

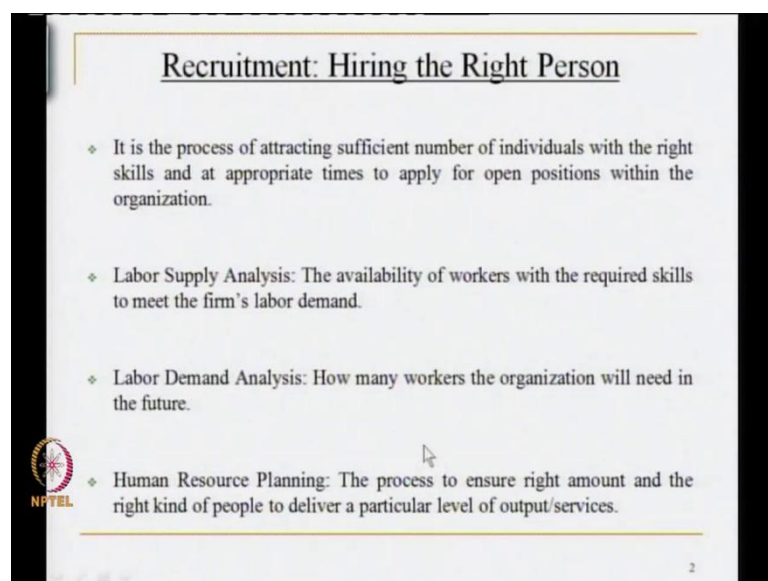
Organization of Engineering Systems and Human Resource Management
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Module - 3
Human Elements of Functioning Organizations
Lecture - 26
Concerns of Recruitment, Selection, Skill Formation and Redeployment

Recruitment, Selection, Skill Formation and Redeployment concerns in running organizations. As you can see the sequence of recruitment, selections, skill formation, redeployment is nearly the full cycle of an organization. When one looks at the need of human resources, then it is a fairly obvious that you cannot get human resources into the system unless you recruit them.

And once you have recruited them, there will be the issues of selection from them, but placement manpower allocation and indeed taking to superior positions, which will have as it is committed action. The organization facilitating skill formation to discharge the organizational tasks, and innovatively as organizations change there will be need for redeployment. We will take a selective view or these four areas and try to co related to the functioning of organizations.

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Recruitment: Hiring the Right Person

- ❖ It is the process of attracting sufficient number of individuals with the right skills and at appropriate times to apply for open positions within the organization.
- ❖ Labor Supply Analysis: The availability of workers with the required skills to meet the firm's labor demand.
- ❖ Labor Demand Analysis: How many workers the organization will need in the future.
- ❖ Human Resource Planning: The process to ensure right amount and the right kind of people to deliver a particular level of output/services.

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This slide shows to you what recruitment is about, it is the process of attracting sufficient number of individuals with right skills and at appropriate times to apply for open positions within the organization. Recruitment therefore, is with reference to the supply side. And the first act is to get sufficient people interested, you get sufficient people interested it is necessary to recognize that the institution has to be attractive enough to get people to apply some of them have gone and created recruitment attraction positions.

Or people who are responsible for attracting people and such individuals carry out is profile search. And they reach out to individuals asking them if they would be interested in joining the organization and they have the requirements of the organization in mind and the recruitment process begins by an initial conversation of half an hour. And such individuals who under take the staffs are often termed as consultants man power attraction consultants.

