Chapter 4

Recruitment and Selection
RECRUITMENT AND SELECTION

The terms Recruitment and Selection are not synonymous. Recruitment involves searching for prospective employees and stimulating them to apply for jobs in an organisation whereas selection involves selecting the most suitable employees among the pool of applicants for the organisation Ghosh43.

Recruitment is often termed as a positive activity as it stimulates people to apply for jobs in an organisation where as selection is termed as a negative activity because it rejects a good number of those who apply, leaving only the best to be hired Flippo44.

4.1 RECRUITMENT

Recruitment, as a human resource development measure, is one of the activities that impact most critically on the performance of an organisation. There is the necessity of recruiting and maintaining the required number of work people; and on the other hand it is necessary to ensure that the quality of people employed in terms of skills and competencies are suited to the requirements of the organisational strategy. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their approach, since poor recruiting decisions can produce long-term negative effects. At worst, the organisation can fail to achieve its objectives thereby losing its competitive edge and its share of the market.

4.1.1 Meaning and Definition

In simple terms, recruitment means announcing job opportunities

to the public in such a way that good number of suitable people apply for them. In other words, recruitment is the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. A few definitions of recruitment are as follows:

Yoder et al\textsuperscript{45} defines recruitment as the “process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

Recruitment is described as “process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected” William and Davis\textsuperscript{46}.

Gomez-Mejia et al\textsuperscript{47} defines recruitment as “the process of generating a pool of qualified candidates for a particular job. The firm must announce the job’s availability to the market and attract qualified candidates to apply. The firm may seek applications from inside the organisation, outside the organisation, or both”

4.1.2 Purpose and Importance

The general purpose of recruitment is to provide a pool of potentially qualified job candidates. According to Aswathappa\textsuperscript{48},


1. Determine the present and future requirements of the organisation in conjunction with its personnel planning and job-analysis activities.
2. Increase the pool of job candidates at minimum cost.
3. Help increase the success rate of the selection process by reducing the number of visibly, under qualified or overqualified job applicants.
4. Help reduce the probability that job applicants, once recruited and selected, will leave the organisation only after a short period of time.
5. Meet the organisation’s legal and social obligations regarding the composition of its work-force.
6. Begin identifying and preparing potential job applicants who will be appropriate candidates.
7. Increase organisational and individual effectiveness in the short term and long term.
8. Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

Recruitment usually provides the earliest exposure of an organisation and its attributes, to potential employees, leading them to form favourable or unfavourable impression of an organisation. “Impressions held early are important, because the organisational image held by a potential applicant is related to his or her likelihood of pursuing employment with an organisation” Gatewood et al⁴⁹.

Aswathappa⁵⁰ argues that a well planned and well managed recruiting effort results in high-quality applicants, whereas, a

haphazard and piecemeal effort results in mediocre ones. High-quality employees cannot be selected when better candidates do not know of job openings, are not interested in working for the company and do not apply. The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant positions.

The negative consequences of a poor recruitment process speaks volumes about its role in an organisation. The failure to generate an adequate number of reasonably qualified applicants can prove costly in several ways. It can greatly complicate the selection process and may result in lowering of selection standards. The poor quality of selection means extra cost on training and supervision. Furthermore, when recruitment fails to meet organisational needs for talent, a typical response is to raise entry-level pay scales. This can distort traditional wage and salary relationships in the organisation, resulting in avoidable consequences. Thus, the effectiveness of the recruitment process can play a major role in determining the resources that must be expended on other human resource activities and their ultimate success \textit{ibid}^{51}.

4.1.3 Factors Governing Recruitment

Recruitment is subject to influence of several factors. According to Aswathappa\textsuperscript{52} these can be catogorised as external and internal factors.

\textit{External Factors:} Recruitment is primarily concerned with ensuring a large pool of applicants from which an organisation may select most

\begin{footnotesize}
\textsuperscript{52} ibid.
\end{footnotesize}
suitable candidates for employment. The condition of demand and supply of specific skills in the labour market is a matter of serious consideration. In case if the specific skills needed are scarce an extra ordinary recruitment effort is needed.

The rate of unemployment prevalent in the economy affects the recruitment effort. In case if the economy is in recession, a simple recruitment effort will usually result in a large pool of applicants. Whereas, if the economic cycle is in the boom stage, recruitment effort should be increased and new sources explored.

For recruitment of non-managerial, supervisory and middle management positions, the conditions prevalent in the local labour market are important. However if the recruitment is to be done for executive and senior managerial positions, the conditions prevalent in all India labour market are to be considered.

Another external factor of importance is the political and legal considerations. Among the political considerations to be kept in mind while recruiting are reservations of jobs for schedule caste, schedule tribes, minorities and other backward classes and son of the soil issue.

The government influences the recruitment process, especially in the case of public sector undertakings, by reserving jobs for underprivileged and weaker section of the society by issuing Presidential Directives. The son of the soil is another issue with implication for the recruiting effort. The question of preference of local population in matter of employment within the local area has, of late, assumed a complex character. Hence the proper representation of local population is a must to avoid unrest.

In India we have the central and state acts dealing with labour issues. They cover working conditions, compensation, retirement
benefits and safety of employees in industrial establishments. Some of the important Acts which have implications for the recruiting process are: Factories Act 1948, Child Labour (Prohibition and Regulation) Act 1986, Employment Exchange (Compulsory Notification of Vacancies) Act 1956, Apprentice Act 1961, Interstate Migrant Workmen (Regulation of Employment and Conditions of Services) Act 1952, etc.

Internal Factors: There are certain internal factors which deserve consideration while recruiting personnel. One such internal factor is the recruiting policy of the organisation. Most organisations have a policy on recruiting internally (from own employees) or externally (from outside the organisation). Generally, the policy is to prefer internal sourcing, as own employees know the company well and can recommend candidates who fit the organisation's culture.

Another issue related to policy is to have temporary and part-time employees. An organisation hiring temporary and part-time employees is in a less advantageous position in attracting sufficient applications. In multinational corporations, there is the policy relating to the recruitment of local citizens. Multi National Corporations operating in our country prefer local citizens as they can understand local languages, customs and business practices better.

A major internal factor that can determine the success of the recruiting programme is whether or not the company engages in human resource planning. In most cases, a company cannot attract prospective employees in sufficient numbers and with required skills overnight. It takes time to examine the alternatives regarding the appropriate sources of recruits and the most productive methods for obtaining them. Once the best alternatives have been identified, recruiting plans may be made. Effective human resource planning greatly facilitates the recruiting efforts.
Size is another internal factor having its influence on the recruitment process. An organisation with one hundred thousand employees will find recruiting less problematic than an organisation with just one hundred employees.

Cost of recruiting is yet another internal factor that has to be considered. Recruiting costs are calculated per new hire and the figure is considerable. Nowadays, recruiters must, therefore, operate within budgets. Careful human resource planning and forethought by recruiters can minimise recruitment costs. One cost-saving measure, for instance, is recruiting for multiple job openings simultaneously. The best solution is to use proactive personnel practices to reduce employee turnover, thus, minimising the need for recruiting. Evaluating the quality, quantity and costs of recruitment helps ensure that it is efficient and cost-effective?

4.1.4 Recruitment Process

The recruitment process consists of four interrelated stages. Figure 4.1(a) shows a generalised recruitment process. The stages are planning, strategy development, searching and evaluation and control.

Recruitment Planning

The first stage in the recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into a set of objectives or targets that specify the number and type of applicants to be contacted Aswathappa53.

Number of Contacts: How many candidates should the

RECRUITMENT PROCESS

Human Resource Planning

Job Vacancies

Job Analysis

Employee Requisition

Recruitment Planning
- Numbers
- Types

Searching Activation Selling
- Message
- Media

Applicant Population

Applicant Pool

Evaluation and Control

To Selection


Fig. 4.1(a)
recruitment effort attempt to attract for each job opening? The answer depends on the yield ratios, which relates recruiting input to recruiting output. For example, if the firm finds that it has to make two job offers to get one acceptance, this offer-to-acceptance ratio indicates that approximately 200 offers will have to be extended to have 100 offers accepted. Perhaps the interview-to-offer ratio has been 3:1. This ratio indicates that the firm will have to conduct at least 600 interviews to make 200 offers. Other ratios to consider are the number of invitations-to-interview ratio and the number of advertisements or contacts-to-applicant ratio. Each firm sets its own number of candidates to number of job openings ratio. The desired level of recruitment effort may be higher if the firm wishes to be particularly selective in making employment offers Gomez- Mejia\(^\text{54}\).

Type of Contacts: This refers to the type of people to be informed about job openings. The type of people to be targeted depends on the tasks and responsibilities involved in the job and the qualifications and experience desired in the applicants. These details are available through job description and job specification Aswathappa\(^\text{55}\).

