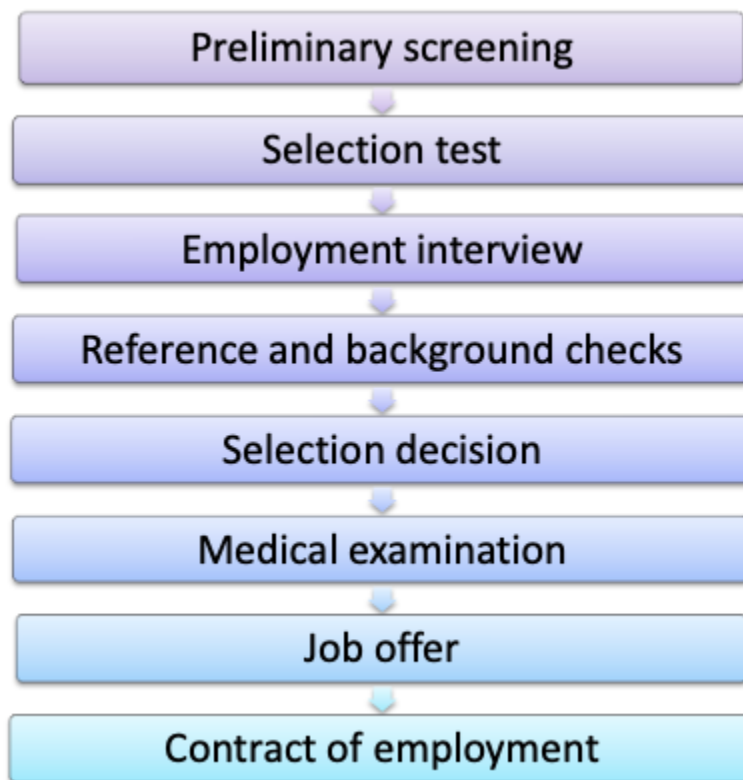


SELECTION

Selection is the process of identifying and choosing the best person out of several prospective candidates for a job. For this purpose, the candidates are required to take a series of **employment tests and interviews**. At every stage, many are eliminated and a few moves on to the next stage until the right type is found.

Process of Selection



The important steps in the process of selection are as follows:

- 1. 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.

2. 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:

- a. **Intelligence Tests:** This is one of the important psychological tests used to **measure the level of intelligence quotient of an individual**. It is an indicator of a person's learning ability or ability to make decisions and judgments.
- b. **Aptitude Test:** It is a measure of an individual's 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.
- c. **Personality Tests:** Personality tests provide clues to a person's emotions, reactions, maturity and value system, etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
- d. **Trade Test:** These tests measure the existing skills of the individual. **They measure the level of knowledge and proficiency in the area of professions or technical training**. The difference between aptitude tests and trade tests is that the former measures the potential to acquire skills and the latter the actual skills possessed.
- e. **Interest Tests:** Every individual has a fascination for some jobs more than others. Interest tests are used to know the pattern of interests or involvement of a person.



- 3. Employment Interview:** An 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. Though, in present times, the interviewee also seeks information from the interviewer.
- 4. Reference and Background Checks:** Many employers request names, addresses, and telephone numbers of references to verify the information and, gain additional information on an applicant. Previous employers, known persons, teachers, and university professors can act as references.
- 5. Selection Decision:** The final decision has to be made 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.
- 6. 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.**
- 7. Job Offer:** The next step in the selection process is a 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.** The appointee must be given reasonable time for reporting.
- 8. Contract of Employment:** After the job offer has been made and the candidate accepts the offer, certain documents need to be executed by the employer and the candidate. **One such document**

is the **attestation form**. This form contains certain vital details about the candidate, **which are authenticated and attested by him or her**. Basic information that should be included in a written contract of employment will vary according to the level of the job, but the following checklists set out the typical headings: **Job Title, Duties, Responsibilities, Date when continuous employment starts, and the basis for calculating service, rates of pay, allowances, hours of work, leave rules, sickness, grievance procedure, disciplinary procedure, work rules, termination of employment.**

TRAINING AND DEVELOPMENT

- Someone has rightly said: “If you wish to plan for a year, sow seeds, if you wish to plan for 10 years, plant trees, if you wish to plan for a lifetime, develop people.”
- Training and Development is an attempt to improve the current or future **employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.**
- Importance of Training and Development When jobs were simple, easy to learn, and influenced to **only a small degree by technological changes**, there was little need for employees to upgrade or alter their skills.
- Training and development **help both the organization and the individual.**