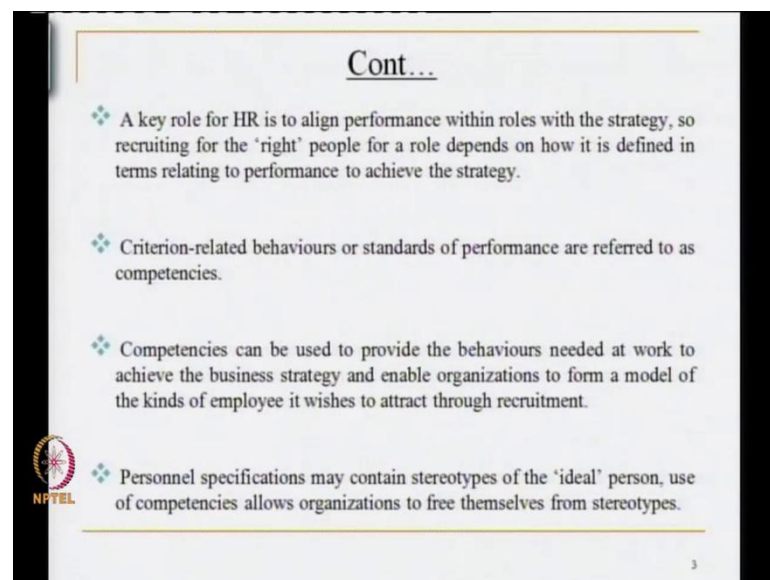
You can clearly see that organizations are moved forward, in their own architecture and activities in many, many ways some of them, but not, so well known, till about decade ago. In other words all one is saying is the business of recruitment has been raised almost to a level of specialization and there is a now literature being produced. On what appeared to be fairly common seneschal not, so long ago or how to advertise I am there are books recurrent not just how to face interviews.

But, indeed how to conduct interviews, which is not ready to soon, because not everyone who sits on a panel knows how to conduct an a interview. And that requires specialized skills as much as the next step. Therefore getting literature on the subject would be a important ingredient, in creating the where with all of delivery for recruitment. Recruitment also requires to look at the labor supply analysis, the availability of workers with the required skills at to meet the firm's labor demand.

It is the availability of workers which is the tricky part. Those who are good or already employed and those who are available may be substandard. Then there is a recruitment cost and recruitment costs are very heavy the touch everything from advertisement to people being paid to travel, to get to the interview, payment of the selection panel, for the sitting charges. And then the costs, which may be incurred make joining an attractive proposition including incurring relocation expenses.

The labor supply analysis therefore, helps the positioning of the labor market, so far as the organization is concerned. Collateral labor supply analysis is the labor demand analysis, and many workers and organizations, have this labor demand analysis as an integral part of its activity. Because this is the subset of man power planning and will be talking of man power planning in course of time. One has to understand how many workers the organization will be need in the future, which therefore, has a natural flow to human resources planning. And the process ensure right amount and the right kind of people to deliver a particular level of output or services is an integral part of human resources what more of that later.

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The slide is titled "Cont..." and contains four bullet points. The first bullet point states: "A key role for HR is to align performance within roles with the strategy, so recruiting for the 'right' people for a role depends on how it is defined in terms relating to performance to achieve the strategy." The second bullet point states: "Criterion-related behaviours or standards of performance are referred to as competencies." The third bullet point states: "Competencies can be used to provide the behaviours needed at work to achieve the business strategy and enable organizations to form a model of the kinds of employee it wishes to attract through recruitment." The fourth bullet point states: "Personnel specifications may contain stereotypes of the 'ideal' person, use of competencies allows organizations to free themselves from stereotypes." In the bottom left corner, there is a logo for NPTEL (National Programme on Technology Enhanced Learning) and the number 3 in the bottom right corner.

A key role of human resources is to align performance within roles with the strategy. Each role cannot be an autonomous variable, each role must be able to contribute more to the organization, that what it receives in the terms of salaries and pugs; if it does not, then the organization is not going to be an good shape. Now, therefore, the alignment of roles with strategies an integral part of human resources activities. And therefore, recruitment of right people is essential for keeping the organization healthy.

Now, the definition of right person, is complex one, at begins first and four most with getting a right kind of a human being. The argument is very simple you can not have a right professional without right human being; human beings, which are prone to jealousy descripting others, careers, performance, wanting attention all the time, wanting primacy

all the time. In capable of team work are clearly known the people who will be able to organize activities constructively and help to the growth of organization.

Therefore first step for most one must be the right kind of a human being. Then what must be the right kind of professional, he must not only be a state of art, but should be capable of growing. Should be capable of getting on with others, should be alert in person, should have the organizational commitments right. And list is draw, so getting the right people does not stop at getting the right professional.

