CHAPTER III

Recruitment
RECRUITMENT

Recruitment is the most important key function of HR department. It is the process of searching for prospective employees and stimulates them to apply for jobs in organizations. It is a positive process by nature. People are in abundant in India. The process of recruitment always aims at ensuring selection of right person at right place and at right time.

The traditional process of recruitment for filling up vacancies is vastly changed in New People Management Methodology. The scope of the process is broadened and the effect is permanent. Organizations are undergoing structural changes. It is therefore, at a time necessary to carry out recruitment for Organizations Hierarchical Positions, which are not in existence at present.

RESEARCH SURVEY DATA ANALYSIS

The Questionnaire for Recruitment process was prepared by keeping in mind the following themes: -

1. Assessment of future man power requirements.

2. Human Resources plans and ambitious plans of organizations should concur.

3. Recruitment techniques.

4. Latest recruitment techniques.

5. Recruitment to be effected with proper job description and proper job specification for the post to be recruited.

7. Best practices of Recruitment.

8. Campus Recruitment.


10. Effective interview techniques.

11. Interviews techniques for Key posts.

12. Quest for selection of right person.


With the above themes in mind and also by considering recent trends in the process of recruitment, the questionnaire was carefully drafted. The questionnaire was sent to HR Professionals of Representative sample of Research. Their responses were collected. Their personal interviews were conducted and their responses to each question was discussed at depth.

The responses of HR Professionals to each question are Tabularized and are classified into four categories viz-

1. Very True
2. True.
3. Partly True.
4. Not True

Percentages were assigned ranging from 1 to 25, 26 to 50, 51 to 75 and 76 to 100 in an ascending order. The distribution table of responses was developed on the above basis and accordingly graphical representation of survey data is represented below each question item response was studied in details and accordingly inferences are drawn by representing survey data on scientific basis. The main issues of research survey are drawn and the same are discussed in the chapter in details. The details of Audit of Survey Data is accordingly done in ensuing pages.

The research topic is essentially qualitative in nature. It is therefore necessary to analyze the survey data first and accordingly discuss the main issues of research survey to meet the purpose of research.
THE AUDIT

The interactions in the form of questionnaire and personal interviews were related to the 20 statements. Their evaluation is done as following scale

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<tr>
<th>Type of Response</th>
<th>Marks</th>
<th>Percentage (%)</th>
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<td>51-75</td>
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<tr>
<td>Partly True</td>
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<tr>
<td>Not True</td>
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Distribution Table of Responses as per questionnaire

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<tr>
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<th>Bajaj Auto Ltd.</th>
<th>Bajaj Tempo Ltd.</th>
<th>Finolex Cables Ltd.</th>
<th>Kinetic Engineering Ltd.</th>
<th>SKF Ball Bearing Ltd.</th>
<th>Thermax Ltd.</th>
<th>Telco Ltd.</th>
<th>Analysis (%)</th>
<th>Remark (Grades)</th>
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<td>2</td>
<td>61</td>
<td>A+</td>
</tr>
</tbody>
</table>
GRAPHICAL REPRESENTATION OF SURVEY DATA
There are 7 industrial units of representative sample of research and 20 questions of research. The responses are graphically represented as under:

INFERENCES:
All HR professionals of the seven units of Representative sample have given the responses, which lead to following inferences:

1. All the responses are falling in A+ category termed as very true excepting responses for question Nos. 5, 12 & 14.
2. The questions relating to No. 5, 12 & 14 are supportive in nature and can not be termed, as leading questions rest of the questions are leading questions.
3. The following inferences can be drawn from the survey data analysis
   ➢ All the organizations have structured and scientific approach for selecting people as well as identifying their manpower needs.
   ➢ Recruitment process of all the organizations is very fare.
   ➢ Recruitment process is align to organizations business plans.
   ➢ Recruitment process is linked to business strategies.
   The above inferences hold good for all leading and proactive research statements for collecting primary data.
4. As regards supportive statements, the finding of survey data leads to the conclusion that recruitment process limiting to those points is slow.
MAIN ISSUES OF RESEARCH SURVEY