*Strategy Development*

Once it is known how many and what type of recruits are required, serious consideration needs to be given to (i) ‘make’ or ‘buy’ employees; (ii) geographic distribution of labour markets comprising job seekers; (iii) sources of recruitment; and (iv) sequencing the activities in the recruitment process.

‘Make’ or ‘Buy’: Organisations must decide whether to hire less skilled employees and invest on training and education programmes, or they


can hire skilled labour and professionals. Essentially, this is the ‘make’ (hire less skilled workers) or ‘buy’ (hire skilled workers and professionals) decision. Organisations which hire skilled labour and professionals shall have to pay more for these employees Aswathappa\textsuperscript{56}.

‘Buying’ employees has the advantage in the sense that the skilled labour and professionals can begin the work immediately and little training may be needed. But the high remuneration that the skilled workers and professionals demand may outweigh the benefits.

Where to Look: In order to reduce costs, organisations look into labour markets most likely to offer the required job seekers. Generally, companies look into the national market for managerial and professional employees, regional or local markets for technical employees, and local markets for clerical and blue collar employees.

How to Look: How to look refers to the methods or sources of recruitment. There are several sources and they may be broadly categorised into internal and external sources.

\textit{Recruitment from Internal Sources}

Internal sources refer to the existing workforce of an organisation. When recruiting from internal sources, the job vacancies are filled by applicants from existing workforce by promoting or by transfer of the employees in an organisation. According to Richardson\textsuperscript{57} there are sound reasons for recruiting from sources within the organisation:

\begin{itemize}
  \item The ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews.
\end{itemize}


\textsuperscript{57} Richardson, A.R. (2006), Recruitment Strategies: Managing the Recruitment Process, Government of the Republic of Trinidad and Tobago, Trinidad and Tobago, p.8-9.
“Insiders” know the organisation, its strengths and weaknesses, its culture and, most of all, its people.

Promotions from within build motivation and a sense of commitment to the organisation. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.

Internal recruitment is cheaper and quicker than advertising in various media and interviewing “outsiders”. Time spent in training and socialisation is also reduced.

At the same time, several disadvantages exist:

Sometimes it is difficult to find the right candidate within and the organisation may settle for an employee who possesses a less than ideal mix of competencies.

If the vacancies are being caused by rapid expansion of the organisation there may be an insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.

Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organisational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.

In times of rapid growth and during transitions, the organisation may promote from within into managerial positions, regardless of the qualifications of incumbents.
Transition activities and rapid organisational growth often mask managerial deficiencies; it is not until the growth rate slows that the deficiencies become apparent and, then, the organisation finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive.

_recruiting from external sources_

External recruiting methods can be grouped into two classes: informal and formal.

Informal recruiting methods tap a smaller market than formal methods. These methods may include rehiring former employees and choosing from among those “walk-in” applicants whose unsolicited résumés had been retained on file. The use of referrals also constitutes an informal hiring method. Because they are relatively inexpensive to use and can be implemented quickly, informal recruiting methods are commonly used for hiring clerical and other base-level recruits who are more likely than other groups to have submitted unsolicited applications. Former students who participated in internship programmes may also be easily and cheaply accessed Richardson58.

Formal methods of external recruiting entail searching the labour market more widely for candidates with no previous connection to the organisation. These methods have traditionally included newspaper, magazine, journal advertising, the use of employment agencies, executive search firms, and college recruitment. More often, now, job/career fairs and e-Recruiting are reaching the job seeker market _ibid_59.

59. ibid, p.11.
Posting vacancies externally through the various arms of the media or via employment agencies reaches a wider audience and may turn up a greater number of potential candidates from which the organisation can choose. At the same time, this method is relatively expensive and time-consuming. Even then, there is no guarantee that the results will be satisfactory to the organisation, since the cost of advertising often limits the frequency and duration of the job posting, as well as the amount of information made available, thus making it difficult for a job seeker to accurately judge the worth of the position being offered. In addition, the organisation may hire a candidate who fails to live up to the high potential displayed during the selection process.

Recruiting firms or employment agencies are gaining in popularity, especially in the search for management level or executive talent. Recruiting via this medium is expensive, whether the organisation uses a contingency firm or has one on retainer. Executive search firms tend to match candidates to jobs faster that most organisations can, on their own, primarily because the recruiting firms or employment agencies possess larger databases of, and wider access to, persons and have a greater awareness of the location of competencies needed by the client agencies.

Of course, it is possible to for an organisation to reduce the risks and high costs of recruitment by maintaining a small cadre of full-time, permanent employees and meeting an unexpected and temporary need for staff through the use of ad hoc and short-term contract workers who come to the position already trained. It is frequently said that the best jobs are not advertised; their availability is communicated by word of mouth. Networking, therefore, continues to be a viable mechanism for recruiting, especially at the senior management level in certain industries. In many instances, networking is a strategy used by the recruitment firms or employment agencies.
Using the Internet is faster and cheaper than many traditional methods of recruiting. Jobs can be posted on Internet sites for a modest amount in comparison with print media. Candidates can view detailed information about the job and the organisation and then respond electronically.

Most homes and workplaces are now using computerised equipment for communication; the Internet is rapidly becoming the method of choice for accessing and sharing information. First-time job seekers are now more likely to search websites for job postings than to peruse newspapers, magazines and journals. The prevalence of e-advertising has made it easier. The Internet speeds up the hiring process in three basic stages:

**Faster posting of jobs:** The wait for a suitable date and a prominent place in the print media is eliminated. The time lag that exists between the submission of information to the media house and its appearance in print disappears. On the internet, the advertisement appears immediately and can be kept alive for as long as the recruiter requires it.

**Faster applicant response:** Jobs posted on the Internet and requiring responses via the same medium receive responses on the same day.

**Faster processing of resumes:** An applicant sending a resume electronically can immediately have the application processed, receive an acknowledgement, be screened electronically, and have details of the application and resume despatched to several managers at the same time.

On-line recruiting also provides access to passive job seekers, that
is, individuals who already have a job but would apply for what appears a better one that is advertised on the Internet. Companies that are likely to advertise on-line usually have a website that allows potential candidates to learn about the company before deciding whether to apply, thus lowering the incidence time-wasting through the submission of unsuitable applications.

Internet recruiting is not all positive, though; there are drawbacks for unwary users: Some applicants still place great value on face-to-face interactions in the hiring process. Such applicants are likely to ignore jobs posted, impersonally, on-line. Companies are overwhelmed by the volume of resumes posted on the Internet. This can, in fact, lengthen the short-listing process. If the screening process is not well done, the quantity of applications or resumes logged-on may be more of a hindrance to the process that an aid to selection. Job seekers who demand confidentiality in the recruitment process may be reluctant to use the Internet as a job search mechanism.

COLLEGE RECRUITMENT

College recruiting – sending an employer’s representatives to college campuses to pre-screen applicants and create an applicant pool from that college’s graduating class – is an important source of management trainees, promotable (entry-level) candidates, and professional and technical employees. To get the best out of this hiring strategy, the organisation and its career opportunities must be made to stand out. Human resource professionals are aware that few college students and potential graduates know where their careers will take them over the next fifteen to twenty years. Therefore many of the criteria used by students to select the first job may be quite arbitrary. The organisation that will succeed, then, is one can show how the work it offers meets students’ needs for skill enhancement, rewarding opportunities, personal satisfaction, flexibility and compensation.
College recruitment offers an opportunity for recruiters to select the potential employees with the personal, technical and professional competencies they require in their organisation. The personal competencies identified may include, inter alia, a positive work ethic, strong interpersonal skills, leadership capacity and an ability to function well in a work team. The opportunity to discuss a student’s current strengths and potential future value to an organisation cannot be replicated in any other setting.

Two major advantages of this strategy are the cost (which is higher than word-of-mouth recruiting but lower than advertising in the media or using an employment agency), and the convenience (since many candidates can be interviewed in a short time in the same location with space and administrative support provided by the college itself).

College recruitment is relatively expensive and time consuming for the recruiting company. The process involves screening the candidate that is, determining whether he/she is worthy of further consideration and marketing the company as a preferred place of employment.

Job fairs: The concept of a job fair is to bring those interested in finding a job into those companies who are searching for applicants. Job fairs are open for a at which employers can exhibit the best their companies have to offer so that job seekers can make informed choices. They are considered one of the most effective ways for job seekers to land jobs.

At the job fair, employers have a large pool of candidates on which to draw, while job seekers have the opportunity to shop around for dozens – sometimes hundreds – of employers, all in one place. Notwithstanding the fact that the atmosphere at the fair is more
relaxed than at an interview, employers are still on the look out for qualified, potential employees who have interest, dedication and initiative.

When to Look: An effective recruiting strategy must determine when to look—decide on the timings of events—besides knowing where and how to look for job applicants.