The right professional at the right level for the right tasks otherwise there may be internal rebaliant it is not it is not internal botany. The corporate world is full of stories of an entire group of people who moved away, but some boss was inducted who could handle it. Therefore right people for the right role depends on how it defined, in terms relating to the performance to achieve the strategy. The ability to define a role is an over the effort, again there are a lot of deficiency is there, because lot of organizations do not define a role clearly.

And their in ability to define a role clearly creates, tremors, ripple effects, spread effects all over. This problem can partly be solved by criterion related behavior or creating bench marks for performance, which can be broadly refer to as competencies. Now, in an environment such as India there are various difficulties in understanding competencies. In fact, there are a lot of people, whose minds are, so modulated that they can think only in terms of contacts, relationships networks.

And the assumption is that competencies can be relegated to the background if you know the right person, at the right time, in the right place your task will be done. Let me give you two examples which substantiate the point, there are children in every family. And admission of children to schools and colleges is one of the biggest challenges, which the Indian families face. In fact, a social conversation the other day I was told by somebody who is expert in the marketing function.

That the total budgetary allocation and expenditure for advertisements in India, on educational institution is second only to the total budgetary, allocation, and utilization of funds on cosmetics. And therefore, advertisement of educational institutions is one of the most going propositions, in terms of the revenue generation for the media. Now, that is

the .indicator to say the kind of market which exist for the educational institutions. So, when a child has to be admitted at the age of 3 or 4.

And now you are suppose to send your children first to lower k g, upper k g I am surprised; they have thought of is to send people to educational institutions even prior. To lower k g what I have mentioned that. Somebody in a half sarcastic tone and what do you think nursery schools are play schools are above. Sorry I do not want to enter that debate,, but larger point I want to make is, the first question which elders ask when the admission of a child is due who knows the principal.

Now, from the world go the focus is on who knows whom to get a task done. I have not heard very many serious discussions on the type of competencies, the type of propensity which is there in that person who is to be admitted. And which is the school or the institution which is best capable of developing that competency or that propensity or that potentation. Some we need sat conclusion, that the recognition for the need of the competencies today, in India is not seen as a first priority.

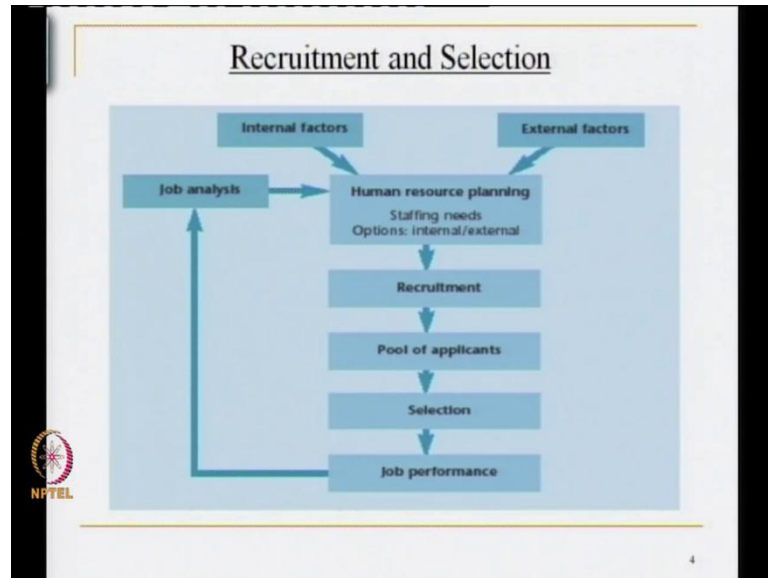
Now, this is a bigger tragedy which can be imagine, if the entire focus is on contacts. And sorry till does not stop there after contacts, there is a search for privileges can be asked for, fought for and obtained in terms of preferences. And the story does not end there after you exhausted contacts after you have exhausted the preferential logic of getting in, then you seek leveraging, through what is euphemistically called donations. It is not for me to discuss the merits of this kind of a situation and what it is leads to.

