

Selection

Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job.

the candidates are required to take a series of employment tests and interviews.

At every stage many are eliminated and a ,few move on to the next stage until the right type is found.

The process may start right from the screening of the applications. It may continue even after the offer of employment, acceptance and joining of the candidate.



Process of Selection

(i) Preliminary Screening:

Preliminary screening helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms. Preliminary interviews help reject misfits for reasons, which did not appear in the application forms.

(ii) Selection Tests:

An employment test is a mechanism (either a paper and pencil test or an exercise) that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality.



Important Tests Used for Selection of Employees:

- 1. Intelligence Tests:** psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions judgments.
- 2. Aptitude Test:** measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
- 3. Personality Tests:** provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. these are difficult to design and implement.
- 4. Trade Test:** measure the existing skills of the individual and the level of knowledge and proficiency in the area of professions or technical training i.e. the actual skills possessed.
- 5. Interest Tests:** Every individual has fascination for some job than the other. Interest tests are used to know the pattern of interests or involvement of a person.

(iii) **Employment Interview:**

Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same. In present times, the interviewee also seeks information from interviewer.

(iv) **Reference and Background Checks:**

Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.

Previous employers, known persons, teachers and university professors can act as references.



(v) **Selection Decision:**

The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.

The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.

(vi) **Medical Examination:**

After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test.

The job offer is given to the candidate being declared fit after the medical examination.



(vii) **Job Offer:**

The next step in the selection process is job offer to those applicants who have passed all the previous hurdles.

Job offer is made through a letter of appointment/confirm his acceptance. Such a letter generally contains a date by which the appointee must report on duty.

(viii) **Contract of Employment:**

After the candidate accepts the job offer, certain documents need to be executed by the employer and the candidate. One such document is the attestation form that will be a valid record for future reference.

a contract of employment in which Basic information will vary according to the level of the job, like Job Title, Duties, Responsibilities, rates of pay, allowances, hours of work, work rules, termination of employment.



Training and Development

Training and Development is an attempt to improve the employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing skills and knowledge.



Importance of Training and Development

The rapid changes in our society have led to organizations readapting the products and services produced , production process and offering, job requirements and skills necessary to complete these jobs. Thus, as jobs have become more complex the importance of employee training has increased.

Training and development help both the organization and the individual.



Benefits to the organization & Employee

Organization

1. It is a systematic learning, which lead to less wastage of efforts and money.
2. It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
3. Training equips the future manager who can take over in case of emergency.
4. increases employee morale and reduces absenteeism and employee turnover.
5. effective response to fast changing environment – technological and economic.

Employee

1. Improved skills and knowledge , lead to better career prospects.
2. Increased performance , help him to earn more.
3. more efficient employee in handling machines. Thus, less prone to accidents.
4. Training increases the satisfaction and morale of employees.

TRAINING DEVELOPMENT AND EDUCATION



Training



Process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. Training is short term process of learning new skills and application of knowledge. It attempts to improve their performance on the current job or prepare them for any intended job. Training is tied to the goals of organizations more than to the goals of the individual.

Development

Refers to the learning opportunities designed to help employees grow. It covers not only those activities which improve job performance but also those which bring about growth of the personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women. Development is an on going process which includes training.

Education



is the process of increasing the knowledge and understanding of employees and its interpretation

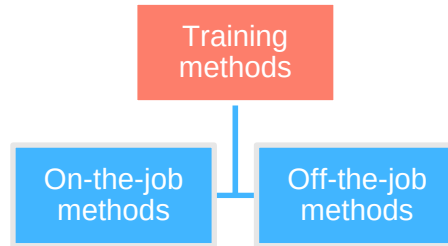
It does not provide definite answers, but rather develops a logical and rational mind that can understand a phenomenon.

Education imparts qualities of mind and character and understanding of the basic principles and develop the capacities of analysis, synthesis and objectivity.

Education is broader in scope than training.



