3.1 RECRUITMENT

Recruitment is the 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.\(^1\)

Thus we can say that recruitment is the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.\(^2\)

3.1.1 Factors Affecting Recruitment:

There are number of factors that affect recruitment process which can be categorized under two category as-

1. **Internal Factors** - Those factors which affect recruitment process within the organization are known as internal factors. They can be:
   
   i. **Size of the organization** - If the organization wants to expand its business or increase its operations, more personnel will have to be hired to handle its operations.
   
   ii. **Recruitment Policy** - Recruitments in an organization can be done in two ways i.e. from internal sources or external sources, which can affect the recruitment process.
   
   iii. **Organizational Image** - Every qualified and competent person, want to be in an organization he likes to work for and good image of an organization attracts these qualified persons.
   
   iv. **Image of job** - As good image of organization attracts the qualified and best personnel in an organization so does the image of a job.
   
   v. **Interference of trade union** - If the trade unions of an organization interfere in recruitment and selection process it is possible that they may
force the management to employee people not on the basis of qualification but on some extraneous grounds like relatives, friends etc.

2. External Factors: There are some of the external factors also which influence the recruitment process such as:

i. Demographic Factors: Demographic factors like sex, literacy, age, economic status etc. are intimately related to human beings and have profound influence on recruitment policy.

ii. Legal Considerations: The recruitment policy of an organization depends on legal considerations regarding employment by the government. One of an example of such consideration is reservation of jobs belonging to various categories like scheduled Castes (SC), scheduled tribes (ST) and other backward classes (OBCs).

iii. Supply and demand of labour: If the company has a demand for more professionals and there is limited supply in the market of the demanded professionals, then recruiting employees will involve more efforts. On the other hand if supply is more than the demand recruitment will be much easier.

iv. Unemployment situation: When the unemployment rate in a given region is high there is oversupply of qualified labour. In this case recruitment procedure becomes much easier.

v. Competitors: The recruitment policies of the competitors also force the organization to change its recruitment policy. As to face competition the organization has to change its recruitment policy according to the policies followed by its competitors.

3.1.2 Recruitment Process:

Recruitment is a process of searching, identifying and attracting the right person for the right job. For this different steps are to be followed known as recruitment process. So, the aim of HR department should be on keeping recruitment process design as simple as possible.
Figure 3.1: Recruitment Process

1. **Recruitment Planning**- The first step in recruitment process is planning. Here planning is done to design a comprehensive job specification for the post to be filled. It defines the major and minor responsibilities of the job, experience, skill and qualification, pay structure, nature of the job whether its temporary or permanent etc. The information so gathered is used during other steps of recruitment to speed up its process.

2. **Strategy Development**- After the planning process is completed and it is known that how many and what type of personnel are required for the organization, the next step is to frame a suitable strategy for recruiting candidates. The strategy is basically focused on the issues like from where the applicants must be selected, type of recruitment method to be used, geographical area to be taken for recruiting the personnel, activities to be followed in the recruiting the candidates by an organization etc.

3. **Searching**- The sources from where the candidates are recruited is searched in the next step of recruitment process. Basically there are two sources used to attract candidates; Internal Sources & External Sources.

4. **Screening**- Once the applications of the applicants are received by the organization, HR department goes through these applications, using job description as their guide, select the best match applicants. The main goal of screening is to ensure that the highest quality applicants are sorted for the
most appropriate job. Techniques of screening vary depending on the source of supply and methods of recruitment.

5. **Evaluation and Control**: Evaluation of the recruitment process helps in exercising control over certain aspects of the recruitment process such as cost of recruitment, quality and number of the new personnel selected, people involved in the recruitment process etc.

3.1.3 **Sources of Recruitment**:

In today's competitive world each organization needs to hire and retain good talents in its organization. For this it is constantly busy with recruiting people from best universities, other consultant companies or from some other sources. Basically each organization has option of choosing its desired candidates for its recruitment process from two sources which are as:

1. **Internal Sources**: Internal source of recruitment refers to obtaining persons who are already on the payroll of the organization. Whenever a vacancy arises it is advertised within the organization and on the basis of responses made the selection process is done. There are different methods of internal recruitment sources such as:

   i. **Promotion**: Promotion refers to transfer of an employee to a higher position carrying higher responsibilities, status, salary, and position.

   ii. **Transfers**: Transfer means shifting of employee from one job to the other or from one place to the other without any drastic change in the responsibilities, status, salary, and position.

   iii. **Retrenched or Retired Employees**: Sometimes employees retrenched due to lack of work are recalled due to obligation, pressure of trade unions etc.

   iv. **Dependents and Relatives of Deceased and Disabled Employees**: Sometimes with the view of commitment and loyalty organization may hire dependents of the deceased or disabled employees.

   v. **Employee Referrals**: The existing employees can develop good prospectus by acquainting their friends and relatives into their company as they are well aware about the qualification, experience, skill and caliber of them. So, they can refer them to the company for the vacancies to be filled in the organization.
vi. **Previous Applicants:** Sometimes the organization may re-contact those who have previously applied for the jobs through mails or messages to fill up the vacancies i.e. specially for unskilled or semiskilled jobs.