One can spend time, exploring the logic of the pernicious, but the point to be made is in such an environmental with a criteria related behaviour or standards of performance are going to be the touch stone of recruitment. Then there is a best fit on preparation of individuals for careers and the requirements for the careers that is the point I am trying to make. Competencies can be used to provide the behaviour needed at work to achieve the business strategy an enable organizations to form a model of a kind of employee it wishes to attract the recruitment.

Let me spell it out again in a sloppy, so that you know what I am saying competencies can be used to provide the behaviour needed at work. To achieve the business strategy an enable organizations to form a model of a kind of employee it wishes to attract through recruitment. If you have model before you, it is easier to know where you want to get.

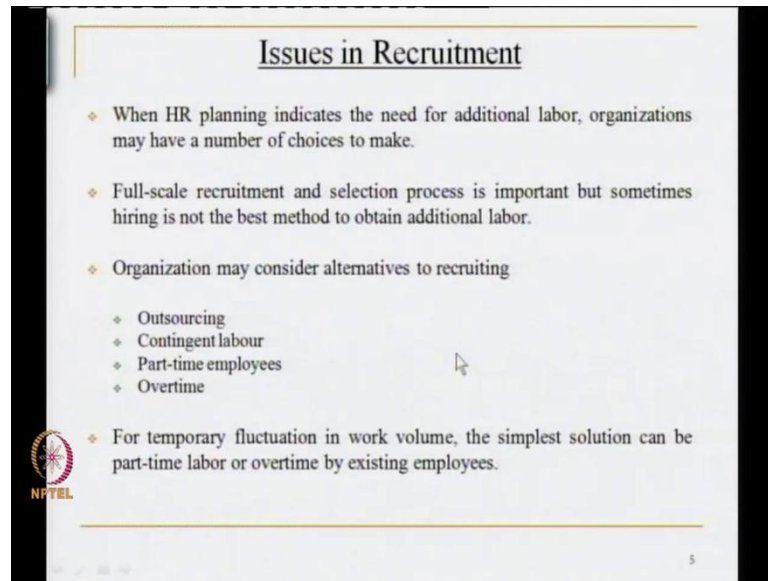
So, personal specification may contain stereotypes of the ideal person, but the use of competencies allows organizations to free themselves from stereotypes and that a additional advantage of looking at competencies.

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Recruitment and selection has a flow diagram, the flow diagram puts it in a manner, which conveys the flow in an operational manner. The internal factors, the external factors, job analysis, the three are inputs to human resources planning. Human resources planning involve staffing needs, which means options will be both internal and external. And that will lead to recruitment, it will not only lead to recruitment, but the next step which that follows. Acquiring a pool of applicants and the pool of applicants then lead on to selection and job performance, which can again lead back to job analysis and so the cycle continues; so this is the recruitment and selection flow.

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Issues in Recruitment

- ❖ When HR planning indicates the need for additional labor, organizations may have a number of choices to make.
- ❖ Full-scale recruitment and selection process is important but sometimes hiring is not the best method to obtain additional labor.
- ❖ Organization may consider alternatives to recruiting
 - ❖ Outsourcing
 - ❖ Contingent labour
 - ❖ Part-time employees
 - ❖ Overtime
- ❖ For temporary fluctuation in work volume, the simplest solution can be part-time labor or overtime by existing employees.

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What are the issues in recruitment, if you would go through it I will go back and explain it after while. The slide begins with a self apedant position of human resources planning needing additional labour. And walks through different techniques of outsourcing, contingent labour, part time employees and overtime to focus on different forms in which labour can be acquired from part time labour to over time by existing employees.

In fact, issues in recruitment also cover situations, which have to do where the the changing democratic profile. Take the case of India there are two arguments, which are being made, since a very large number of the population in this country is below 30 and the figure is put anywhere from 30 to 40 percent. And that, so open to debate, but we not get into that, if a substantial part of the population, is below 30 or more realistically the percentage population below 30 is higher in India than the percentage population below 30 in Japan or Europe.

