

Summary

Chapter Four: Recruitment, Selection and Induction

4.1 Nature & Importance of Recruitment

Recruitment is the process of searching for and obtaining applications for jobs, so that people can be selected from this pool. Manpower is a key factor in company's success. Today HR has realized that to develop a qualitative manpower, suitable manpower has to be recruited and selected. Recruitment a] attracts qualified and competent people, b] ensures employee stay with organization, c] ensures costs match benefits and d] creates culturally diverse workforce.

4.2 Process of Recruitment

Recruitment Planning: Manpower planning generates number of job vacancies and Job Analysis provides information as to nature of these vacancies. With this data HR plans recruitment.

Strategy Development: HR decides whether to recruit less skilled employees and then train them [make decision] or recruit fully skilled employees [Buy decision]. Next it selects method of recruitment, and media to be used. Locations and sources to be tapped and lead time for the process is finalized.

Searching: Search process begins after recruitment plan and strategy are developed. Line managers also initiate it by filling in requisitions for employees.

Screening: Screening refers to scrutiny and short listing of candidates. Job specifications are used to weed out unsuitable applicants

Evaluation and Control: Recruitment process is evaluated on the basis of the number of applications received and the number of candidates that went to selection process, the cost of the recruitment process, the number of candidates retained after probation period and the performance of the candidates selected.

4.3 Various Sources of Recruitment

Internal sources include present employees, employee referrals, former employees and former applicants. Internal recruitment is less costly and it increases morale of the staff, its commitment to the organization and job satisfaction. The firm obtains more knowledge about skills and abilities of its employees. External Sources include Institutes of Management, Chartered and Cost Accountants, Company Secretaries etc. Most have their placement services. Press advertisements, employment exchanges, campus interviews, walk-ins, consultants and contractors are other external sources available for recruitment. HR also resorts to get workforce through acquisition and mergers or poaching from competitors. Job portals are gaining popularity as effective external source.

4.4 What is Selection?

Selection is the process of choosing candidates with the necessary qualifications and competence, out of the pool of job applicants, to fill jobs in an organization. While recruitment is a process with positive approach to seek as many applicants as possible, selection has negative approach as it eliminates unqualified applicants in order to choose the right candidate.

4.5 Process of Selection

The process starts with Preliminary Interview followed by Selection Tests, Employment Interview, Reference & Background Check, Selection Decision, Physical Examination, Job Offer and Employment Contract. The selection system is evaluated at fixed intervals. Feedback is collected from line managers and used to by Human resource Managers to arrange

improvements in the selection process. Parameters used for evaluation include the performance of the new employee, the employee turnover/attrition/separation during after the probationary period etc.

4.6 Induction

Induction, also called Orientation, is designed to provide new employees with the necessary information that they will need to function comfortably and effectively in an organization. Induction conveys general information about work routine - working hours, timings, breaks, leave, holidays, and transport facility during normal or extra hours etc. It conveys information about the organization, its mission and vision, objectives, products and services and how employees can contribute to meet goals.

Induction is conducted to remove anxiety from the mind of the new employee and also to create favourable impression about the organization and the work environment. Later new employees are requested to complete a questionnaire on their induction and this feedback is used for evaluation of the process.

'No Shows'

In addition to rising rates of attrition HR in India is plagued with incidents of 'no shows'. After completing the whole process of selection, HR manager is horrified to observe that on the appointed date new appointees fail to report for duty. All plans prepared to assign certain tasks to them go awry.

Smart hiring should be able to engage candidates during hiring process to avoid 'no shows'. In India it is not considered unethical to accept an offer and then not join the organization!