2. **External Sources:** External sources of recruitment refer to prospective candidates that lie outside the enterprise. The various sources of external recruitments are as-

i. **Advertisements:** The most common method used for recruitment from external sources is advertisement which can be done through newspapers, websites or periodicals. This method can be used for jobs like clerical, managerial or technical. To recruit the right candidates through advertisement the company needs to draft the advertisement properly and clearly specifying the favorable picture of company and its working culture. Advertisement copy should be prepared by using a four-point guide called AIDA. The letters in the acronym denote that advertisement should attract *Attention*, gain *Interest*, arouse a *Desire* and result in *Action*.

ii. **Employment Exchanges:** The compulsory Notification of Vacancies Act of 1959, also known as Employment Exchange Act was instituted by the government that makes it obligatory for each public sector and private sector enterprises to notify the nearest employment exchanges of vacancies (if there are any in their organization) in order to provide information about vacancies to the candidates and help the companies in finding suitable candidates for their organization.

iii. **Employment Agencies:** Along with government agencies there are various private employment agencies also who are engaged in providing a nationwide or area-wise service in matching demand and supply of personnel. ABC Consultants, A. F. Ferguson and company, ABS Consultants etc are some of the popular private employment agencies working in India.

iv. **Campus Recruitment:** In this method recruiters contact various educational institutes and interview the final year students who are soon to get graduated. After interview the suitable candidates are selected based on their academic records, intelligence, personality etc.

v. **E-recruitment:** After the technological revolution it has become easy for both organization and job seekers to fulfill their requirements. Organization advertises its job vacancies through internet and job seekers send their applications through mail for the specific vacancies.
vi. **Gate Hiring:** This kind of recruitment is applicable generally in those organizations where factory workers are to be appointed. Whenever the vacancies arise in the organization or permanent workers are absent the people available at the gate are recruited or substituted in necessary number.

vii. **Competitors:** The method is popularly known as poaching or raiding where rival firms identify the right people and try to attract them to join in their companies. They offer them better terms and conditions to lure them.

viii. **Labour Contractors:** This method is used to recruit manual workers through contractors who are themselves employed in the organization. These contractors are the specialists who provide manpower supply to the manufacturing units. These contractors are appointed for a specific time period and when these contractors leave the organization the people who are appointed by them have to also leave the organization.

**Table 3.1: Recruitment Practices followed in India**

<table>
<thead>
<tr>
<th>SI. NO</th>
<th>Method of Recruitment</th>
<th>Types of Job</th>
<th>Percentage of firms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>White</td>
<td>Blue</td>
</tr>
<tr>
<td>1.</td>
<td>Public employment agencies</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Private employment agencies</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Direct hiring at gate</td>
<td>-</td>
<td>22</td>
</tr>
<tr>
<td>4.</td>
<td>Nomination by present</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>College/Universities</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>6.</td>
<td>Advertisement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7.</td>
<td>Productivity/Training centers</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>8.</td>
<td>Personal Applications (unsolicited)</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

(Source: P. Sethirmadhavan and Kuldeep Singh: *Sprucing up the Organization, Indian Management*, December 1997.)
Table 3.1 shows the recruitment process followed in India. Recruitment through Public employment agencies and advertisement recruit both types of employees, white collared as well as blue collared while the other agencies either hire more of white or blue collared jobs. Direct hiring at gate includes all the blue collared jobs.

100% methods of recruitment are being used by Public employment agencies, 89% by advertisements and the least one is used by productivity/training centers i.e. 11%.

3.2 SELECTION

Selection is the process of choosing from among the candidates from within the organization or from the outside, the most suitable person for the current position or for the future position.\(^4\)

3.2.1 SELECTION PROCESS

Selection process of an organization has several steps-

1. **Preliminary Interview:** In the first stage of selection process undesirable and unqualified applications are eliminated based on the information supplied in the application forms. It is a sorting process to reject misfits as per the minimum qualification, experience or knowledge. Due care should be taken to ensure that the sorting process may not lead to the elimination of desirable candidates.

2. **Application Blanks:** After clearing the preliminary interview, applicants are required to fill application blank which helps in collecting the relevant information from candidates regarding their age, qualification, background, experience, reference, reasons for leaving their previous job etc. The candidates have to fill the form and send it back to the organization before the specified date along with the copy of certificates, photographs etc.

3. **Selection Tests:** After receiving the filled application blanks from the applicants, they are called for various tests in order to select right person for the right job. These tests are conducted by psychologists and educationists to assess the candidates’ suitability and stability in the organization.
4. **Reference Checks:** Applicants are asked to mention the names and addresses of two or three persons whom they know. After the interview is over these persons are contacted through formal letters, telephone or personally just to ask their opinion about the candidate. The main purpose of reference check is to know the past of the candidate and verify the information provided in the application form.

5. **Medical Examination:** After the reference check, the candidate has to undergo a medical examination to ensure his physical and mental fitness as it increases his productivity and decreases the chances of absenteeism. A job offer is provided to the candidate only after passing the medical examination.

6. **Final Approval:** After clearing all the tests and interviews the shortlisted candidates are issued appointment letters mentioning the post, grade, allowances, other terms and conditions etc. and asked to join the organization on a specified date. On the date of joining the candidates are properly placed and induced in the organization.

### 3.2.2 PLACEMENT & INDUCTION

After selection procedure the next step in HRM practices is to place and induce the selected candidates to their new work place and working environment. Once an individual gets selected by the managers of the company he is placed to its right position along with his authority and responsibility. In the beginning candidates are placed for a probation period and their work is observed. If the work is found satisfactory their jobs are regularized. In short we can say that induction can be termed as a welcoming ceremony of a new employee in the organization.