Then India has a demographic dividend, because this work force will be there longer and therefore, should be more productive. Now, palpably of populist argument, because the argument which is missing is it is a demographic dividend, only and only when it is a capable demographic segment. If you can neither employ them nor to have their skills, which are employable, then how is a demographic dividend, this is one consideration. The second consideration is by an large it is realized, that longevity has gone up, if longevity has gone up and an average male is living to be as old as 65 in India. And there

are any number of people more than 65, which are really believing on borrower times, what is the channelization of conversion of the talent and energy of the senior population to productive use. The age of retirement in the government has not dramatically changed in fact, the truth is the age of retirement in many of the universities also has not dramatically changed.

In many states university teachers are still retiring at 58, 60 and there is no likelihood of that changing, if that is so where is the co relation between the so called demographic dividends and the requirements of the work place. And if one focuses entirely on the work place the chances of finding talent in strategic and core sectors of national development are poor. Take for example, the education sector, take for example, the age factor or you can take the beaucroatic component of this country's decision making process.

By enlarge retirement from the government is far quicker, than it is say the private sector. So, where will the senior talent be found and if the senior talent is migrating to the private sector, where is the talent available for the governmental or developmental sector. And if the answer is you will hire the younger people, then sub question needs to be asked on what is the level of skill formation of those below 30 and what is the real productive use they can be put into.

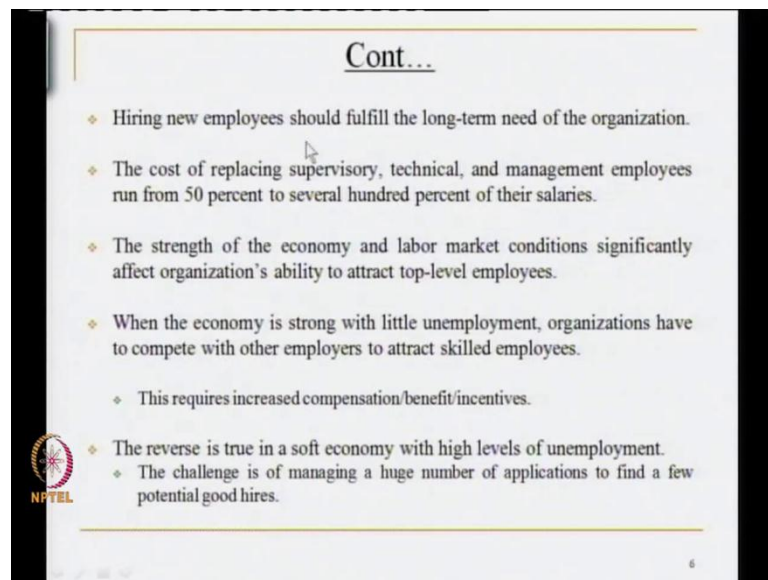
And if the answer is there are a grade global level organizations in this country and always the reference is to IIMS, IITS and what I have you. Well may be then a question asked what part of the outgoing talent from these institutions is found a in the government. Or for that matter even then the public sector how many, what percentage of new recruits, how many or what percentage of the new recruits are mainly two sides of the same coin, from prestigious institutions are found seeking employment in the public sector.

As compared to those who go to multinationals, those who migrate abroad, those who go to private sector. And indeed what is the sector in which talent is flowing, the issues of recruitment are almost synonymous almost thought quite with the core issues of developmental planning. The broad range of issues in developmental planning will have a lot to do with resources sustainability energy users, what have you, but, then talent,

availability, acquisition, retention development will be one of the central issues of developmental policy planning.

So, when one is talking of issues in recruitment and presume a play in this cause we are talking of issues of recruitment in the corporate sector. The larger proposition being sort to put a cross to you is that recruitment, in the public in the corporate sector is not an autonomous variable and has everything to do with a larger recruitment climate in the country.

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Cont...

- ◆ Hiring new employees should fulfill the long-term need of the organization.
- ◆ The cost of replacing supervisory, technical, and management employees run from 50 percent to several hundred percent of their salaries.
- ◆ The strength of the economy and labor market conditions significantly affect organization's ability to attract top-level employees.
- ◆ When the economy is strong with little unemployment, organizations have to compete with other employers to attract skilled employees.
 - ◆ This requires increased compensation/benefit/incentives.
- ◆ The reverse is true in a soft economy with high levels of unemployment.
 - ◆ The challenge is of managing a huge number of applications to find a few potential good hires.