According to Aswathappa\(^{60}\) time lapsed data (TLD) is highly useful in determining the timings. TLD show the average time that elapses between major decision points in the recruitment process. Continuing with the example quoted earlier, the organisation has a task of recruiting 30 salespersons in a given period. Yield ratio (yR) analysis showed that 3000 potential applicants would have to be contacted during this period. But when should these contacts occur?

Suppose an analysis of TLD shows that in the past, it typically had taken 10 days for an advertisement to begin producing resumes, four days for invitations for interviews to be issued, seven days to arrange for interviews, four days for the organisation to make up its mind, 10 days for the applicants offered jobs to make up their minds, and 21 more days for those accepting offers to report for work. This suggests that vacancies must be advertised two months before they are expected to occur.

**Searching**

Once a recruiting plan and strategy are worked out, the search process can begin. As seen in the figure 4.1(a), search involves two steps—(i) source activation, and (ii) selling.

*Source Activation:* Typically, sources and search methods are

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activated by the issuance of an employee requisition. This means that no actual recruiting takes place until line managers have verified that a vacancy does exist or will exist. If the organisation has planned well and done a good job of developing its sources and search methods, activation soon results in a flood of applications.

*Selling:* A second issue to be addressed in the searching process concerns communications. Here, organisations walk a tightrope. On one hand, they want to do whatever they can to attract desirable applicants. On the other, they must resist the temptation of overselling their virtues. The Selection of the message and media should be done with great care.

### 4.1.5 Evaluation and Control

Evaluation and control is necessary as considerable costs are incurred in the recruitment process. Questions should always be asked as to whether the recruitment methods used are valid and whether the recruitment process itself is effective.

Statistical information on the cost of advertisements, time taken for the process, and the suitability of the candidates for consideration in the selection process should be gathered and evaluated. However, exercises seem to be seldom carried out in practise.

### 4.1.6 Recruitment in BHEL

Recruitment is the process of generation of applications or attracting applicants for specific positions through external and internal sources. The objectives of recruitment policy in BHEL Jhansi are as follows:

1. To plan the manpower requirements and budget the human resources with necessary qualifications, skills, aptitude,
merit and suitability in accordance with the organisational requirements.

2. To ensure that the company attracts and retains the best of personnel in each of the areas of functioning, as it cumulatively results in satisfying the company needs for personnel both in qualitative and quantitative measures that influence the future of the organisation and predetermines the future health of the enterprise.

3. To focus on the placement of employees in jobs to which they are best fitted physically, mentally and temperamentally; and where they have strong expectation of being well adjusted to their work and to the working environment.

4. To adapt to and fulfil the social economic commitments of the Government to the unfortunate or minority sections of the society as part of the company’s social objectives and thereby help realise the dream of a productive nation.

5. To systematically build up a model system for the guidance of and emulation by other enterprises both in the public and private sectors.

Recruitment process in BHEL Jhansi is closely linked with Human Resource Planning which forms the basis on which the recruitment effort is initiated. The organisation has well laid down recruitment policy and procedures regarding recruitment. In BHEL Jhansi, recruitment for executive cadres is centralised. This function is performed at the corporate level for all units and projects. On the other hand, the recruitment for non-executive categories is decentralised and performed by the projects or units.
Recruitment of Executives

The recruitment for Executives in BHEL is centralised and is organised and conducted by the Corporate Office which is situated in New Delhi. The source of recruitment for the posts in this cadre is decided by the competent authority which in this case is the Managing Director of BHEL depending upon the requirements. Recruitment for the following designations in the executive cadre are carried out in BHEL.

Executive Cadre

1. Engineer / Officer E1
2. Senior Engineer / Senior Officer E2
3. Deputy Manager E3
4. Manager E4
5. Senior Manager E5
6. Deputy General Manager E6
7. Senior Deputy General Manager E6-A
8. AGM E7
9. General Manager E8
10. Executive Director E9

In the Executive Cadre, induction of fresh recruits is usually done at the lowest level which is E1 by absorption of Executive/Engineer trainees on their satisfactory completion of training in accordance with the training scheme of the Company. Direct recruitment is only made for this grade if in case such training is not envisaged. The vacancies for posts in higher grades than E1 are filled form internal sources through transfer and promotion at the unitary and intra-unitary levels in BHEL.

For the purpose of recruitment at the induction level, an advertisement is issued in a leading daily news paper on all India basis to tap the full potentiality of the candidates available in the
open market. Simultaneously, notification is send to the Director General of Employment and Training, Ministry of Labour, New Delhi with a request to sponsor suitable candidates, if any, registered on their roster. However, where the job is of special nature which can only be performed by specialised personnel, the competent authority may decide to fill up the vacancies by deputation of employees from the Central Government or the State Governments or from other Public Sector Undertakings.

Recruitment of Non-executives

The recruitment for non-executive categories in BHEL is decentralised and performed by the respective units. The source of recruitment for the posts in this cadre is decided by the competent authority which in this case is the Head of the Unit, BHEL Jhansi depending upon the requirements. Recruitment for the following designations in the Non-executive cadre is carried out in BHEL Jhansi.

Supervisory Cadre
1. Chargeman S1
2. Assistant Foreman S2
3. Foreman S3
4. General Foreman S4
5. Executive Foreman S5
6. Senior Executive Foreman S6
7. General Executive Foreman S7

Workmen Cadre
1. USW A01
2. SSW A02
3. Artisan Grade IV A03
4. Artisan Grade III A04
5. Artisan Grade II A05
6. Artisan Grade I A06
7. Technician A07
8. Senior Technician A08
9. Master Technician A09
10. General Technician A10
11. Executive Technician A11

The Non-executive cadre comprises of unskilled, semi-skilled, skilled and supervisory groups. The induction level for fresh recruits in the non executive cadre in group ‘A’ of the salary grade (Technical) is as follows:

For the Supervisor Group: S1
For the Skilled Group: A03
For the Unskilled Group: A01

The induction level for the fresh recruits in non executive cadre in group ‘B’ of the salary grade (Non-technical) is as follows:

For the Attendant Grade II: BI
For Clerk BIII
For the Staff Nurses Grade II: BV

The source of recruitment for the posts in the non executive cadre is decided by the competent authority which in this case is Head of the Unit, BHEL Jhansi depending upon the requirements. Normally, the vacancies in Non-executive cadre at the induction level are filled up through the appointment of fresh recruits for apprentice training from the open market and the vacancies other than at induction level are done through transfer and promotion within the company. The recruitment of fresh recruits is done in accordance with the Apprentice Act, 1961 and is organised and conducted by the BHEL, Jhansi.
The procedure adopted for the recruitment of fresh recruits is as follows: All posts which are to be filled by recruitment from external sources are notified to the appropriate Employment Exchange in the manner as provided in the Employment Exchange Compulsory Notification Act, 1959. Simultaneously, an internal advertisement is issued for information of such of the employees in BHEL, who may wish to be considered for selection.

In case if the Employment Exchange express their inability to list the candidates satisfying the prescribed requirements through issue of a non-availability certificate, in such an event, an advertisement is issued in leading daily newspapers in the State in which the units or divisions is located. The format of the advertisement is developed on the basis of guidelines issued by the Corporate Office from time to time. The advertisement essentially contains information regarding the job specification, number of vacancies, age limit, qualifications for the post, reservations for weaker sections of the society, age relaxation in case of candidates belonging to the reserved classes, note on selection process, emoluments and other benefits in case of appointment, health standards and a note specifying the procedure for application. Essential documents to be submitted along with the application are also mentioned in the advertisement.

*Reservation Policy in BHEL*

It is the endeavour of the company to help the Government of India in achieving the objectives in respect of upliftment of the socio-economic status of those belonging to weaker sections of the society. In order to realise this objective, the company complies with Presidential Directives issued by the Government of India concerning reservation of vacancies and concessions allowed to candidates belonging to Scheduled Caste and
Scheduled Tribes, Other Backward Caste, Ex-servicemen and Physically Challenged.

All units and divisions are required to follow the Presidential Directives issued by the Government of India with regards to the reservation of vacancies and the same is monitored by the Corporate Office. In addition to reservation, concessions such as relaxation in age limit, special consideration in essential qualifications are also given to them. The upper age limit is relaxed by five years in case of Schedule Caste and Schedule Caste, three years in case of Other Backward Caste and ten years in the case of Physically Challenged.

*Expropriated Land Owners*

Individuals whose land have been acquired for setting up BHEL’s unit or projects and who have been consequently deprived of their livelihood are given due consideration in employment as per guidelines issued by the government of India from time to time against the available vacancies. However their appointment in BHEL is subject to the fulfilment of job specifications.