### 3.3 TRAINING

Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience.\

In short we can conclude that, training is the act of increasing the knowledge and skills of an employee for doing a particular job.
3.3.1 Need and Importance of Training

It is estimated that in India the percentage of vocationally trained workforce is very low, hence, the leading firms have to invest on re-training of their workforce. To increase the efficiency of the workforce it has become necessary to train them with multi skills. Training can be imparted in the area of knowledge of the job context, content & its quality, to improve technical and social skills etc. Importance of training can be highlighted through the following Chinese proverbs:

“Give a man a fish, and you have given him meal. Teach man to fish, and you have given him livelihood.”

“If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you plan for life-time develop men.”

So, importance of training for an organization and its employees can be explained as:

1. **Higher productivity** - Trained employees can perform better work by using better methods which improves both quality and quantity of their performance, which in turn increases the productivity and organizational profit.

2. **Optimum utilization of human resources** - Training helps in optimizing the use of human resources within an organization.

3. **Improved quality of work** - In a formal training the best method is taught in a standardized way to the employees which improves their quality of work and lessens any operational mistakes.

4. **Less supervision** - A trained worker is well acquainted with his job and ways to perform it, therefore needs less guidance and control. This reduces supervisory work and gives extra time to the supervisor to look for some other important works.

5. **Less learning period** - As workers are already trained in a systematic method they need not to waste their time in learning through trial and error method. This reduces both time and efforts of the employees.

6. **Fewer accidents** - A trained employee is well aware about his work and safety measures to be taken by him in doing that work which reduces the
frequency of accidents in the work place. It makes the employees more proficient in their work.

7. **High morale**- Training helps in changing the attitude of employees positively towards their work with improved skill and ability. It improves their job satisfaction and morale due to higher earning and job security.

8. **Organizational culture & climate**- Training helps in creating the learning culture in an organization and creates a favourable organizational climate by improving discipline & industrial relations. It reduces absenteeism and resistance to change. Thus improves stability of an organization.

In short we can say that “no organisation can choose whether or not to train employees……the only choice left to management is whether training shall be haphazard, casual and possibly misdirected or whether it shall be made a carefully planned part of an integrated programme of personnel administration.”

**Table 3.2: Steps in Training Program**

<table>
<thead>
<tr>
<th>STEP I</th>
<th>Establishing a Need Analysis</th>
<th>Organizational Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Task Analysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Person Analysis</td>
</tr>
<tr>
<td>STEP II</td>
<td>Setting Training Objectives</td>
<td>Trainee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trainer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training Material</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training Period</td>
</tr>
<tr>
<td>STEP III</td>
<td>Designing Training Methods</td>
<td></td>
</tr>
<tr>
<td>STEP IV</td>
<td>Implementation and Administration of Training Programme</td>
<td></td>
</tr>
<tr>
<td>STEP V</td>
<td>Evaluation</td>
<td></td>
</tr>
</tbody>
</table>

- **Establishing a Need Analysis**: Need analysis can be seen as a starting point of training process which helps an organization to decide what specific KSA (knowledge, skill and attitudes) are needed to improve an employee’s performance at par to company’s fixed standards. It bridges the gap between what an employee has and what his job demands from him. In this step, the training team and the managers analyze and assess the objectives for the training. Training needs analysis is related to both organizational as well as individual level.
Table 3.3: Source of Need Analysis Data

<table>
<thead>
<tr>
<th>Types of Analysis in Training</th>
<th>Sources of Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Needs Assessment</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Analysis</strong></td>
<td>▪ Economic and policy issues</td>
</tr>
<tr>
<td>An examination of the environment, strategies, organizational goals, resources of the organization, performance data, personnel inventories etc. To determine where the emphasis should be placed in the organization</td>
<td>▪ Strategic initiatives of the organization</td>
</tr>
<tr>
<td></td>
<td>▪ Technological change</td>
</tr>
<tr>
<td></td>
<td>▪ Technological, financial, and human resources available to meet training objectives.</td>
</tr>
<tr>
<td></td>
<td>▪ Data about turnover, accidents, absenteeism etc.</td>
</tr>
<tr>
<td><strong>Job Analysis</strong></td>
<td></td>
</tr>
<tr>
<td>Job description and job specification to determine the content of the training programme to ensure that the trainee performs well on the job</td>
<td>▪ Job descriptions</td>
</tr>
<tr>
<td></td>
<td>▪ Job specifications</td>
</tr>
<tr>
<td></td>
<td>▪ Competency assessment</td>
</tr>
<tr>
<td><strong>Person Analysis</strong></td>
<td></td>
</tr>
<tr>
<td>To determine which employees need training And which do not</td>
<td>▪ Attitude surveys</td>
</tr>
<tr>
<td></td>
<td>▪ Group discussions</td>
</tr>
<tr>
<td></td>
<td>▪ Questionnaires</td>
</tr>
<tr>
<td></td>
<td>▪ Performance appraisals</td>
</tr>
<tr>
<td></td>
<td>▪ Skill tests</td>
</tr>
<tr>
<td></td>
<td>▪ Exit interviews</td>
</tr>
<tr>
<td></td>
<td>▪ Employee performance documents</td>
</tr>
</tbody>
</table>


- **Setting Training Objectives:** Once the training needs are assessed, objectives of training are set. Training goals must be set up in accordance with the training needs of organization. Training goals provide a direction to the training programme. Under this step basically four factors are considered and these are the trainee, the trainer, training material and the training period. The trainee selection for training is a basic step in setting training objectives as only those employees must be selected for training who actually need training and will be benefitted by it. Next step is to select the trainer for giving training to the employees. Training material on the training to be provided must be set up well in advance and must be distributed to the trainees prior to the training session. Length of the training period is
determined according to the trainees’ learning capacity, their skill to grasp, training content, training methods to be used etc.