Therefore it leads us to consideration of how hiring the new employee should fulfill long term need of the organization. There again there is a catch the retain ability of the individual today in an organization is a diminishing one. The bright, the talented have many characteristics of which many of the you that job hoping is an integral one. Now, let us go down the line to see what the derivative arguments and propositions are; the cost of replacing supervisory, technical and management employees run from 50 percentage to several 100 percentage of their salaries.

If this is the replacement cost, job hoping is a huge strain and drain on organizational resources. The strength of the economy and the labour market, conditions significantly and organizations ability to attract skilled employees. The nature of the economy the nature of the labour market affects impacts the ability to attract top level employees. And by top level it is not necessarily people at the top, but best kind of the employees. When

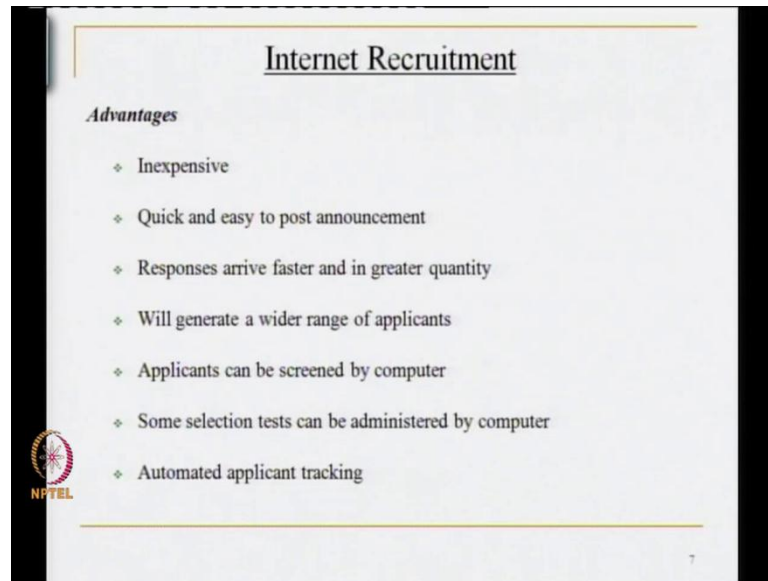
the economy is strong with a little unemployment, organizations have to compete with other employers to attract skilled employees.

The economy is not strong with substantial unemployment organizations have still to compete with other employers to attract skilled employees, though in either case shortage of skilled employees is a definitive factor in recruitment. And if you have shorten the skilled employees, it holds to reason that they will be a premium on recruitment processes, which are more market sensitive, which go an extra mile to select people. And therefore, the ability to attract is not also the ability to draw people only, but the ability to attract is ability to give the people the opportunity, to grow and support you provide to growth.

This requires innovatively increased compensation, benefits, incentives. The reverse is true in a soft economy with an high level unemployment causes a situation when the challenge is of managing a huge number of applications to find a few potential good hires. You advertise any position the number of applicants is enormous, I received a call today, the details; obviously, need not be shared from somebody who was involved or who is involved of the recruitment of the C E O of a technical university; another words vice chancellor of a technical university.

And for one position there are 47 applicants, and he must telling me that for purposes of short listing, this having to use several very arbitrary criteria. But, there is no option, because the ratio of one is to 47 selections clearly will not work. The issue does not end there, even if you widen the ratio between the openings available and the candidates available. The actual number of quality candidates continue to be deficient at any level.