- Attract outstanding people possessing multi skills and matching experiences.
- Infuse fresh blood at each level of organization so as to bring in new ideas, thoughts, creativity and opinions.
- New recruits to be shouldered with responsibility of leading organizations as against formal roles.
- Develop congenial culture of brotherly hood that attracts people.
- An equilibrium of matching qualities of people in tune with organizational needs.
- Devise methodology to assess psychological traits.
- Search talent by breaking traditional boundaries.
- Devise Entry Pay Package, which satisfies quality and not quantum.
- Recruit for the positions, which are not in existence, but which are needs of organizations.

MAIN TECHNIQUES OF RECRUITMENT; -

Recruitment Techniques are vastly changing as availability of talented persons is increasing. Avenues of education are widely open for all. Society, in general, is recognizing importance of education & there is all time greater awareness about education in the minds of all sections of Society. Competition is increasing & organizations are determined to engage the best talent to suffice their growing needs.

These changes necessitate a step development of techniques in the entire process of Recruitment. It is must that, at each organizational level, manpower recruitment plan matches business objectives. Recruitment for key posts focuses not merely focuses on functional expertise but equally focuses on attitudes and approaches of prospective persons as they materialize for corporate goals and cultures.
It is therefore, psychological profiles of ideal candidates and psychological testing techniques of prospective persons bridges the gap for selection of right candidate. The other techniques like result orientation, analytical ability, initiative, communication skills and innovativeness also contribute for seeking the best possible information of candidates. In most of the organizations, HR professionals and Line Managers constitute Recruitment Committee. They should be properly trained for interviewing skills so as to ensure their justified role in organization development. The Researcher wishes to incorporate here the table of techniques of recruitment, the table is developed as per the experience of Researcher. The techniques used in the process of recruitment are so wide and varied nature that it is not possible to cover each and every technique as they vary from organization to organization and from post to post. The following table is therefore indicative table of technique widely followed and specifically followed by industrial units of Representative Sample.

**Recruitment Techniques**

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Sources</td>
<td>Employees should be aware about vacancies.</td>
</tr>
<tr>
<td>External sources</td>
<td>Advertisement in leading newspapers.</td>
</tr>
<tr>
<td>Search for talent</td>
<td>Advertisement &amp; leading placement agencies</td>
</tr>
<tr>
<td>Campus recruitment</td>
<td>Visiting specialised institutes.</td>
</tr>
<tr>
<td>Presence of mind</td>
<td>Eliciting candidates responses.</td>
</tr>
<tr>
<td>Analytical ability</td>
<td>Defining problem and checking the methods of solutions.</td>
</tr>
<tr>
<td>Graphology</td>
<td>Checking handwriting</td>
</tr>
<tr>
<td>Thomas profiling</td>
<td>Checking behavioural requirement.</td>
</tr>
<tr>
<td>Managerial response</td>
<td>Leadership style.</td>
</tr>
<tr>
<td>Creativity and risk taking</td>
<td>Measuring the attributes.</td>
</tr>
<tr>
<td>Personality traits</td>
<td>Measuring personality factors.</td>
</tr>
<tr>
<td>Multiple choice technique</td>
<td>Measuring specialised knowledge.</td>
</tr>
<tr>
<td>Comprehensive tests</td>
<td>Correlation science.</td>
</tr>
<tr>
<td>Business presentation</td>
<td>Vision testing</td>
</tr>
<tr>
<td>Job compatibility</td>
<td>Resourcefullness.</td>
</tr>
<tr>
<td>Panel interview</td>
<td>Group interview by the panel.</td>
</tr>
<tr>
<td>Group discussion</td>
<td>To screen right candidates.</td>
</tr>
<tr>
<td>Case study</td>
<td>To test the abilities of functional expertise</td>
</tr>
<tr>
<td>Past employment details.</td>
<td>Performance track record.</td>
</tr>
<tr>
<td>Referrals</td>
<td>To check the references of candidates.</td>
</tr>
</tbody>
</table>
Influencing factors of Recruitment

We have discussed above the techniques involved in the process of recruitment. These techniques are utilized for selection of right candidates. It is also necessary to study the factor, which influence prospective candidates. The following factors mostly influence the candidates.