*Dependants of Deceased Employees*

It is the policy of the company to provide employment to dependent of deceased employees. The dependant is treated preferentially and is considered for appointment even though his name may not be listed by employment exchange or he may not have applied for in application against the advertisement for employment provided he is otherwise eligible in accordance the job specifications. However it is mandatory for the company to notify vacancies reserved for dependents of deceased employees to the employment exchange indicating in the requisition that the vacancies in question are proposed to be filled in by the dependent of deceased employees.
and that the submissions by the Employment Exchange are not required. Non existence of an earning member in the family of the deceased employee is an important consideration in such cases.

*Physically Challenged*

It is a social obligation of the company to provide employment opportunities to the unfortunate sections of the society such as those who are physically challenged. To fulfil this obligation, the various units and divisions of the company are required to determine the jobs on which the physically handicapped can be granted employment. As and when there is a chance to make recruitment to such jobs, full consideration is to be given to physically challenged for employment.

*Outstanding Sportsmen*

Consistent with the Company’s objective of all round development of human personality, and to provide encouragement to activities and programmes of the company in the area of sports, the Head of Unit are vested with the special powers to recruit sportsmen as per orders issued by the corporate office from time to time.

*Application Form*

Candidates fulfilling the eligibility criteria need to send in their applications on plain paper, neatly written or typed, giving details in prescribed format along with first instalment of non refundable processing fees of Rs. 50. Candidates belonging to the Scheduled Caste, Scheduled Tribes and Physically Challenged are exempted for this fees.
Eligibility of Internal Candidates

Internal candidates possessing the requisite qualifications, experience etc. are eligible to apply and be considered on equal merits along with others for posts at induction levels sought to be filled from the open market or through any other source of recruitment provided that they have not been considered and rejected for a similar position in any of the units or divisions of the Company in the course of one year preceding the time of current recruitment.

Promotion and transfer play an important role in the recruitment process in BHEL, as for all the posts, other than at induction level, vacancies are filled through promotion and transfer. The manner of administration of Promotion and Transfer is described subsequently.

**PROMOTION IN BHEL**

The objectives of the promotion policy in BHEL are:

(a) To provide all employees with broad equality of opportunities in growth and career prospects.

(b) To ensure fairness, equitability, consistency and uniformity in the matters of promotion of employees in all the units and divisions of the Company.

(c) To recognise and reward employees for their contribution to the growth of the organisation.

(d) To sustain the high morale of the employees by informing them of the promotion opportunity existing in the Organisation.

For purposes of Promotion and career growth the employees in BHEL are categorised in the following groups or cadres:

(a) Senior Executive cadre
    Salary grades E6 and above

(b) Executive cadre
    Salary grades E1 to E5
(c) Supervisory cadre
Salary grades SAI/SBI to SAVII/SBVII and JEs

(d) Skilled group
Salary grades All/Blll to AXI / BXI

(e) Semi skilled group
Salary grades All/BII

(f) Unskilled group
Salary grades AI/BI

The promotions with regards to Senior Executive Cadre (E6 and above) are carried out by the corporate office on company level. The promotions are made by the corporate office on the recommendations of the Special Committee consisting of executive directors and head of the units. Promotion in salary grades up to and including E5 are conducted and regulated by the BHEL, Jhansi.

Principles and Guidelines for Promotion in BHEL

Promotion from one Group or Cadre to another Group or Cadre: Promotion is done on the basis of merit assessed through selection process. Employees are eligible for consideration for promotion to the higher group or cadre on completion of a specified number of years of service (eligibility period) in the lower group or cadre. This eligibility period is notified by the management from time to time keeping in view the requirements of the organisation.

Employees promoted to or within the Supervisory Cadre or Executive Cadre up to E5 grade are on probation for a period of one year. On satisfactory completion of the probation, the promotion of such employees is confirmed to the new grade.

Promotion within a Group or Cadre: Employees are eligible for consideration for promotion from a lower grade to the next higher grade within the same group or cadre on completion of the number of years of service prescribed in the lower grade (qualifying period)
and attainment of satisfactory standards in conduct and performance. The qualifying period for promotion within a group is notified by the unit management from time to time keeping in view the requirements of the organisation.

*Fast Track Promotions:* With a view to reward employees for sustained outstanding performance, and in order to provide motivation to them for further improvement, fast track promotions are considered for eligible employees on completion of a specified period of service as may be prescribed for this purpose for each grade. The number of employees promoted under this clause, however, is generally limited to ten percent of the total number of employees eligible for such promotions as the basic idea is to spot the best performers on work.

*Promotions for held up employees:* Employees who are held up due to want of requirements in the organisation may be considered for promotion to a higher grade on completion of 10 years good and effective service provided their conduct and performance are otherwise satisfactory. This is not applicable to supervisory and executive cadre.

*Provision for drop out employees:* There may be a certain percentage of employees who do not qualify for promotions under any clause mentioned herein. These may be due to their consistently poor performance. Such employees are treated under the category drop outs and are not eligible for promotion until there is recorded improvement in their overall performance and conduct.
Channels of Promotion

For the Executive Cadre

Managing Director

  Director

  Executive Director (E9)

  General Manager (E8)

  Additional General Manager (E7)

  Deputy General Manager (E6)

  Senior Manager (E5)

    Manager (E4)

    Deputy Manager (E3)

    Senior Officer/Senior Engineer (E2)

      Officer/Engineer (E1)
Channels of Promotion

For the Non-executive Cadre

‘A’ group

(SVII) General Executive Foreman

(SVI) Senior Executive Foreman

(SV) Executive Foreman

(AXI) Cheif Technician

(AX) General Technician (E1)

(AXI) Cheif Technician

(AX) General technician

(AIX/SAIII) Master Technician Foreman

(AVIII/SAII) Senior Technician Assistant Foreman

(AVII/SAl) Technician Chargeman

(AVI) Artisan Grade I Auxiliary Worker I

(AV) Artisan Grade II Auxiliary Worker II

(AIV) Artisan Grade III Auxiliary Worker III

(AIII) Artisan Grade IV Auxiliary Worker IV

(AII) Semi/Skilled Worker

(AI) Unskilled Worker
Channels of Promotion
For the Non-executive Cadre

'B' group

(SVII) General Executive Supervisor

(SVI) Senior Executive Supervisor

(SV) Executive Supervisor

(SIV) Chief Supervisor (E1)

(BXI) Chief Assistant

(BX) General Assistant

(BIX/SBI) Senior Assistant
  Grade I

(Senior Office Superintendent)

(BVI) Assistant Garde I

(BV) Nurse Grade II
  Junior Medical Officer

(BIV) Assistant Grade II

(BIII) Clerk

(BII) Attendant Grade I/ Duty

(BI) Attendant Grade II
At BHEL promotions are considered by Departmental Promotion Committees (DPCs) which are constituted at the Unit level for various grades falling under the purview of the Unit Management. The criteria adopted by the DPC for considering promotions broadly include factors such as qualifications, performance, general suitability and potential for higher responsibility.

In case of promotion from Supervisory cadre to Executive cadre, the Selection Committee should include a Central Selection Board Member on it. Vigilance clearance is obtained in respect of all employees, who are in consideration for promotion. The promotion of eligible employees who are transferred after 31st March and before June, are considered by the previous unit, if due for promotion, during that year. The recommendations of the DPC are communicated to the latter unit for issue of orders.

The orders of Government of India relating to reservations for SC and ST candidates are observed as these are applicable in the context of BHEL's Promotion Policy.

Provisions for representation from employee for not being considered for selection on promotion: Then employee may make a written representation before the departmental or divisional head if he considers that he had been unfairly treated in the promotion process. The Head of Department examines the case and submit his recommendations to the General Manager for consideration and further order. Representation should be submitted within one month of the date of release of promotion list. Joint appeals or representations are not entertained.

Debarring of Employees from Promotions: Employees undergoing punishment for a specified period are not considered for
promotion. Where as employees whose conduct is under investigation are considered for promotion on the basis of the following rules and regulations:

The employees who are due for promotion but whose conducts is under investigation are classified into the following categories and are brought to the notice of the Departmental Promotion Committee:

- Employees under suspension
- Employees in respect of whom a charge sheet has been issued and disciplinary proceedings are pending.
- Employees in respect of whom prosecution for a criminal charge is pending.

The Departmental Promotion Committee assess the suitability of the employees coming within the purview of the circumstances mentioned above along with other eligible candidates without taking into consideration the disciplinary case or criminal prosecution pending against them. The DCP makes assessment and records its findings in a sealed cover marked as 'Unfit for Promotion'. The same procedure is repeated in the subsequent Departmental Promotion Committees meetings till the disciplinary case or criminal prosecution against the employee concerned is concluded.