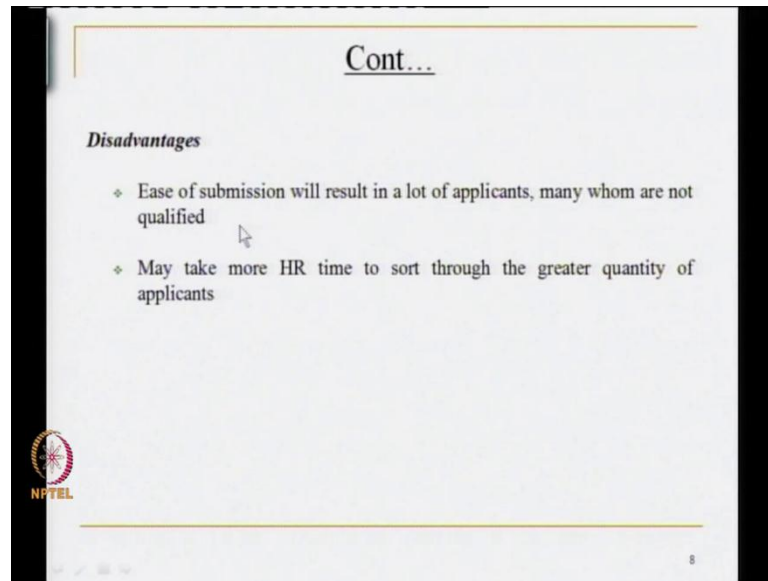
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As the processes grow all round in everywhere recruitment all the processes have also under gone the substantial change. Today, recruitment is very often following, internet networks which means what? The paper applications are done over youth, people are being contacted and people are responding on online. Of course there are a advantages of such a situations they are listed here they are inexpensive you say word of advertisement refer you say the expenses.

These are quick and easy to posting announcement, responses arrive faster and in greater quantity, will generate a wider range of applicants, applicants can be screened by a computer. Some selection tests can be administered by computer and there is a automated applicant tracking. It is one of the basic laws of life, that as costs go up very often the options go up. So, you heard me talk of the escalation of the recruitment costs. Now, you hear me talk of, the options which are emerging, which make internet recruitment, economical proposition with wider reach and deeper penetration into the supply side.

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But the disadvantages are ease of submission will result in a lot of applicants many whom are not qualified. So, the ease is the double is a sort, may take more human resources departments time, to sort through the greater quality of applicants. The other problem is that recruitment then becomes synonymous with comfort with the electronic medium. And given the poor penetration of computers in the supply side there may be candidates who are who do not have excess to applying online, because they have grown up in non computerized environment. In areas where I C T penetration is low, but otherwise very capable people an are essentially growing people they must be lost, because of this precondition.

After all applying for a job is not applying for visa you can make visa, available through internet and people who do not know the front of a computer, to a back of a computer will still apply for a visa electronically. Because they were hire somebody to do so in fact, it may be the opening of the all new professions where you find people sitting with a laptop or a key board with others lining up to send their applications in any mode. But that a part making it merely and e mode of application for recruitment means that you have already (()). Your supply channel to focus only on those people who have those skills and those skills may not be necessarily synonymous with the skills which the organization requires.

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Then there are concerns for recruitment for diversity, it is now increasingly realize that workforce should have a suitable gendemics. The workforce should have suitable distribution of the ethnic groups of the community in which the organization is a merit. And diversity is a very enriching phenomena a diverse workforce enhances creativity and may facilitate expansion into global markets. Now again this business of global markets is big emphasis and re emphasis that emphasized in a manner, which we seem to believe that markets are global.

There is nothing in the economic order which establishes this, in fact, the global markets which are referred to are merely markets of the English speaking world and then this is confused with the power of English. Off course English is the powerful language and off course English has a range in different parts of the world from U S A to Australia. But, the language is itself opens of economic opportunities then only different parts of the world believe me English does not open of a economy for you in France, in Germany, in Russia, in Brazil, in Argentina, in Congo, in Mongolia.

And these are very much parts of this planet, in fact, the mileage which one gets out of learning moderates is any days larger. Then the mileage which you would get in the business dimension of by learning English, but then these becomes self fielding slogans and I do not wish to get it in to it. But, the argument that diverts work for enhance creativity and facilitates expansion in to the global market is an argument which can be

both supported and argued with it is for you to take a position and I am not going to get it in to the debate. Recruitment must generate applicant from a wide variety of individuals and this is a valid statement. The variety of individuals enriches an organization, organization should train the recruiters to use objective standards.