- Attractive compensation.
- Congenial working atmosphere where in all are committed to perform.
- Public image of company.
- Marketing ability of interviewers.
- Corporate Culture.
- Annual Growth Rate of Company.
- Challenging Job Description & Role Clarity
- Job Satisfaction.

Recruitment process has also different types of influence for various hierarchical positions. Brand Equity of an organization is very influential factor. Greater the Brand Equity, more the talent will be attracted to your organization and vice-versa. The value of organization’s manager in corporate market is much more influential than money. It is also a very important role of Chief Executive Officers of organizations to utilize talent of new recruits in an efficient manner. Most of the Junior Managers complaint that their recruitment is not properly forecasted and they recruited to create the jobs of Management Trainees with unplanned assignments. Managers possessing experience of more than 5 years normally do not leave their jobs, if they are having proper Job Responsibilities. Rules of recruitment change as per demand and supply theory of Labor Markets. Recruitment process of Pune City is very much affected as requisite expertise is abundantly available and there are no employment opportunities.
On the contrary Voluntary Retirement Schemes (VRS) are frequently introduced as a cost cutting measure. HR professionals of our representative sample industrial units confirmed this fact. As a matter of fact SKF Bearings (I) Ltd. Chinchwad plant, Bajaj Auto Ltd., Bajaj Tempo Ltd., TELCO and others have invited the workers for VRS under the caption towards peace and prosperity. All these industrial units have introduced various cost-cutting measures as compared to operational expenses of last year. There is target set for certain percentages of reduction over last year. HR professionals of these industrial units are shouldering multidimensional responsibilities as a part of team for organizational development. Recruitment process and other HR procedures and practices are broadly developed in line with ISO- 9002 certification with a few minor changes. It is very pertinent to note that recruitment process is basic support to Business Strategies. Human Resources plans are tailor made to business goals. Gone are the days to develop HR plans on the basis of retirement and long illnesses. Recruitment is thus becoming an integral part of short term and long term goals of organizations.

BEST PRACTICES OF RECRUITMENT

Most of the leading organizations and Pune based industries follow the following best practices so as to make their recruitment process the most effective.

- Job Specifications and Job descriptions of ideal employees are developed in line with corporate values.
- The best selection process that fits in organization ideology.
- Subjective impression of candidates for checking whether they are fitting in an organizational set up.
- Clear information to candidates about expectations from them.
- Prepare job profiles based on future needs of organizations.
- Consider leadership skills as against functional expertise.
• Broaden the scope of search beyond company and industry.
• Engage top class placement agencies, which are specialist in rich databank of executives.
• Infuse fresh blood, wherever possible within organizations so as bring about change.

BEST RECRUITMENT CRITERIA:

Many companies follow different recruitment criteria the best recruitment criteria can vary mindset to achievements of records.

The criteria given below are widely followed by industrial units of representative sample of present research.