Training Methods



On-the-Job

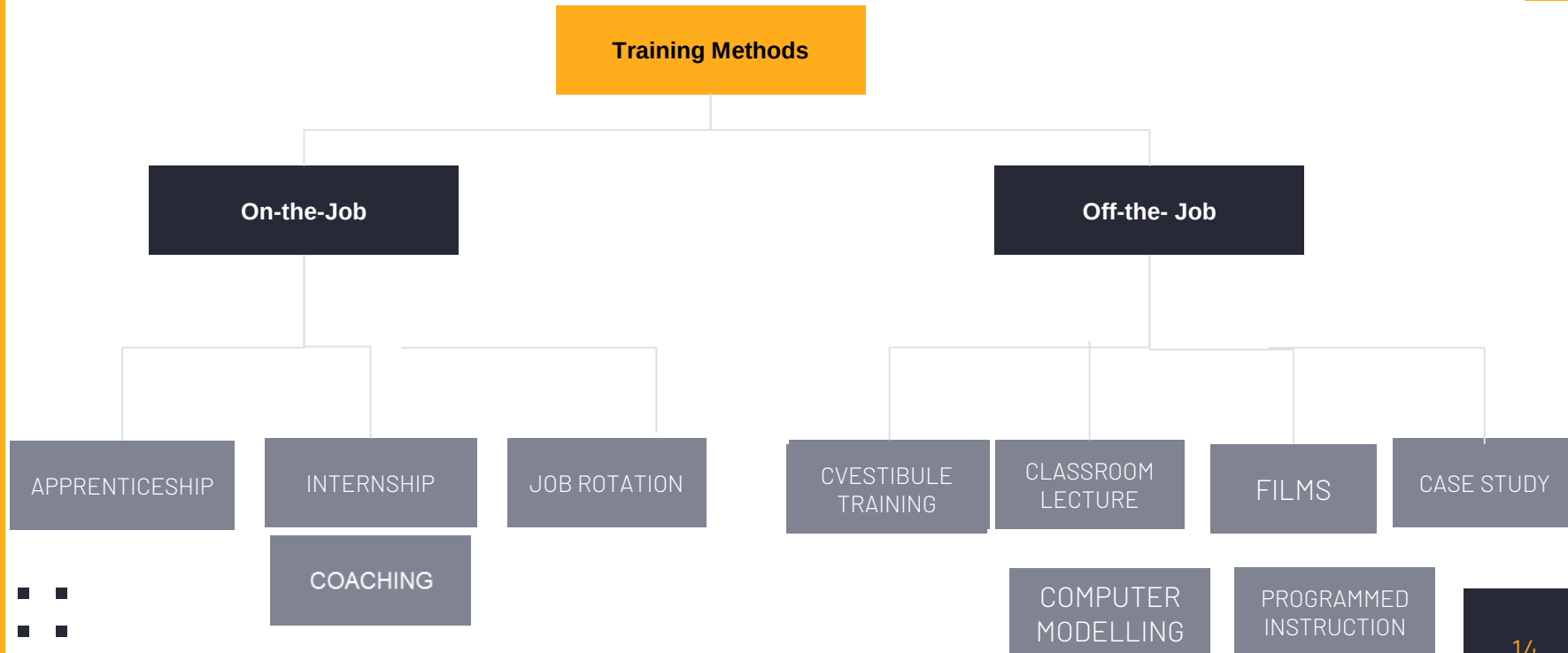
methods refer to the methods that are applied to the workplace, while the employee is actually working. means learning while doing

Off-the-Job

methods are used to train the employee away from the work place. means learning before doing.



Training Methods



On the Job Methods

(i) Apprenticeship programs :

The trainee is put under the guidance of a master worker to acquire a higher level of skill.

These apprentices are trainees who spend a prescribed amount of time working with an experienced guide, or trainer.

People seeking to enter skilled jobs, for example, to become, plumbers, electricians or iron-workers are often required to undergo apprenticeship training.

A uniform period of training is offered to trainees, in which both fast and slow learner, are placed together. Slow learners may require additional training.

(ii) **Coaching:**

the superior guides and instructs the trainee as a coach & suggests how to achieve mutually agreed upon goals

The trainee works directly with a senior manager and the manager takes full responsibility for the trainee's coaching.