On the conclusion of the disciplinary case or criminal prosecution, if the employee is let off free of any charge, the sealed cover issued against him by the DCP is opened. The due date of his promotion is determined with reference to the position assigned to him in the findings kept in the sealed cover. However, whether the employee concerned will be entitled to any arrears of pay for the period of notional promotion preceding the date of actual promotion, and if so to what extent, will be decided by the Disciplinary Authority by taking into consideration all the facts and
circumstances of the disciplinary proceeding or criminal prosecution.

If any penalty is imposed on the employee as a result of the disciplinary proceedings or if he is found guilty in the criminal prosecution against him, the findings of the sealed cover shall not be acted upon. His case for promotion may be considered by the next DPC in the normal course and having regard to the penalty imposed on him.

In case the disciplinary case or criminal prosecution is not concluded within two years from the date on which the candidate was considered by the DPC he may be granted ad-hoc promotion provided he is not under suspension keeping in view the following aspects:

a) Whether the promotion of the employee will be against public interest?

b) Whether the charges are grave enough to warrant continued denial of promotion?

c) Whether there is not likelihood of the case coming to a conclusion in the near future?

d) Whether the delay in the finalisation of proceedings, departmental or in a court of law is not directly or indirectly attributable to the employee concerned?

e) Whether there is any likelihood of misuse of official position which the employee may occupy after ad-hoc promotion, which may adversely affect the conduct of the departmental case or criminal prosecution

The authority also consults the Central Bureau of Investigation and takes their views into account where the departmental proceedings or criminal prosecution have risen out of the investigations conducted by the Bureau.
In case if the authority comes to a conclusion that the candidate may be considered for ad-hoc promotion, his case should be placed before the next DPC held in the normal course after the expiry of the two year period for consideration. If DPC decides to promote an employee on an ad-hoc basis, a special order of promotion is issued making clear that the promotion is being made on purely ad-hoc basis and the company reserves the right to review or cancel the ad-hoc promotion.

If the employee is acquitted in the disciplinary case or criminal prosecution after ad-hoc promotion has been conferred, orders are issued to convert the ad-hoc promotion into regular promotion. If the employee is not acquitted on merits in the criminal prosecution or disciplinary case but purely on technical grounds and BHEL further proposes to take up the matter to a higher court or to proceed against him departmentally or if the employee is not exonerated in the departmental proceedings, the ad-hoc promotion granted to him should be brought to an end.

TRANSFER IN BHEL

Every employee of the Company is liable for transfer from one department or section or Job within the same Unit or Division or from one Unit of the Company to another. The employee may also be transferred from the Company to any Government Department or Public Sector Undertaking as and when directed by the management of the Company.

The employees are transferred to the same grade and pay as held at the earlier posting. The employees who are transferred are entitled to the following benefits:

*Advance:* The employee is entitled to one month's basic pay as advance (recoverable in three instalments) and baggage allowance, transfer grant, disturbance allowance etc. as admissible under the TA
Rules of the Company.

_Provision regarding pending leaves:_ The employee is entitled to carry forward the leave to his credit, if any, at the time of transfer.

_Provision regarding payment of bonus:_ The employee is entitled to payment of bonus at the rate applicable to employees of same designation in the unit or division to which he is transferred. But in case if he is transferred to a unit or division where the rate of bonus is less than what he was being paid earlier, he will be compensated to the extent of difference between the bonus drawn by him. This facility is only given to employees who have completed at least two years of service in the organisation.

_Provision regarding accommodation held by the employee:_ Employees who are occupying company’s accommodation or leased accommodation at the place from which they are transferred are allowed to retain such accommodation for a maximum period of three months from the date of their relief, provided such accommodation is retained for the bona fide use of the family (wife and children only). The rent for this three months period will be charged at the same rate as on the date of transfer. In addition, for this period of three months, House Rent Allowance is also admissible at the new place of posting. In case if accommodation held by employee at the place of earlier posting is not vacated in three months, the company shall impose penalty on rent and review admissibility of HRA in the place where the transfer has been made.

_Provisions relating to joining time in case of transfer:_ The journey time admissible in case of joining is mentioned hereunder:
<table>
<thead>
<tr>
<th>Mode of Journey</th>
<th>Journey Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rail</td>
<td>1 day for each 800 Kms or part thereof subject to a minimum of one day.</td>
</tr>
<tr>
<td>Road</td>
<td>1 day for each 300 Kms or part thereof subject to a minimum of one day.</td>
</tr>
<tr>
<td>Air</td>
<td>Actual time subject to a minimum of one day.</td>
</tr>
</tbody>
</table>

Travel by road not exceeding 30 Kms to or from railway station at the beginning or end of the journey is not counted against joining time. Joining time is calculated by the shortest and direct route.

In exceptional cases, joining time as normally admissible may be extended by Head of the Division depending upon the merit of each case.

*Provisions relating to preparation time in case of transfer:* All transferees are entitled to 7 days preparation time including Sundays and other holidays.

*Provisions in case of early reporting in comparison to admissible joining time:* In case of early reporting by an employee, the difference between allowed joining time and actual joining time will be calculated and credited to the earned leave account of the employee. If an employee receives the transfer order while availing leave at a place other than the Headquarters, he is entitled to joining time as admissible for transfer from the station where he is spending his leave or his headquarters whichever is less.

*Provisions in case of late reporting in comparison to admissible joining time:* Where an employee reports late than the admissible joining time, he will have to put up his case with the reasons for reporting late before competent authority who may sanction grant leave on the merits of the case.
Admissibility of Pay during Joining Time: During joining time, an employee is entitled to draw pay and allowances as he would have drawn if he had continued in his old post or which he will draw on assuming charge of the new post, whichever is less.
4.2 SELECTION

Given the pool of candidates that results from the recruitment effort, selection is the mechanism that determines the overall quality of an organization’s human resources.

4.2.1 Meaning and Definition

In simple words selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organisation.

A formal definition of selection is, “it is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job” Thomas. According to Gomez-Mejia selection is the process of making a hire or no hire decision regarding each applicant for a job. The process typically involves determining the characteristics required for effective job performance and then measuring applicants on those characteristics. The characteristics required for effective job performance are typically based on a job analysis. Depending on applicants’ scores on various tests and the impressions they have made in interviews, managers determine who will be offered a job. This selection process often involves the establishment of cut scores; applicants who score below these levels are considered unacceptable.

4.2.2 Role of Selection

The role of selection in an organisation is crucial because through proper and effective selection process the best qualified candidates are selected or promoted. In the long run, hiring the

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best candidates makes a tremendous contribution to the organisation's performance. It has been estimated that above average employees are worth about 40 percent of their salary more to the organization than average employees.

The potential negative consequences of poor selection decisions are equally graphic. Poor hiring decisions are likely to cause problems from day one. Unqualified or unmotivated workers will probably require closer supervision and direction. They may require additional training yet never reach the required level of performance. They may also give customers inaccurate information or give customers a reason to do business with competitors.

4.2.3 Selection Process

Selection process consists of various steps. It commences from Pre-interview Screening and Preliminary Interview of the applicants and ends at contract of employment. Figure 4. 2(b) shows a generalised selection process. In practice, the organisation of the selection process differs among organisations and between two different jobs within the same organisation. Selection procedure for senior managers will be long-drawn and rigorous, but it is simple and short while hiring shop-floor workers.

*Preinterview Screening and Preliminary Interview*: Preinterview screening is done for the purpose of eliminating obvious unqualified applicants, thus saving time of the interviewer and the applicants. The information regarding the applicants is examined from the application forms and is compared to detect the presence or absence of predetermined minimum qualification. Applicants not possessing the minimum qualification do not receive appointment for interview Still et al.\(^63\).

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Fig. 4.2(b)
The preliminary interview are conducted for a short duration. The purpose of preliminary interview is to help reject misfits for reasons, which did not appear in the application forms.

**Selection Tests:** Applicants who pass the screening and preliminary interview are called for selection tests. Different type of test may be administered depending upon the job specification and budget made available for conducting selection. The tests used for selection are classified as ability, personality, psychological and honesty tests.

Ability Tests: According to Gomez-Mejia\(^4\) various tests measure a wide range of abilities, from verbal and qualitative skills to perceptual speed. Cognitive ability tests measure a candidate's potential in a certain area, such as math, and are valid predictors of job performance when the abilities tested are based on a job analysis.

A number of studies have examined the validity of general cognitive ability (g) as a predictor of job performance. General cognitive ability is typically measured by summing the scores on tests of verbal and quantitative ability. Essentially, cognitive ability (g) measures general intelligence. A higher level of cognitive ability indicates a person who can learn more and faster and who can adapt quickly to changing conditions. People with higher levels of cognitive ability (g) have been found to be better job performers, at least in part because few jobs are static today.

Some more specific tests measure physical or mechanical abilities. For example, the physical ability tests used to measure strength and endurance. The results of these tests are considered indicators of how productively and safely a person could perform a

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job's physical tasks. However, companies can often get a more
direct measure of applicants' performance ability by observing how
well they perform on actual job tasks. These types of direct
performance tests, called work sample tests, ask applicants to
perform the exact same tasks that they will be performing on the
job.