• Innovation
• Aggression
• Flair and style
• Personality impact
• Business orientation
• An ability to deal with unclear picture of business and ambiguity.
• An ability to stretch.
• An ability to lead astonishing change.
• An ability to solve problems.
• An ability to manage conflicts.
• An ability to adapt to new change.
Managing Recruitment Process

The Researcher has deliberately inserted the chart at the end of recruitment process so as to have proper insight for various stages involved in the process of recruitment, after all organizations are searching talent globally.
Campus Recruitment

Campus recruitment is widely followed method by leading business houses of India As Well As Pune City. All management courses are designed by focussing on typical organizational requirement and that is the reason why campus recruitment is materializing. To add to this organizations are determined to infuse new blood at every level so as to bring in new ideas, thoughts, views, opinions and skills. Campus recruitment is the right way for the same. Business magazines have carried out the survey for best ranking institutes and reason for their ranking. Campus recruitment is therefore propagating so as to hire the best talent so as to enhance organizational pride for tapping the best talent first. Management Institutes on their part are engaging top class professors and inviting successful HR professional as their Visiting Faculty so as to have fine exposure to their students. As equations are balanced from both the sides, campus recruitment is getting phenomenal success and top ranking students are getting all time imaginary high salaries. What a wonderful role education is playing to meet growing needs of industrial sector.

Campus Short listing

December to February of every year is the best period for Campus Short listing. Evaluation of education standards, quality of education, strength of faculties, library and computerized environments are the best criteria for short listing. Institutes are selecting talented students for admissions. Selection process of institutes is a major attraction. All Indian Institutes of Management (IIM), TATA Institute of Social Sciences (TISS), Xaviers Labor Relations Institute (XLRI) and various other management institutes are paradise of Corporate World for campus recruitment.
Salient Features of Campus Recruitment

There are various features of campus recruitment, the main among them are as under:

1. Choose campus selectively in tune with your organizational goals.
2. Pay to new recruits smartly, if not highly by including all items that are cost to company (CTC). His pay package will look very attractive and he will be attracted to join organization. All statutory benefits are mandatory but develop the pay package as if these benefits are only payable to new recruits from the day one of joining.
3. During campus, present clear image of organization as against rosy picture.
4. Corporate culture is a key to success hence present the same as if you are presenting a showcase.
5. Don’t reflect your need as urgent and do not oversell just to catch up the spirit of competition.
6. Start campus recruitment early to tap the best talent.
7. Let CEO of an organization or Managing Director addresses the students to create halo effect.
8. Build strong relationships with reputed management institutes to grab talented students.
9. Always be a head of your competitors in spotting talent and introducing the same in organization.
10. Engage students of management institute for summer placement training so that they can be judged during summer training.
11. Good corporate culture and good public image will attract new recruits to your organizations.
12. Wherever possible, fresh blood should be infused in organizations through effect to campus interviews. Campus interviews are proving to be success stories for corporate India and industrial units of Pimpri-Chinchwad belt.
CAMPUS RECRUITMENT MODUS OPERENDI

The Researcher wishes to further emphasize campus recruitment by defining win win situations in the following chart,
Best Practices of Campus Recruitment

The practices of campus recruitment largely depend on demand and supply theory. At present there is tremendous dearth of good people, though high skilled people are abundently available. All leading organizations are following the best practices to tap the talent. They are enumerated bellow.

- Always highlight Corporate Culture as it attracts people immensely.
- Focus on Career Growth Opportunities.
- Build respectful relationships with reputed management institutes.
- Always send young teams of professionals so as to match the purpose.
- To offer stock options as a pay package deal. WIN WIN CAMPUS

RECRUITMENT INGREDIENTS

Campus Recruitment is always subjected to such a stiff competition that it has become foremost way of recruitment. The students from reputed management institutes are hired before completion of their last semester. The management institutes on their own are coming out Placement Brochures, specifying there in photographs of candidates, their brief Bio-Data’s. Placement cell is created at institute premises. The director of an Institute and all his colleagues make sustained efforts to employ each and every student of an Institute. Visiting company officials receive excellent facilities at each Institute. Campus recruitment method is effectively used so as to create second line of management, as students are engaged as Management Trainees. They receive vigorous training from the date of their joining at least for the period of one year. They are, there after put on Key assignments to test their abilities.
They are taken in to middle management cadre, thereby creating effective second line. New blood is thus infused into organizations for future fruitful purpose. The other source of advertisement is only used when organizations wish to search for talent within the industry and for candidates with proven track record. The services of Placement Agencies are utilized when recruitment is to be outsourced or regional recruitment is preferred. Different companies are following different methods of recruitment and as such there is no standardization of processes except ISO 9000 certification.