- **Designing Training Methods:** Training methods are employed to achieve the desired training objectives and a wide range of training methods are present for this purpose but an organization can’t use all the methods at a same time. It has to make choice of the techniques to be used for fulfilling its training as well as organizational needs. The various training methods can be broadly divided in two categories:

  ![Figure 3.2: Types of Training Methods](image)

<table>
<thead>
<tr>
<th>On the Job Training Method</th>
<th>Of the Job Training Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coaching</td>
<td>1. Classroom Method or Lectures</td>
</tr>
<tr>
<td>2. Job Instruction Training</td>
<td>2. Role Playing</td>
</tr>
<tr>
<td>3. Job Rotation</td>
<td>3. Case Method</td>
</tr>
<tr>
<td>5. Commitment Assignment</td>
<td>5. In-basket Exercise</td>
</tr>
<tr>
<td></td>
<td>7. Programmed Instructions</td>
</tr>
<tr>
<td></td>
<td>8. Sensitivity Training</td>
</tr>
</tbody>
</table>

- **Evaluation:** The last step in training process is the evaluation of results. Since huge sum of money and time is spent on training process it becomes necessary to determine whether the programme was successful or not. Evaluation process helps the organization to know the effects of training. The main objective of evaluation is to determine whether the individual as well as organizational objectives are achieved or not. And if not, were the performance deficiencies corrected or not.

### 3.4 RECRUITMENT AND SELECTION PROCESS IN CENTURY PULP & PAPER MILL

On the basis of the above discussed components of Recruitment, Selection & Training process the researcher has focused the concerned study in context with CPP, Mill. Century Pulp & Paper Mill (CPP) has a well defined and documented
recruitment policy and procedure. The person in charge of the personnel department is responsible for the conformity of the procedures.

**Figure 3.3: Recruitment & Selection Flow Chart in CPP**

1. **Requisition:**
   
   i. Raising the requisition for required vacancy by the concerned Department Head.
   
   ii. Justification for the need of recruitment.
   
   iii. Recommendation by Department Head.
   
   iv. Endorsement of the recommendation by Head of Personnel.
   
   v. Forwarding to Personnel Department for action.
2. Sourcing:

Figure 3.4: Sourcing in CPP

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inter-Department Transfer</td>
<td>1. News Papers</td>
</tr>
<tr>
<td>2. Employee Reference</td>
<td>2. Placement Agency</td>
</tr>
<tr>
<td>3. Notification</td>
<td>3. Business Associate</td>
</tr>
<tr>
<td>4. Data Bank</td>
<td>4. Friends &amp; Relatives</td>
</tr>
<tr>
<td>5. Ex-employees</td>
<td></td>
</tr>
</tbody>
</table>

3. Receipt of Bio-data:

i. Directly from the candidate.

ii. Through internal reference.

iii. Through post.

iv. Through courier.

v. Through e-mail.

vi. Through employment exchange.

4. Scrutiny and Screening of bio-data:

i. By Personnel Department for matching the notified norms.

ii. By the concerned user department for matching their job requirement vis-à-vis the required qualification and experience.
5. **Short listing for Interview:**
   
i. Forwarding the screened bio-data for short listing by the user department.

   ii. Based on the qualification and experience vis-à-vis the job requirement, the bio-data are shortlisted.

6. **Preparation of Interview Schedule by Personnel Department:**
   
i. Interview schedule for the shortlisted candidates are prepared in consultation with Departmental head of the user department.

   ii. The interview schedule comprises the names of the candidates, date of interview, time of interview and place of interview.

7. **Intimation of the candidates:**
   
i. Intimation is sent in writing with details of date, time and place of interview.

   ii. In the first instance only the candidates from the local stations are called. Thereafter the outstation candidates, if needed, are called.

   iii. Reimbursement facilities for travelling expenses, as well as the mode and class of travel are indicated in the call letter for outstation candidates.

   iv. Transit house facilities for outstation candidates are arranged for freshening up, even for tea & breakfast, overnight stay etc.

8. **Interview:**
   
i. Types of interview-

   a. Panel interview or Departmental interview.

   b. One to one interview at Deptt. Head/Personnel, HR/Head/President/Sr. President
9. Salary Negotiation:

i. Only the selected and approved candidates (by the Deptt. Head) are called in the Personnel Department for salary negotiation.

ii. Basic criteria for Salary Fixation:

a. Qualification.

b. Year of Passing.

c. Previous experience.

d. Last drawn salary.

Comparison with existing employees in terms of qualification, year of passing, grade and salary is made.

10. Finalization of Offer:

After the discussion on salary negotiation, proposed compensation package is discussed with the candidate and offer is prepared and shown to the candidates. At last, the final offer is converted into appointment.