Benefits to the organization

The benefits of training and development to an organization are as follows:

- I. **Training is systematic learning, always better than hit and trial methods which lead to a waste of effort and money.**
- II. **It enhances employee productivity both in terms of quantity and quality, leading to higher profits.**
- III. Training equips the future manager who can take over in case of emergency.
- IV. Training increases employee morale and reduces absenteeism and employee turnover.
- V. **It helps in obtaining an effective response to fast-changing environments – technological and economic.**

Benefits to the Employee

The benefits of training and development activity to the employees are as follows:

- I. Improved skills and knowledge due to training lead to a better career for the individual.
- II. **Increased performance by the individual helps him to earn more.**
- III. **Training makes the employee more efficient to handle machines. Thus, less prone to accidents.**
- IV. Training increases the satisfaction and morale of employees.

Training, Development, and Education

- The term training is used to indicate the process by which attitudes, skills, and abilities of employees to perform specific jobs are increased.
- But the term **development means the growth of individuals in all respects.**
- Training is a **short-term process** but development is an **ongoing process.** Also, the development includes training.
- It also needs to be understood that training, education, and development are distinct terms although they overlap to some extent.

Training is any process by which the aptitudes, skills, and abilities of employees to perform specific jobs are increased.

- It is a 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.

Education is the process of increasing the knowledge and understanding of employees.

- It is the understanding and interpretation of knowledge. It does not provide definite answers, but rather **develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon.**
- Education imparts **qualities of mind and character** and understanding of the basic principles and develops the capacities of analysis, synthesis, and objectivity.
- **Education is broader in scope than training.** 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 the **growth of the personality** and 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.
- The field of training and development concerned with improving deals with the design and **delivery of learning to improve performance within organizations.**

TRAINING METHODS

There are various methods of training. These are broadly categorized into two groups: On-the-Job and Off-the-Job methods.

ON-THE-JOB METHODS

- I. **Apprenticeship Programmes:** Apprenticeship programs put the trainee under the guidance of a master worker. These are designed to acquire a **higher level of skill.** People seeking to enter skilled jobs, for example, plumbers, electricians, or ironworkers, are often required to undergo apprenticeship training. **These apprentices are trainees who spend a prescribed amount of time working with an experienced guide or trainer.**
- II. **Coaching:** In this method, the superior guides and instructs the trainee as a coach. **The coach or counselor sets mutually agreed-upon goals, suggests how to achieve these goals, periodically reviews the trainee's progress, and suggests changes required in behavior and performance.** The trainee works directly with a

senior manager and the manager takes full responsibility for the trainee's coaching.

- 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 factories or offices to acquire practical knowledge and skills.
- IV. **Job Rotation:** This kind of training involves shifting the trainee from one department to another or from one job to another. This enables the trainee to gain a broader understanding of all parts of the business and how the organization as a whole function.

OFF-THE-JOB METHODS

- I. **Class Room Lectures/Conferences:** The lecture or conference approach is well adapted to conveying specific information rules, procedures or methods.
The use of audio-visuals 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:** Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor.
- Actual work environments are created in a classroom and employees use the same materials, files, and equipment.
 - 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 in the blanks.

MULTIPLE CHOICE QUESTIONS

Q1. Which of the following is not a process of selection?

- (a) Manpower planning
- (b) Placement & orientation
- (c) Separation
- (d) Initiate action**



Q2. _____ refers to the careful study of each job to determine the tasks & responsibilities involved in a job.

- (a) Multiplier effect
- (b) Human emphasis
- (c) Job analysis**
- (d) Job satisfaction

Q3. Which of the following is not a process of selection?

- (a) Testing
- (b) Checking references
- (c) Attitude formation**
- (d) Medical examination

Q4. _____ is the learning experience that seeks relatively permanent change in an individual that will improve his ability to perform on the job.

- (a) Training**
- (b) Development
- (c) Attitude formation
- (d) Job analysis



Q5. Under this method employees learn their job on the equipment they will be using but training is done away from the actual workplace

- (a) Apprenticeship program
- (b) Vestibule training**
- (c) Job rotation
- (d) Job analysis