**SCIENTIFIC SELECTION**

All the methods of recruitment are directed towards scientific selection. Recruitment is positive process, where as selection is negative process as it rejects number of applications. Most of the organizations are finding themselves in new situations, facing new challenges. These organizations always look out for a person who can develop fresh circumstances with fresh ideas and views. Selection on scientific basis provides the answer for the same. Organizations are searching for talented people who can grow their business than just growing with business. Selection is largely based on hierarchical level of an Organization and it’s reporting system. Organizations are managing their operations through a few organizational hierarchies and objective reporting system.

**QUEST FOR SELECTION - A RIGHT PERSON**

Peter Drucker, the renowned Management Science expert is supporting the ideology of creating at least one right organization. His ideology can be attained only by selecting right persons for right jobs at right times. This becomes mandatory in today’s competitive world where in there is always a concern for cost.

The following three fold checks are necessary in the quest for selection of right person,
• There should be proper match of job and man in terms of his education, experience, career expectations, expected mobility and compensation.

• Test candidate’s success records in terms of Executive Maturity. Leadership Skills and Executional Excellence.

• What are candidate’s gray areas like his fatal flaws leading to lack of initiative and drive, the tendency to loose control under tension and self-interest overriding integrity.

Candidates, who satisfy the above tests, are always successful, as their selection is scientific. Selection process is further widened by asking openhearted questions to a candidate whether he fits in for the job in an organization.

**Steps of selection procedure**

Selection procedure consists of series of steps. There is no standard selection procedure. The complexity of procedures increases for higher responsible jobs. The steps involved in selection procedure can be summarized as under,

• There should be specific authority for selection.

• There should be comprehensive Job Description and Job Specification.

• There must be sufficient number of applications for selection of the best candidates.
Dr. C.B. Mamoria in his book on Personnel Management has described Hiring Requirements in a tabular form, which is reproduced below.

**HIRING REQUIREMENTS**

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<td>Phisical Examination</td>
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<td>Biography</td>
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<td>References</td>
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<td>Interviews</td>
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<tr>
<td>Aptitude (Including Intelligence, Ingenuity)</td>
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<td>Tests</td>
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<tr>
<td></td>
<td>Tests Inventories</td>
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<td>Emotional Maturity, Moods, Motivations</td>
<td>Interviews</td>
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<td>References</td>
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<tr>
<td></td>
<td>Appraisal Systems</td>
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<td>Interviews</td>
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</tr>
</tbody>
</table>

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The best policy of Selection as followed by majority of Companies is given below in the table. ‘Business Today’ magazine conducted survey on the Subject of Managing people. Their findings in the matter of best policies for selection of fit person. They are enumerated below in the following table.

### BEST PRACTICES FOR SELECTING RIGHT PERSON

#### THE FIT
- A winner’s mindset
- An ability to lead dramatic change
- Hands -on
- An ability to stretch
- An ability to deal with ambiguity
- An orientation towards the business
- A certain impact and presence
- Flair and style
- Open and informal
- Aggression
- Innovation
- High achievement

#### THE PROBES

<table>
<thead>
<tr>
<th>STARTER PROBES:</th>
<th>To build a rapport with the candidate, give the interviewer immediate control of the interview and probe what the interviewer believes is the major issue in the candidate’s background.</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOB FIT PROBES:</td>
<td>Probes the candidate’s educational background, work experience, career expectations, preferences on national – and international –mobility, and the expected compensation package.</td>
</tr>
<tr>
<td>SUCCESS FACTOR PROBES:</td>
<td>Looks at the candidate’s ability to be successful at his or her job. Executive maturity, ability to lead and manage people, Executional excellence and knowledge of the business are probed</td>
</tr>
<tr>
<td>FATAL FLAW PROBES:</td>
<td>If a candidate exhibits certain traits – lack of drive, a penchant for playing office politics, losing cool under pressure promoting self-interest and low integrity – these automatically disqualify him.</td>
</tr>
</tbody>
</table>