11. Medical Check-up:

i. Before issuing appointment letter, medical check-up is essential to ensure the physical fitness for getting employed.

ii. In case of outstation candidates, the fitness certificate is collected at the time of joining, if it was not done during the time of interview.

iii. Validity of an appointment is subject to physical fitness (medically)

12. Appointment:

i. Preparation-

a. Based on the negotiated offer, appointment letter is prepared giving all the details of salaries and prerequisites, terms and conditions of service, rules and regulations of company.

b. Depending on the level, appointment letter is prepared either on probation basis or on permanent basis.
c. The appointment letter is then signed by the Head of Personnel & Administration/President/Unit Head.

ii. Issue of Appointment Letter-
   a. Appointment letter is issued in duplicate.
   b. On the duplicate copy of appointment letter candidate’s acknowledgement is obtained as a token of acceptance of the employment terms.
   c. Simultaneously, indication of the probable date of joining is also obtained.

13. Joining Formalities:

   Figure 3.5: Joining Formalities in CPP

   Reporting at the Personnel Department
   \[\rightarrow\]
   Producing Appointment Letter
   \[\rightarrow\]
   Submission of Credentials
   \[\rightarrow\]
   Receiving of Guidance
   \[\rightarrow\]
   Filling up of the Forms
   \[\rightarrow\]
   Orientation
   \[\rightarrow\]
   Induction

14.

   i. Employees joining from outstation:

   Employees who are recruited from outstation are reimbursed travelling expenses for joining the organization and also get reimbursement for shifting their household goods up to one truckload subject to the submission of the following documents-
a. Lorry receipts and invoice/bills etc.

b. Stamped payment receipts.

ii. Reporting at the Personnel Department/Time Office.

iii. Submission of the following documents:

a. Copy of the appointment letter.

b. Copy of the release letter.

c. Copy of joining letter.

d. Coloured photos- 1 stamp size and 2 passport size.

e. Copies of educational certificates.

f. Last drawn pay slip.

g. Copy of birth certificates.

iv. Completion of following documentations:

a. Family declaration form.

b. Income tax declaration form.

c. Gratuity nomination.

b. Provident fund nomination form.

e. Employee’s Provident fund and family Pension form.

f. Superannuation, if applicable.

g. ESIC form, if applicable.

h. Medi-claim insurance form, if applicable.

v. Verification of following Documents:


b. Last drawn salary slip.

c. Educational certificate.


d. School leaving certificate/Birth certificate.

e. Name and address of the referees.

vi. Bank Account:

Employees are required to open account with the following bank and notify the account number of Personnel Department/time Office for crediting the salary-

a. SBI Bank

b. Axis Bank

Company issues consolidated salary to employees’ bank account.

15. Explaining Basic Rules and Regulations for the Following:

i. Attendance System.

ii. Duty Hours.

iii. Payments of Salaries and Perquisites.

iv. Holidays and weekly off.

v. Leave and Leave Rules for availing leaves.

vi. Sports.

vii. Dispensary.

viii. Sanskrit Mandal.

ix. Consumer Stores.

x. Transport Facility.

xi. Canteen Facility.


On the very first day the new employee is oriented in Personnel department regarding following things:

i. Duty Timings.

ii. Punctuality.
iii. Attendance.
iv. Leave Rules.
v. Medical Facilities.
vi. Canteen Facilities.
vii. Salary- mode and day of salary disbursement.
viii. Perquisites.
ix. Benefit and Schemes.
x. Statutory procedures such as ESI, PF, signing of necessary forms to nominate beneficiaries etc.

**II phase: At Department Level**

On the second day the employee is oriented in his own department where he/she is placed on following things:

i. The Departmental people.
ii. Immediate Superiors.
iii. Work place and sitting place.
iv. Physical facilities like chairs, tables, tools etc.
v. Nature of assignment and responsibility.
vi. Working hours, shifts etc.
vii. Area of work.

**III Phase: Proposed.**

A formal induction programme for six day is conducted at the end of every quarter (the last six days of the month). All those employees who join in that quarter are taken through this programme.

The details of the programme are chalked out by the Personnel Department in consultation with the HRD department ten days in advance. All functional heads of the major functions are invited at this programme for presentation of their departmental activities. At the end of this induction programme a feedback-cum suggestion form is distributed to the participants to invite their views and feedback.
3.4.1 Some important terms and conditions in CPP:-

Categories of Appointment in CPP: Appointments of employees in CPP are subject to suitable report and recommendation of the interview taken and also the approval of the concerned Division head. Appointment can be categorized as under in CPP-

1. **Permanent Workers.**

2. **Probationary**- Employees in all cadres are recruited on probation basis.

3. **Trainees**- Trainees are recruited as G.E.T/D.E.T subject to vacancies.

**Probation Period:** 6 months extendable further depending on performance and recommendations of the concerned Department Head.

**Confirmation:** Conformations are done on the following basis-

1. Summary of performance reports for six months are compiled and forwarded to Departmental/Divisional Head for necessary recommendation.

2. Personnel Head takes the necessary action as per the recommendation.

**Components of Notice Pay:** Notice pay comprises of regular monthly basic salary.

**Transfer:** All appointments are transferable but only at the instance of management which can be from one department to other or from one location to other.

