT & SELECTION

Dr. M. Thenmozhi

Professor

Department of Management Studies
Indian Institute of Technology Madras
Chennai 600 036
E-mail: mtm@iitm.ac.in

RECRUITMENT and SELECTION

- Receiving Applications
- Screening Applications
- Testing- Achievement Trade, Intelligence, Aptitude
Personality
- Interviewing
- Checking References – Selection
- Physical & Medical examination
- Placement – Job introduction, on the job training.

RECRUITMENT & SELECTION

- Formal performance appraisal methods
- Superiors rating of subordinates
- Group of superior rating subordinates
- Group of peers rating a colleague
- Subordinate rating of business

RECRUITMENT & SELECTION

Scale

- 1) Ranking scale
- 2) Paired comparison method.
- 3) Factor comparison – each trait – scale
- 4) grading scale- 3pt, 5pt, 10pt
- 5) forced distribution system- % fixed for each grade.

APPRAISAL BY RESULTS/M.B.O

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Problems in Appraisal –Shifting standards

rate bias

halo effect

Different rather patterns

APPRAISAL BY RESULTS/M.B.O

- Training – telling Plus showing plus surviving until desired change is achieved in skill ,attitude or behaviour
- Need- * New employees –Induction Training
- Job change
- Rapid technological change
- Supervisory skills
- Explain policies ,rules & regulations
- Special Knowledge /Skill required.
- To Control accidents & improve health
- Ounce of practice is worth ton of theory
- To tackle problems
- Identify needs –Performance appraisal
- analysis of job requirements HR audit

APPRAISAL BY RESULTS/M.B.O

TRAINING APPROACHES ON THE JOB TRAINING

- Coaching by superior
- Job rotation
- Training Positions-'assistants'
- Assigning work to develop experience & ability -MDPs,EDRs.

OFF THE JOB TRAINING OFF- THE JOB TRAINING

- Remove stress &on going
- Demands of work place
- In house Class room Instruction

APPRAISAL BY RESULTS/M.B.O

II. Recruitment

Process of development of a pool of job candidates in accordance with hrp.

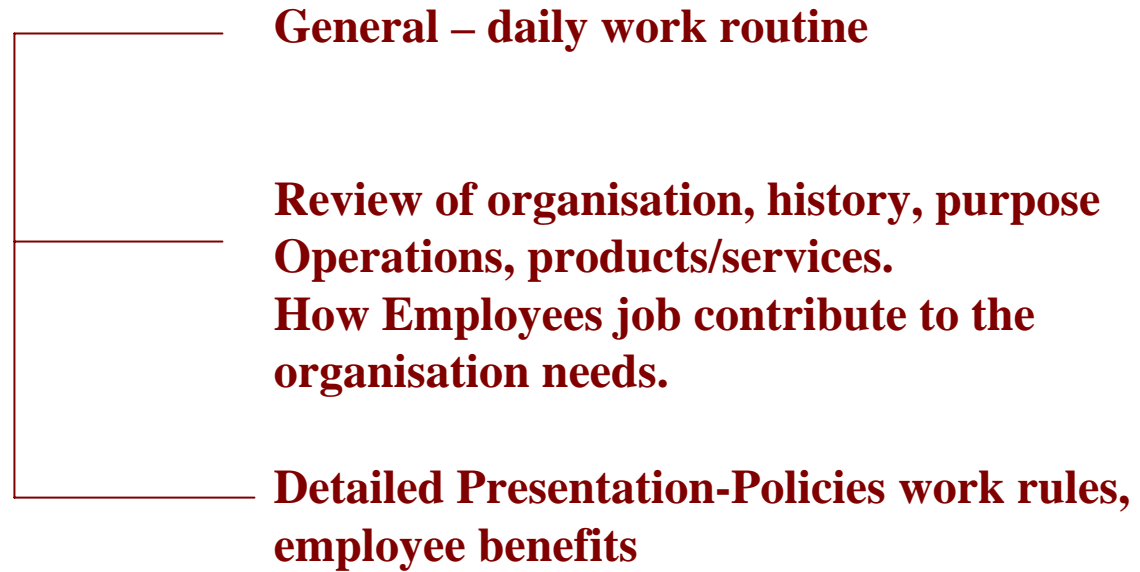
III. Selection:

- Internal vs External
- Horizontal vs vertical promotion
- Evaluate and choose candidates
application –job offers
- Assessment center – to select qualified candidate.

Socialisation - Orientation Programme

- Designed to help employees
- Fit smoothly into an organisation

Information



TRAINING & DEVELOPMENT



METHOD OF TRAINING

- Induction training

Job training –process/tech

Promotional training

On the job training-learn
under a supervisor

Vestibule training

Apprentice Training – 2 to 6

years

External Training

METHOD OF TRAINING

Train Methodology-Lecture Q&a,Demo,conference,case studies, Brain storming,simulation-Role play/games.

VI Performance Appraisal- Evaluation of worth quality or merit

INFORMAL

FORMAL

Continous feedback to
Subordinates

- Annually/semi annually
- Know how they are rated

Day - to - Day basis

Identify those deserving merit raises

Spontaneous Remark

Identify –suitability for promotion

Encourage Desirable Performance

Identifying training needs

METHOD OF TRAINING

- VII Compensation
 - Offer by other employees
 - Difficulty & importance of job
 - Quality of Performance by a individual

High - to secure 'Cream of crop'

Pay - to offset unfavorable locations/poor working condition

- Low Labor turnover

METHOD OF TRAINING

Arrangement for work - Hour of work
- Vacation
- Working Condition

Employee Services - Sponsor social & recreation activities
- Provide protection against financial risk of the employees.

Employee risk: - Loss due to accident/sickness
- Premature death
- Old age
- Loss of job

METHOD OF TRAINING

- Protection through- Workmans compensation salary during sick leave as life insurance plans old age pension
- Risk sharing-Employer /employee/ borse

METHOD OF TRAINING

INDUSTRIAL RELATIONS

- Grievance – causes & Handling process
- Conflict – Causes & holding Process

IX COUNSELLING

Discussion of an emotional problem with a view to mitigate it.

When – Discipline

Handling of grievances

Improve attitude towards superior/work

Allotment of work

Compensation of work.

Personal Problems.

Industrial unrest

Better Employer _Employee Relationship

Advantages-Improves upward & downward common reassurance
release of emotional tension classified thinking reorientation

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|---------------------------|-----------------------|
| Directive Counselling | - Counsellor Oriented |
| Non-Directive Counselling | - Counsellor Oriented |
| Co-operative Counselling | - Combination. |