8: Pepsi Company recruitment policy as appearing in leading New Papers.
The above table clearly indicates the Probes for selecting the fit person’s qualities. In the interview systems candidates are put under pressure to check their maturity, responses, aggression and knowledge. The quest for selecting the right candidate is broadened on account of availability of best talent. They efforts are now to select the best of talented people to provide momentum of growth to developing and developed organization. Recruitment is thus, forming a very important business strategy.

HIRING PROCESS FOR KEY POSTS

Key posts holders are the treasures of organizations and the same are retained very carefully and cautiously. Turnover at Top, creates anxiety and misleading signals. It is therefore, necessary to have Succession-Planning at the Top. The Personality Traits of New-Era top Professionals can be summarized as under-

- The capability to Lead without being autocratic.
- A proven Track Record for Risk Taking.
- Open mind to new ideas & Technology.
- An understanding of New Business Issues.
- The ability to handle Internal Problems.
- A feel of changing Market Place.
- The strength to take bold decisions.
- A long –term vision of organization & Industry.
- The sensibility to tap talent of his Team Members

IMPORTANT POINTS OF SELECTION FOR KEY POSTS

Top Management of organizations is required to exercise due care & caution for selection process of key posts. Certain points of such care are briefly described on the next page.
1. **SELECTION OF UNDERSTUDY**

Each key post in an organization is an asset. For each key post in an organization, understudy is selected. The successor is trained under the key post holder vigorously so as to understand each finer aspect of operations of an organization. This system is used by most of the organizations. However, there are certain organizations that do not believe in the process of understudy and instead go for fresh selection. The method of selection of understudy has its own merits and demerits.

2. **DO NOT CONSULT INCUMBENTS:**

Selection of understudy should be kept secret the present incumbents can cause as much hurt as help, as they know organizations very well. They are also well aware about demands and responsibilities of top posts. An incumbent is likely to favor his understudy. Incumbents should be kept as far away as possible from the succession.

3. **DO NOT HIRE, PROFILE:**

There is a major flaw in hiring right from the beginning of a search. A favorable list of potential candidates is always prepared and many people stress the claim of their preferences, hence it is advisable as to not to hire profile.

4. **LOOK OUT**

Many organizations look out for injecting fresh blood into an organization. They prefer to hire the talent from outside so as to bring new ideas, approach, innovation, & thoughts. There is a fear that if you look in within organization, old approach, & old method will not serve any purpose.

**BEST PRACTICES FOR HIRING FOR KEY POSTS**

- Prepare detailed profile for each key post based on future organizational needs.
- Concentrate mainly for Leadership skills than functional capabilities.
- Widen the search outside the organization and the industry.
- Engage leading Placement Agencies, who care for only executive search.
INTERVIEW TECHNIQUES

Interview Techniques are changing in tune with change in Matrix of Recruitment. Interview Techniques are becoming much more complex to select the right candidate. Applicant’s suitability evaluation is also subjective. It is therefore, widely felt that standard interview process should be developed which will be free from personal prejudices.

Arthur Andersen, the leading constancy firm has developed certain interview techniques, which are by and large followed by developing and developed organizations. All the industrial units of Research representative sample are following up the same techniques.

FACTORS INFLUENCING INTERVIEWS:

There are various factors, which influence both interviewers and interviews. The major factors, which are having great impact on the process of interview, are summarized below:

1. The Detailed Information: The interviewer should always collect the detailed and up to date information about the candidate. Correct information about prospective candidate is the sound basis of interview technique. On the basis of information, applications are screened. An interview progresses on the basis of information, hence correct and detailed information about prospective candidate is a must.