**Separation:** Separation can be of two types-

1. **By Action:**
   a. By Resignation.
   b. By Termination.
   c. By Voluntary Retirement.
2. **Automatic Separation:**
   
a. Death.

b. Retirement.

**Grounds for Termination:**

1. For poor performance.
2. For misconduct namely chronic disobedience, absenteeism, negligence, corruption, indiscipline etc.
3. For violation of company’s rules and regulations.
4. For Non-availability of job/position.
5. For medically unfit except on the account of employment injury.

3.4.2 **Methods of Recruitment in CPP: In case of Recruitment of Workmen.**

1. Vacancies up to grade 2 to be filled from casuals are among workmen’s children and dependent of the deceased workmen.
2. For regularization of casuals, following factors are considered:
   
a. Seniority.
   
b. Qualification.
   
c. General Behaviour.
   
d. Suitability for the job.

**Table 3.4: Qualification & Experience required for each grade of workmen**

<table>
<thead>
<tr>
<th>Category &amp; Grade</th>
<th>Qualification</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>W-1</td>
<td>High School</td>
<td>2 Years</td>
</tr>
<tr>
<td>W-2</td>
<td>Inter/ I.T.I.</td>
<td>2 Years</td>
</tr>
<tr>
<td></td>
<td>High School</td>
<td>4 Years</td>
</tr>
<tr>
<td>W-3</td>
<td>Inter (SC)</td>
<td>2 Years</td>
</tr>
<tr>
<td></td>
<td>Inter/ I.T.I.</td>
<td>4 Years</td>
</tr>
<tr>
<td></td>
<td>High School</td>
<td>6 Years</td>
</tr>
</tbody>
</table>
Methods of Recruitment in CPP: In case of Recruitment of Staff.

**Trainees** (Freshers) are recruited through interviews at work or campus interviews.

**Experienced** candidates are searched as:

1. Resumes received from data bank from Personnel Department are shot listed by the concerned HODs & then, these short listed candidates are called for interview.
2. On the basis of the reference received from employees, candidates may be called for interview at works. Approved vacancies are filled up in accordance with the recruitment policy in CPP.

Qualification and Experience for each position in CPP as in Annexure 3.
Figure 3.6: Flow Diagram of Training & Development Activities in CPP

(Source: Century Pulp & Paper Mill, Lalkuan.)
3.4.3 Training & Development in Century Pulp & Paper Mill

In Century Pulp & Paper Mill (CPP) training development activities play a significant role. The management tries its level best in developing their people through this tool in the most effective & efficient manner. All the training and activities are quite exhaustive in nature and hence include carefully woven exercises. Utmost care is taken to make the training process effective.

Steps taken in respect to training and development in CPP are as:

I Step: Identification of training needs.

The HRD Department each year at the beginning of calendar year (i.e. April to March) sends a format having list of employees and topics/subjects to all the HODs for identification of training needs of each employees working in their department or section. The topics may be related to fire & safety, technical points or some other general topics etc.

Similarly the HOD’s in consultation with shop floor in-charge and supervisors identify the need for actual training of their employees in their respective departments for the next year also. Once the training needs are identified, the department sends it back to the HRD department who prepares final identification lists. These lists are then signed by the respective department’s or section’s head. One copy of the list remains with the concerned department and the other one is recorded at the HRD department.

Sample of the final identification list in CPP given in Annexure 4.

II Step: Receiving and Analysing the list.

Once the training need identification lists are received from different departments, HRD department analyses the training needs and hence finds out the number of employees those who need training on a particular subject or topic. Thus, number of employees needing training on particular subject or topics is identified, so that it may become easier to prepare training programmes for upcoming year or month.

Sample of analyses of training need in CPP given in Annexure 5.

III Step: Preparation of Annual Calendar.

After identifying the number of employees needing a specific type of training for each subject HRD department makes a planned schedule to conduct a training programme in the upcoming year. This schedule is known as Annual Training Calendar which depicts the topic, duration of the training, trainer, participants
and the month of training. The annual calendar once prepared is circulated to all the concerned HOD’s.

Specimen of Annual Calendar in CPP as in Annexure 6.

IV Step: Preparation of monthly calendar.

After the preparation of annual calendar it is further broken into monthly training calendar. This calendar depicts the day and date of training programme, topic, time, name of the trainer and category of the participants. The monthly training calendar is then circulated to HOD’s on the first or second day of the month in order to make the trainer and department aware of the time and day of the programme.

Table 3.5: Specimen of Monthly Calendar in CPP

<table>
<thead>
<tr>
<th>Date</th>
<th>Trainer</th>
<th>Topic</th>
<th>Time</th>
<th>Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-02-06</td>
<td>Mr. B. Karmakar</td>
<td>Paper making in Baiiase.se (OJT)</td>
<td>10AM to 12 Noon</td>
<td>Joint</td>
</tr>
<tr>
<td>04-02-06</td>
<td>Mr. M. M. Agrawal</td>
<td>Bleach Plant operation (OJT)</td>
<td>3 PM to 5 PM</td>
<td>Workers</td>
</tr>
<tr>
<td>04-02-06</td>
<td>Mr. Naresh Kumar</td>
<td>Hydraulic System &amp; Circuits</td>
<td>3 PM to 5 PM</td>
<td>Joint</td>
</tr>
<tr>
<td>06-02-06</td>
<td>Mr. P. K. Agrawal</td>
<td>V-Belts (OJT)</td>
<td>10AM to 12 Noon</td>
<td>Workers</td>
</tr>
<tr>
<td></td>
<td>Mr. S. Bothra</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Century Pulp & Paper Mill, Lalkuan.)