Work sample tests are widely viewed as fair and valid measures of
job performance, as long as the work samples adequately capture
the variety and complexity of tasks in the actual job. Work sample
tests scores have even been used as criteria for assessing the
validity of general mental ability selection measures.

Personality Tests: Personality tests assess traits, individual
workers' characteristics that tend to be consistent and enduring.
Personality tests were widely used to make employee selection
decisions in the 1940s and 1950s, but today they are rarely used to
predict job-related behaviours. The arguments against using
personality tests revolve around questions of reliability and
validity. It has been argued that traits are subjective and
unreliable, unrelated to job performance, and not legally
acceptable.

Perhaps the main reason personality tests fell out of favour is that
there is no commonly agreed-upon set of trait measures. Many traits
can be measured in a variety of ways, and this lack of consistency
produces problems with reliability and validity. However, recent
research on personality measurement has demonstrated that
personality can be reliably measured and summarized as being
composed of five dimensions. The "big five" factors, now widely
accepted in the field of personality psychology, follow:

**Extroversion**: The degree to which someone is talkative,
sociable, active, aggressive, and excitable.
Agreeableness: The degree to which someone is trusting, amiable, generous, tolerant, honest, cooperative, and flexible.

Conscientiousness: The degree to which someone is dependable and organized and conforms and perseveres on tasks.

Emotional stability: The degree to which someone is secure, calm, independent, and autonomous.

Openness to experience: The degree to which someone is intellectual, philosophical, insightful, creative, artistic, and curious.

Of the five factors, conscientiousness appears to be most related to job performance. It is hard to imagine a measure of job performance that would not require dependability or an organisation that would not benefit from employing conscientious workers. Conscientiousness is thus the most generally valid personality predictor of job performance.

The validity of the other personality factors seems to be more job specific, which bring us to two warnings about personality tests. First, whether or not personality characteristics are valid predictors of job performance depends on both the job and the criteria used to measure job performance. As with all selection techniques, a job analysis should be done first to identify the personality factors that enhance job performance. Second, personality may play little or no role in predicting performance on certain measures, such as the number of pieces produced on a factory line (which may depend largely on such factors as speed of the production line). However, personality factors may play a critical role in jobs that are less regimented and demand teamwork and flexibility. Clearly, then, selection procedures should take both personality and the work situation into account. Some types of people may be better suited for some work situations than for others Gomez-Mejia et al65.

Psychological Tests: Many organisations have long used pencil-and-paper psychological tests to weed out unsuitable applicants. Today, there are broader psychological tests designed to gauge, for example, whether a job applicant has a strong work ethic or will be motivated or defeated by the challenges of the job. According to Still et al\textsuperscript{66} today, more and more organisations have tended either to abandon or to rely less upon psychological tests as an aid in making selection decisions. One reason is the difficulty in validating psychological tests and in securing the empirical data to prove that results are predictive of or significantly related to successful job performance, and further that test results are being used in ways that do not result in illegal discrimination. When used, psychological tests are one of the last steps in the selection system, because of their relatively high cost.

The task of validating tests is complicated because different sets of behaviours or attributes can lead to successful job performance. Because of this, separate validity studies should be performed, for instance, for different ethnic groups. The different cultural experience and exposure of each group affects the relationship of test scores to job performance criteria. Results of certain tests may underestimate the true abilities of disadvantaged applicants and cause tests that are valid for the advantaged to be invalid for the disadvantaged.

Honesty Tests: Recent surveys indicate that retailers’ losses due to employee theft have surpassed losses due to shoplifting. In the past, companies often used polygraph tests as part of the pre-employment screening process. The polygraph measures the interviewee’s pulse, breathing rate, and galvanic skin response (perspiration) while he or she is asked a series of questions. The theory is that these physiological measures will change when the interviewee is not telling the truth.

who are likely to engage in theft and other undesirable behaviour. Integrity tests can now be administered in a variety of forms, including paper and pencil, via telephone, and via the Internet, among others. The typical test measures attitudes toward honesty, particularly whether the applicant believes that dishonest behaviour is normal and not criminal. For example, the test might measure the applicant's tolerance for theft by other people and the extent to which the applicant believes most people steal regularly.

Nevertheless, honesty tests are controversial. Most of the arguments against integrity testing center on the issue of false-positive results: people who are honest but score poorly on the tests.

*Employment Interview:* Interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability. It is considered to be an excellent selection device. Some personnel experts criticize the interview as an unreliable tool, but it is an effective way to obtain certain information. No other method is quite so satisfactory in judging an individual as to ability in oral communication, personal appearance and manners, attitude toward selling and life in general, reaction to obstacles presented face to face, and personal impact upon others. The interviews are usually conducted by human resource experts and can be conducted on one to one, sequential or pannel basis depending upon the requirement of job specification.

Interviewing Techniques: Many organisations provide specialized training for those doing interviewing. Scientifically designed rating scales and interview record forms help interviewers to guide discussions along productive lines. Interviews have become increasingly important sources of information about applicants and
their reactions. The informal, unplanned interview has been giving way in most organisations to newer techniques, some of which are described here.

1. **Patterned interview.** Here the interviewer uses a prepared outline of questions designed to elicit a basic core of information. The interviewer may work directly from the outline, recording answers as they are given, but this may make the conversation stilted and the applicant nervous. Greater spontaneity results when the interviewer memorizes the outline and records the answers after the interview.

2. **Nondirective interview.** In this technique the applicant is encouraged to speak freely about his or her experience, training, and future plans. The interviewer asks few direct questions and says only enough to keep the interviewee talking. The nondirective interview does not provide answers to standard questions, and much time is spent on outwardly irrelevant subjects. Some personnel experts say that a nondirective technique yields maximum insight into an individual's attitudes and interests. Expert interpretation reveals much about the applicant—often including things of which the individual is not consciously aware. This technique's proponent claim that it is the best method for probing an individual's personality in depth. The main drawback is that administering the interview and interpreting the results demand specialized instruction.

3. **Interaction (stress) interview.** The interaction interview simulates the stresses the applicant would meet in actual job situations and provides a way to observe the applicant's reactions to them. The objective is to see how the applicant reacts to the surprise situation and to size up his or her ability. Interaction interviewing has become a more complex, and sophisticated, technique. In one version, two
interviewers are required—they use psychological techniques to set up the simulated situations, and the other, who is present but not an active participant in the interview observes and records the applicant’s reactions. Because of their subtlety, the delicacy involved in their application, and the importance of expert interpretation, the newer kind of interaction interviews should be planned, administered, and interpreted by a trained psychologist.

4. *Rating scales.* One shortcoming of the personal interview is its tendency to lack objectivity, a defect that is reduced through rating scales. These are so constructed that interviewers’ ratings are channelled into a limited choice of responses. In evaluating an applicant’s general appearance—for instance, one much-used form forces an interviewer to choose one of five descriptive phrases: very neat, nicely dressed, presentable, untidy, and slovenly. Experience indicates that this results in more comparable ratings of the same individual by different interviewers. One drawback of the rating scale is that its objectivity restricts precise description of many personal qualities. It is good practice to encourage interviewers to explain ratings in writing.

*Reference and Background Checks:* The most common type of pre-employment check is the reference check, which involves verifying that candidates have the skills and experience outlined on their resume and discussed during the interview process. This is completed successfully by communicating with previous or present employer, reputable citizen or individuals who have worked with the candidate or are in a position to evaluate their competencies, attitudes and behaviours, and confirm specific dates, position, titles, responsibilities and results.
Reference Checks have been conducted using a variety of data collection methods, including discussions over the phone, questionnaires sent by mail, fax, email, or available online, and face-to-face meetings.

The majority are conducted by phone, as it is a quick, low-cost and interactive method. Fax and email are quick, cheap, and provide written records, but are not interactive and suffer from the perception of being less formal. Mail also provides documentation but is time-consuming and often requires considerable follow-up. On-line questionnaires are a newer option and provide quick and easy access, as well as the opportunity to identify trends in the data collected. Face-to-face meetings are not used frequently, due to cost and time, but have the advantage of confirming the identity of the person conducting the check, and can encourage a more open sharing of information. When deciding which method is most appropriate, considerations of kind of information required, the timeframe and the cost are taken into account.

Background Checks refer to all other types of verifications beyond Reference Checks. The most common types are:

- **Education and professional credentials:** Validating the applicant's diplomas, years of attendance, scholarships and professional certifications etc. by contacting the institution or issuing body.

- **Criminal record search:** Identifying whether an applicant has been convicted of a criminal offence. This is typically done by contacting the local police, but only with the candidate's consent.

- **Credit:** Obtaining credit information through credit agencies to verify paying habits, and assets.