2. Job Analysis Data: The results of interview will be fruitful, if there is proper match between a job and a man. This can be achieved by developing definite job specification and detailed job description. An entire job analysis with every minute detail will make it possible to develop definite job specification and detailed job description. If any mismatch occurs between a job and a man, may be of minor proportion, the results of interviews will be to that extent haphazardness.
3. Mutual Perception: An interviewers perceptions and ideas about the applicant and vice-a-versa will always influence the process of interview.

**Main dimensions of behavior which influence the process of interview are as under:**

1. Initiative
2. Sense of application
3. Self discipline
4. Adjustment techniques to new environment
5. Performance orientation
6. Personality attributes and impact
7. Presence of mind
8. Resourcefulness

**SALIENT FEATURES OF SUCCESSFUL INTERVIEW PROCESS:**

The salient features for successful interviews can be summarized as under. These features are strictly observed by most of the industrial units of Pimpri Chinchwad belt.

1. Introduction of Company and of each other in a very happy atmosphere.
3. Interview process should be free of prejudices and bias.
4. It is impossible to have 100% match between a job and a man. However, sustained efforts should be made by the interviewer to draw a balancing line between each item of job specification and candidate’s attributes and abilities.
5. Systematic evaluation of candidate’s behavioral aspects.
6. Interviews should be structured and should not be too lengthy.
7. The decisions after interview should be fast.
8. Interviews should not be stereo type, and instead should be innovative.
THE THOMAS PROFILING HIRING TECHNIQUES:

Thomas International Management System had set up certain psychological tools for recruitment way back in 1945. Many companies abundantly use these tools. In this method behavioral profiles of prospective candidates and the jobs are created through software program and they are compared for arriving at right selection. Such software program is referred to as TIPS. Tips will change from organization to organization, but can be divided into two broad categories viz. 1) Personal Profile Analysis – which highlights behavioral attributes of prospective candidates 2) The Human Job Analysis (HJA) which identifies behavioral requirement of the job. The Personal Profile Analysis lead to checking suitability of candidates on following points:

1.) Productivity 2) Communication 3) Initiative 4) Competency for Competition 5) Instructions Implementation 6) Leadership Qualities 7) Motivation Level 8) Training Needs 9) Matching Colleagueship 10) Willingness to comply instructions. In the said system there is 24 sets of Personal Profile Analysis, which are produced in the form of following table.

MERITS AND DEMERITS OF THE TECHNIQUE.

Merits:
1. Helps to draw of comprehensive behavioral profile.
2. The Personal Profile Analysis is easy to administer.
3. The software provides accurate analysis.
4. Recruit’s weakness can be established.
5. The data can be used for carrier development.

Demerits:
1. Psychological Testing can be unreliable.
2. Job requirement as identified can be subjected.
3. Results are as per interpretation and not conclusive.
4. The technique can not be used as a single measure.

Recruitment process is thus multidimensional process. The Researcher does not consider one technique known as Graphology, which deals with handwriting style of prospective candidates. The Representative Sample Industrial Units as well as many other industries do not follow the same technique in the process of recruitment. There is no rational basis for this technique. Hence the Researcher thinks it appropriate not to mention the same here. All in all, Recruitment is a key Business Strategy.

CONCLUSION

Recruitment is the Key and Proactive HR function. Recruitment is no longer treated as the process of vacancy filling but is now considered as business strategy.

It is aiming for selecting right people at right places and at right times. The success of organizations largely depend on recruitment process. It infuses fresh blood at each level of organization so as to bring in new ideas, thoughts and creativity. It is breaking the traditional boundaries and searching talent globally. Thus recruitment is becoming Key Proactive function as it is establishing equilibrium of quality of people and organizational needs.