V Step: Inter-office memo or circular.

Though the departments are informed about the training schedules through monthly calendars on the first day of each month but conformation or organizing schedule programme on the fixed day, time and the place is informed to all the departments and sections through a circular or inter-office memo 24 hrs before the training programme. These memos and circulars are the final verdict of the
training programme, in absence of these it must be understood that no programme will be held on the scheduled day or time.

VI Step: Actual Training.

The HRD Department of CPP maintains a well equipped and big training hall where all types of external as well as internal trainings or seminars take place.

All the essential instruments like mike, electronic media, laptop, OHP, LCD TV, Ac etc. are available in the HRD hall. All the participants are well informed in advance about the training programme to be present at the proper time and proper place.

Before starting up the training programme following activities take place:

1. Providing Attendance list to the participants.

   The attendance list is given to the trainees attending the training which has various categories and the trainees are required to fill it in the following manner:

   i. Firstly the attendance slip has to be filled and signed by the trainees present in the ongoing training programme. They are asked to fill their token number, name, designation, and name of the concerned department along with their signatures.

   The main aim of attendance list is to register the presence of the trainee for a specific session to avoid any future repetition. As once attended a particular training session an individual should not go for the same unless directed by his HOD.

   The format of attendance list of participants as in Annexure 7.

2. Conducting the training Programme.

   Once the attendance slips are filled up the trainer starts his training programme with giving introduction of the subject. He provides required training on the topic and shares his knowledge with his trainees. Generally, the training programme remains interactive all the time and lasts with question answer session.
3. **Receiving Feedback from Trainees.**

Feedback forms are distributed to the participants by the trainer, which are designed by the HRD department. The participants have to fill up the forms and mark the points through which they can express how they utilized the knowledge gained from the training programme.

4. **Feedback from Trainer.**

The HRD department also gets the trainer’s feedback on a prescribed form. Feedback is taken regarding the requirement of any infrastructure, participants intellectual or any other facilities needed in such future sessions. Suggestions are also received for making the programme more beneficial and effective.

**VII Step: Evaluation of the Effectiveness of Training.**

For all the training procedures in CPP the company has fixed five levels of skills. For any employee to become the master of their jobs the concern department identifies his employees for training till they get skill level ‘4’. Each of a new entrant is expected to enter the organization with level ‘0’. He learns practically about his job and acts to achieve his target. Then gradually his skill rises from 0 to 1,2,3,4.

The evaluation of effectiveness of training in CPP as in Annexure 8.

These skill levels on the feedback forms help the HRD to evaluate the trainees’ present skills. HRD collects back the feedback forms once filled from the concern departments. These filled forms help the HRD department to analyze the data and keep the records of effectiveness of different training programmes.

**On the Job Training in CPP:**

Training on the technical skills is given on the job site. Trainer is given all the related papers of training by the HRD department and the same are received back after the end of the month for records.

**Off the Job Training in CPP:**

HRD department in CPP makes arrangements for its workers and the staff to attend the seminar or training programme organized by external agencies in different location or cities.
Those employees who attend these training programmes after returning back have to submit an outside training report form along with the booklet or any other literature which they receive in seminars, to the company. Also they share their knowledge with seniors and colleagues and tips which they noted down in the seminars.

**Types of In House Training in CPP:**

In CPP, training and development programme are divided into four heads-

1. **Technical**- This type of training is aimed at enhancing the technical knowledge and skill of the participants. In each training programme participants are taught a specific skill as operational or maintenance skill of machinery in order to acquire the required skill and awareness about a new machine to perform the job in much better way.

2. **Behavioral**- This type of training provides all types of self development programmes in which employees are made to realize their own potential and encouraged to continuously improve them. The main focus is on achieving a better understanding of self and others so that they behave in a more coordinated manner and understand & accept their co-workers amicably. This head normally includes stress management, how to control anger, continuous improvement, communication skills etc.

3. **Fire & Safety**- This programme aims at knowing the importance of safety in one’s life. Employees are encouraged to work safely. The programmes included in this training helps the employees to take out preventions while handling chemicals, while doing work at height or in a confined place.

4. **Others**- Number of miscellaneous training programmes are covered under this head:
   
   
   
   iii. 5’S, Kaizen and Housekeeping.
   
   iv. First Aid.