- **Media:** Checking for any mention of the candidate on the Internet, in newspapers or other channels made publicly available.
Additional: Consulting driving records for confirmation of immigration/citizenship status, and drug testing, this remains highly controversial.

*Selection Decision:* Selection decision is taken by the management after a consensus decision is reached regarding the applicants who successfully pass through the tests, interviews and reference checks. The role of the human resource manager is very crucial in this regard who keeps in mind the views of the line managers regarding selection.

*Physical Examination:* Since good health is important to a person’s success, the applicant is required to undergo a physical fitness test. Because of the relatively high cost, the physical examination generally is the last step and is generally administered after the selection decision has been made but before the job offer is made to the applicant. However, if physical condition is critical to job performance, a physical examination is positioned early in the selection process. The results of the physical examination are recorded in a statement and preserved in the applicant’s records maintained by the employing organisation.

*Job Offer:* The next step in the selection process is job offer. It is given to those applicants who have cleared all the previous selections steps successfully. Job offer is made through a letter of appointment. The letter of acceptance contains the information regarding the selection and a date by which the appointee must report to the organisation for the execution of employment contract.

Decency demands that the rejected applicants be informed about their non-selection. Their applications may be preserved for future use, if any. It needs no emphasis that the applications of selected candidates must also be preserved for future references.
Contract of Employment: After the job offer has been made and the candidates accept 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. Attestation form is valid record for future reference Aswathappa

Contract of employment is also prepared. The basic information that is included in a written contract of employment vary according to the level of the job, but a general contract contains the terms and condition of employment.

4.2.4 Selection in BHEL

Selection involves selecting the most suitable employees among the pool of applicants for the organisation. For this process in BHEL, the management at the corporate and unitary levels establishes Selection Boards. Selection Boards are constituted by the appointing authority, which are the Personnel Head both at the unitary and corporate level, to conduct tests, interviews and to select candidates for appointment to any posts in the Company.

Selection to posts in the executive cadre is conducted by the Selection Board constituted for the purpose by the Corporate Office. For selection to posts falling within the purview of the unit management, selection boards are constituted at the unitary level. At places where there is more than one Unit or Division of the Company, Central Recruitment Committee, consisting of representatives of these divisions is constituted to conduct recruitment and selection to categories common to these Divisions. This committee is constituted by the corporate personnel department in consultation with the respective divisions.

Selection Process in BHEL at BHEL, Jhansi

The selection process starts on the receipt of the applications. The Application received from the prospective candidates is in prescribed format. An specimen copy of the prescribed format in case of Artisan Cadre issued by the unitary management at Jhansi is as follows:

APPLICATION FORMAT FOR THE POST OF ARTISAN GRADE IV
INITIALLY AS TEMPORARY EMPLOYEE (ARTISAN)

1. Trade...........................................

2. Name of applicant (in capital letters) .................

3. Date of Birth  .........................

4. Gender - Please tick(✓): Male ☐ Female ☐

5. i) Father’s name..............................................................

   ii) Father’s Occupation..................................................

iii) In case of BHEL Employee

   ward state staff no. and staff number ..................

   current status of employment

   of parent such as

   Serving/Retired/Resigned

   Deceased/Removed/Dismissed

   Status:Serving ☐ Retired ☐ Resigned ☐ Deceased ☐

   Resigned ☐ Deceased ☐ Removed ☐ Dismissed ☐

6. i) Caste/Category - please tick(✓): General ☐ OBC ☐

   Castet/Community Certificate should be attached

   Non-Creamy Layer SC ☐ ST ☐
ii) Religion

iii) Whether Physically Challenged: Yes [ ] No [ ]

Please tick (✓)

If Yes, type & percentage of disability:

Locomotor [ ] percentage...% 
Hearing Impaired [ ] decibels......
Visual [ ] Distant Vision................
Near Vision................

iv) Whether Ex-Serviceman: Yes [ ] No [ ]
If Yes, no. of years in service ...........

7. Whether seeking age relaxation as J&K candidate:

Yes [ ] No [ ]

8. Postal address

.................................................................
.................................................................
.................................................................

PIN: ........................................

9. Academic & Technical Qualifications:

<table>
<thead>
<tr>
<th>Examination passed</th>
<th>Duration of course</th>
<th>Year of passing</th>
<th>Trade</th>
<th>Marks obtained</th>
<th>Maximum Marks</th>
<th>% of marks</th>
</tr>
</thead>
</table>

10. Whether undergone Apprenticeship: Yes [ ] No [ ]


Please tick (✓)
If yes, furnish details of apprenticeship training
11. Experience: To be filled only in case seeking age relaxation-for experience

<table>
<thead>
<tr>
<th>Name of the Organisation and Address</th>
<th>Weather Public Sector or Private Sector</th>
<th>Experience</th>
<th>Products Manufactured</th>
<th>MW Capacity of Units manufactured</th>
<th>Turnover of Company in 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

12. Whether BHEL’s departmental candidate: Yes [ ] No [ ]
   If Yes, Staff No.............

       .............

14. Telephone No./e-mail address, if any: ..............................

Declaration

I hereby declare that all statements-as-mentioned in this application are true, complete and correct to the best of my knowledge and belief. I understand that in the event of any particulars or information given above being found false -or incorrect, or if at any stage it is found that I do not possess the prescribed qualification for the post, my candidature will be rejected ab-initio and I will not have any right/claim to the post.

Date:  
Signature of the Candidate

127
The applications are received along with documents in accordance with the advertisement for employment. The screening of applications received, is done in BHEL Jhansi for the purpose of eliminating the obviously unqualified applicants. The applications are also scrutinised to ascertain if their applications are complete in all respects. Incomplete applications are rejected.

Selection Tests

After screening of the applications, the applicants are called for participation in the written test. The venue of the tests is decided well in advance and information regarding this is also provided in the Application Forms as issued by the company. The candidates have to appear in the written test on their own expense and no cost regarding the expense is reimbursed. The suitability of the candidates is judged through the written test. Various parameters for judging the ability of applicants are used depending upon the cadre for which the test is being administered. Usually objective type of questions are incorporated in the test. The medium in which the questions are asked is English, however Hindi question booklet is also made available on request.

After the commencement of the selection test, the candidates are evaluated on the basis of their answersheets and marks are awarded on the basis of the performance. Next the candidates are listed on the basis of their merit.

Personal Interview

In BHEL, personal interview in form of a formal, in-depth conversation is conducted in order to evaluate the applicant's acceptabilty. The procedure adopted for calling applicants for
personal interview is as follows: First, candidates who appeared in the written tests under the unreserved category are short listed and called for personal interview on the basis of a ratio as decided by the selection board in relation to the vacancies for the unreserved category. Second, the applicants who took the test under unreserved category but are from the reserved category but failed to clear the merit list are short listed and called for personal interview on the basis of ratio as decided by the selection board. These applicants will be treated as candidates belonging to the reserved category. Finally the candidates belonging to the reserved category are called for personal interview on the basis of the ratio.

The Selection Board appoints members who conduct the personal interview. As a mandatory measure a person belonging to the scheduled caste or tribe is appointed in the interviewing panel. The personal interviews are conducted and the selected candidates are informed about their appointment in the company thereafter.

Appointment Offer

An offer of appointment is issued to the selected candidate. The appointment offer is made in accordance with the guidelines issued from the corporate office from time to time. This is signed by the appointing authority in this case head of the selection board or the officer to whom the power is delegated on his behalf.

Medical Examination: To be eligible for appointment in the service of the Company, whether in a permanent, temporary or casual basis or as an apprentice/trainee, every candidate shall be required to undergo a medical examination under these rules.
Medical Examination will be conducted by the Authorised Medical Officer of the Company nominated specifically for the purpose by the Chief Medical Officer, who will be only the authority competent to certify a candidate as medically fit in respect of all appointments made in the unit or establishment concerned.

The Authorised Medical Officer will submit the medical examination report and the medical certificate of fitness to the Competent Medical Authority, declaring the candidate either 'fit' or 'unfit' or 'temporarily unfit'. On satisfying himself that the certificates are correct and complete in all respects, the competent Medical Authority will countersign both and retain the medical report for the hospital records and forward the medical certificate of fitness to the Personnel Department.

Medical Norms and Standards for Appointments in BHEL

The candidate selected for appointment in the company should be in:

1. Good mental and bodily health and a strong constitution.
2. Free from physical defect or abnormality, congenital or acquired, likely to interfere with the efficient performance of duties.
3. No evidence of mal development - physical or mental.
4. Joints and locomotor functions within normal limits.
5. No deformity from old fractures or depression of skull bones.
6. Height and Weight
The table of standard weight for various age groups is given below.