The coach or counselor periodically reviews the trainees progress And suggests changes required in behavior and performance.

Classically the trainee is being groomed to replace the senior manager and relieve him from some of his duties, giving a chance for the trainee to learn the job also.



(iii) **Internship Training:**

It is a joint program of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills. E.g. doctors

(iv) **Job Rotation:**

shifting the trainee from one department to another or from one job to another. to gain a broader understanding of all parts of the business and how the organization as a whole functions. The trainee gets fully involved in the departments operations and also gets a chance to test her own aptitude and ability. It allows trainees to interact with other employees facilitating future cooperation among departments. It is easier at the time of promotions, replacements or transfers.



Off the Job Methods

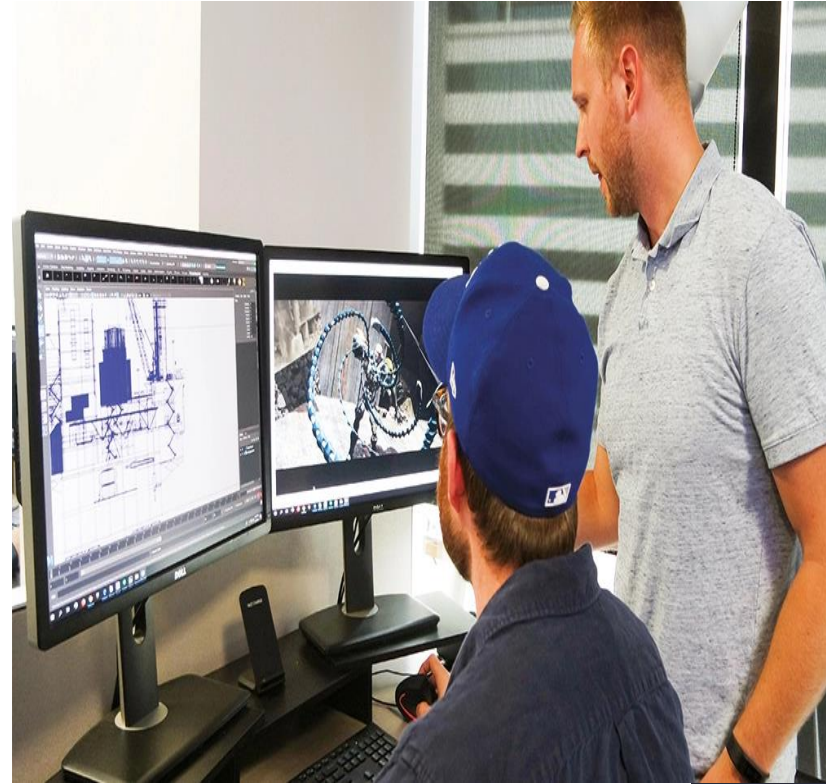
(i) Class Room Lectures/ Conferences:

This approach is well adapted to conveying specific information-rules, procedures or methods. The use of audiovisuals or demonstrations can often make a formal classroom presentation more interesting while increasing retention and offering a vehicle for clarifying more difficult points.



(ii) Films:

They can provide information and explicitly demonstrate skills that are not easily represented by the other techniques. Used in conjunction with conference discussions, it is a very effective method in certain cases.



(iii) Case Study:

Taken from actual experiences of organizations, cases represent attempts to describe, as accurately as possible real problems that managers have faced.

Trainees study the cases to determine problems, analyze causes, develop alternative solutions, select what they believe to be the best solution, and implement it.



(iv) **Computer Modelling:**

It simulates the work environment by programming a computer to imitate some of the realities of the job and allows learning to take place without the risk or high costs that would be incurred if a mistake were made in real life situation.



(v) **Vestibule Training:**

Actual work environments are created in a class room and employees use the same materials, files and equipment. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. This is usually done when employees are required to handle sophisticated machinery and equipment.





vi) **Programmed Instruction:**

This method incorporates a prearranged and proposed acquisition of some specific skills or general knowledge. Information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package i.e. from simple to complex. The trainee goes through these units by answering questions or filling the blanks.



Thanks!

Any questions?

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