Human Resource Department Faculty Feedback Form and Outside Training Form in CPP as in Annexure 9.
Table 3.6: Feedback of Executives on Recruitment, Selection & Training in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Technological Support</td>
<td>Nil</td>
<td>50%</td>
<td>30%</td>
<td>20%</td>
</tr>
<tr>
<td>Well Structured Questionnaire</td>
<td>Nil</td>
<td>40%</td>
<td>20%</td>
<td>40%</td>
</tr>
<tr>
<td>Training provided to Interviewer</td>
<td>20%</td>
<td>20%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Non Biased tests &amp; Interviews</td>
<td>10%</td>
<td>60%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Judgemental Interview Questions</td>
<td>10%</td>
<td>70%</td>
<td>20%</td>
<td>Nil</td>
</tr>
<tr>
<td>Well Planned Induction program</td>
<td>Nil</td>
<td>70%</td>
<td>30%</td>
<td>Nil</td>
</tr>
<tr>
<td>Effective Orientation Program</td>
<td>10%</td>
<td>70%</td>
<td>20%</td>
<td>Nil</td>
</tr>
<tr>
<td>Regular Assessment of Training Needs</td>
<td>20%</td>
<td>60%</td>
<td>20%</td>
<td>Nil</td>
</tr>
<tr>
<td>Training Techniques up to mark</td>
<td>10%</td>
<td>50%</td>
<td>40%</td>
<td>Nil</td>
</tr>
<tr>
<td>Feedback Procedures Adopted</td>
<td>Nil</td>
<td>50%</td>
<td>50%</td>
<td>Nil</td>
</tr>
</tbody>
</table>

From the above Table it can be found that only 50% of the executives think that CPP is using technological support for recruitment while 20% think it don’t. Similar answer is given on the question that whether the company is using well structured questionnaire or not, 40% executives gave answer as true while 40% were not true. Executives when asked about the training being provided to the interviewer before interview or not 20% gave answer as very true while 30% were not true. Only 10% of the executives think that the interview and tests being conducted in CPP are non-biased as well as questions being asked are able to judge the interviewee. While 60%-70% think it as true.

On the question based on induction and orientation techniques in CPP 70% of the executives feel that the mill is following well planned and effective induction program as true. 70% executives feel it true for the regular assessment of training needs and 50% feel that training provided in CPP is up to mark while 50% feel it true and 50% partly true that the HR Department is using feedback procedure after every training session.
Table 3.7: Feedback of Skilled Employees on Recruitment, Selection & Training in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proper time Provided for Induction</td>
<td>42%</td>
<td>50%</td>
<td>8%</td>
<td>Nil</td>
</tr>
<tr>
<td>Job explained during Induction</td>
<td>34%</td>
<td>46%</td>
<td>19%</td>
<td>1%</td>
</tr>
<tr>
<td>Advance Information of Training</td>
<td>75%</td>
<td>23%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Comfortable Training Place</td>
<td>76%</td>
<td>21%</td>
<td>3%</td>
<td>Nil</td>
</tr>
<tr>
<td>Effective Teaching Mode</td>
<td>48%</td>
<td>47%</td>
<td>5%</td>
<td>Nil</td>
</tr>
<tr>
<td>Enhancement of skills through Training</td>
<td>67%</td>
<td>25%</td>
<td>8%</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Table 3.8: Feedback of Unskilled Employees on Recruitment, Selection & Training in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proper time Provided for Induction</td>
<td>43%</td>
<td>49%</td>
<td>8%</td>
<td>Nil</td>
</tr>
<tr>
<td>Job explained during Induction</td>
<td>29%</td>
<td>54%</td>
<td>17%</td>
<td>Nil</td>
</tr>
<tr>
<td>Advance Information of Training</td>
<td>44%</td>
<td>49%</td>
<td>7%</td>
<td>Nil</td>
</tr>
<tr>
<td>Comfortable Training Place</td>
<td>71%</td>
<td>27%</td>
<td>2%</td>
<td>Nil</td>
</tr>
<tr>
<td>Effective Teaching Mode</td>
<td>72%</td>
<td>27%</td>
<td>1%</td>
<td>Nil</td>
</tr>
<tr>
<td>Enhancement of skills through Training</td>
<td>69%</td>
<td>29%</td>
<td>2%</td>
<td>Nil</td>
</tr>
</tbody>
</table>

From the tables above it can be seen that 42% skilled workers and 43% unskilled workers are very true that proper time is being provided to the new employee during the induction period while 59% of skilled and 49% of unskilled workers are true. When employees were asked that whether their job was properly explained to them during this period 34% of skilled and 29% of unskilled workers gave answer as very true while 46% and 54% respectively gave the answer as true.

Employees when asked about the prior training information being provided to them or not 75% skilled workers gave answer as very true while only 44% of unskilled workers were very true. The feedback of workers on the comfort level of training places was almost same 76% skilled workers and 71% of the unskilled workers gave answer as very true. On the other hand the feedback of both skilled and unskilled workers on the use of effective teaching mode during training was different, skilled workers were not very happy with the effectiveness of teaching mode as only 48% gave answer as very true while 72% of unskilled workers gave
answer as very true. Employees when asked whether the training being given to them in CPP was enhancing the skills of workers 67% of skilled workers and 69% of unskilled workers were very true.

3.5 CONCLUSION:
So, it can be concluded at last that all the three processes Recruitment, Selection and Training form an integral part of HR Management and through these processes only one of the most important resource of an organization i.e. human resource can be appointed. Through Recruitment the best qualified human resources for a vacant post can be attracted towards the organization preceding with the Selection process, where the best capable person is selected among the other and at last the selected ones are trained accordingly, as training is necessary to increase the knowledge and skill of new as well as present employees to enrich their work.

Through the feedbacks of employees and executives on these three processes of management it was seen that executive’s feedback on the related questions were almost true. While on the other hand it was almost same for the skilled and unskilled workers, only the unskilled workers were not so satisfied with the job explanation to them during the time of induction and the information provided to them in advance for the upcoming training session.
REFERENCES:


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