### Height-Weight Table

<table>
<thead>
<tr>
<th>Height (cm)</th>
<th>20-24 yrs. (kg.)</th>
<th>25-29 yrs. (kg.)</th>
<th>30-34 yrs. (kg.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>152.5</td>
<td>48</td>
<td>49</td>
<td>50</td>
</tr>
<tr>
<td>155.0</td>
<td>49</td>
<td>50</td>
<td>51</td>
</tr>
<tr>
<td>157.5</td>
<td>50</td>
<td>51</td>
<td>52</td>
</tr>
<tr>
<td>160.0</td>
<td>51</td>
<td>52</td>
<td>53</td>
</tr>
<tr>
<td>162.5</td>
<td>52</td>
<td>53</td>
<td>54</td>
</tr>
<tr>
<td>165.0</td>
<td>53</td>
<td>54</td>
<td>55</td>
</tr>
<tr>
<td>167.5</td>
<td>54</td>
<td>56</td>
<td>58</td>
</tr>
<tr>
<td>170.0</td>
<td>56</td>
<td>58</td>
<td>60</td>
</tr>
<tr>
<td>172.5</td>
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<td>60</td>
<td>62</td>
</tr>
<tr>
<td>175.0</td>
<td>60</td>
<td>62</td>
<td>64</td>
</tr>
<tr>
<td>177.0</td>
<td>62</td>
<td>64</td>
<td>66</td>
</tr>
<tr>
<td>180.0</td>
<td>64</td>
<td>66</td>
<td>68</td>
</tr>
<tr>
<td>183.0</td>
<td>66</td>
<td>68</td>
<td>70</td>
</tr>
</tbody>
</table>

Add 2 kg in weight for every additional 3 cms. in height.

Chest: Acceptable chest measurements at full expiration will be 79 cms (relaxable by 5 cms.) and minimum expansion 5 cms. The range of expansion up to 4 cms. i.e. a deviation of 20% will be acceptable. This is not applicable to female candidates.

### B. Female

In the absence of height-weight table for females, the general state of physical development will be taken into account and body weight recorded in each case.
7. Eye
The candidate’s eyes will be tested and results of the test recorded in accordance with the following rules: The candidate’s eyes will be examined to detection of any disease or abnormality. The candidate may be rejected if he suffers from morbid condition of the eyes, eyelids or contiguous structures of such nature as would render him/her unfit for service at the time of appointment or at a future date.

8. Ear
The candidate should be free from any active disease of the ear. The candidate should be able to hear whispering voice separately in both the ears at a distance of 20 feet in a quiet room. A candidate who fails in this test will be declared medically unfit.

9. Nose
A candidate should be free from any active disease of nose.

10. Throat
State of tonsils-Slight hypertrophy without evidence of repeated tonsilitis is not a cause for rejection. Enlarged tonsils cause temporary unfitness until treated with tonsillectomy. Throat, palate, gums, jaws temporo-mandibular joints and dentition should be within normal limits.

11. Blood Pressure (BP)
The normal limits of blood pressure shall be assessed as follows:
Systolic : a) 15 to 25 yrs. of age Age plus 100  
           b) 26 yrs. & above 110 plus half the Age
Diastolic For all age groups 90 mm or below.

12. Glands
Thyroid should be normal with no evidence of hypo or hyper thyroidism or generalised enlargement of lymph glands. Scars if
any, of the previous removal of tubercular glands should be normal and there must not have been any active disease in the last five years.

13. Urine
Non orthostatic albuminuria will be a cause of rejection. If sugar is detected during routine chemical tests, further laboratory tests such as standard blood sugar tolerance test will be undertaken by a Medical Specialist before determining the fitness. If a candidate is diagnosed to be suffering from diabetes, he shall be declared unfit.

13. Radiological Examination
Skiagram chest of all fresh entrants will be taken. Mass miniature radiography will be utilised, wherever available. Cases diagnosed as suffering from pulmonary tuberculosis will be declared unfit. Such candidates are considered to be unsuitable for employment in view of the industrial hazards.

15. Venereal Diseases
Candidates who have suffered or are suffering from venereal diseases will not be declared fit unless detailed examination of urethral smear and serological test proves negative.

16. Skin Diseases
Candidates suffering from leprosy or chronic or inveterate skin conditions will be declared unfit. Vitiligo cases are acceptable.

17. Fits
Candidates suffering from epilepsy will be declared unfit. Those suffering from epileptic attacks are dangerous in certain occupations like drivers, crane operators, machinists, fire brigade, security duties and shop floor jobs where moving machinery may cause risk to life if they suffer from a fit in the vicinity.
18. Miscellaneous
Sign of mental retardation, incontinence of urine or enureses at the time of preemployment medical examination will render a candidate unfit.

19. Pregnancy
If at the time of medical examination, a candidate is pregnant of 12 weeks or more she shall be declared temporarily unfit until she has completed 6 weeks after confinement. After confinement the candidate shall be required to produce a medical certificate of fitness from a registered medical practitioner before being called for a final medical examination.

20. Defects
Congenital or acquired physical defects if any noticed will be recorded on the medical examination form with a clear opinion as to whether it is likely to interfere with the efficient performance of the duties for which the candidate is under consideration for employment.

Joining Time: Normally a person to whom an offer of appointment has been made is expected to join the services of the Company within 30 days from the date of issue of appointment offer. However, extension in this period may be granted by the competent authority depending upon exigencies of work, urgency with which the post subject to.

Reference and background Check

In BHEL, Jhansi, if the candidate appointed is inducted in BHEL on the basis of deputation from Government Department of the Public Sector Enterprise, then ACR with his previous employer is called for reference and background check. However in case if the selected candidate was serving the private sector, then the report of this
previous employer is obtained for reference and background check.

In order to find out the perception of the employees regarding recruitment and selection in BHEL Jhansi, the researcher conducted survey on the basis of questionnaire (annexure 'A'). The following are the results obtained on the basis of the survey:

- The awareness level regarding the procedure adopted by BHEL for conducting recruitment in BHEL was high. Almost all the respondents were aware of the procedure for conducting recruitment in BHEL.

- The views of the respondents to whether the procedure adopted for conducting recruitment is well laid down or not, were positive. As many as 94% of the respondents were of the view that the procedure was well laid down.

- The satisfaction level regarding the manner in which recruitment is administered in BHEL was ascertained. As many as 12% of the respondents were satisfied up to great extent, 67% to high extent where as only 21% were satisfied to some extent regarding the manner in which recruitment is administered.

- The views regarding the reservation policy adopted by BHEL were ascertained. Out of the total, 18% of the respondents were satisfied to great extent, 36% were satisfied to high extent and 36% were satisfied to some extent, regarding the reservation policy.

- The views on the question weather the factors external and internal to the environment influence the manner in which recruitment is conducted in BHEL were that 14% thought that the factors influence to great extent, 69% thought that the factors influence to high extent and 17% thought that the factors influence to some extent.
• The opinion of the respondents regarding the preference rendered to internal sources was that 92% thought that it is justified whereas only 8% thought that it was partially justified.

• The opinion of the respondents regarding the promotion and transfer policy adopted by BHEL was that 56% were satisfied, 30% were satisfied to some extent were as 14% found the promotion and transfer policy satisfactory.

• The views of the respondents regarding external sources adopted for recruitment were that 17% of the respondents were fully satisfied, 47% were satisfied, 32% were partially satisfied and 4% were not satisfied.

• On the question of whether the induction levels of employees from the open market be increased or not, 75% of the respondents were of the view that the induction levels of the employees from the open market should be increased, whereas only 25% thought that there was no need of it.

• The awareness level of the respondent regarding the selection process was high. Almost all the participants were aware of the procedure adopted for selection in BHEL.

• The views of the respondents to whether the procedure adopted for conducting selection is well laid down or not, were positive. As many as 91% of the respondents were of the view that the procedure was well laid down.

• The satisfaction level regarding the manner in which selection of employees is administered in BHEL was ascertained. As many as 24% of the respondents were satisfied up to great extent, 64% to high extent whereas as only 12% were satisfied to some extent regarding the manner in which selection is administered.
• The satisfaction level regarding the manner in which selection tests are administered in BHEL was ascertained. As many as 37% of the respondents were satisfied up to great extent, 53% to high extent where as only 10% were satisfied to some extent regarding the manner in which selection is administered.

• The respondents were of the view that the reference and background checks are not properly conducted in BHEL. As many as 96% of the respondents confirmed the view.

• The satisfaction level regarding the manner in which personal interview is administered in BHEL was ascertained. As many as 37% of the respondents were satisfied up to great extent, 49% to high extent where as only 13% were satisfied to some extent regarding the manner in which selection is administered.

• The satisfaction level regarding the manner in which medical examination of the appointed candidates is administered in BHEL was ascertained. As many as 61% of the respondents were satisfied up to great extent, 28% to high extent where as only 11% were satisfied to some extent regarding the manner in which selection is administered.