Lecture # 33

Selection, Recruitment

And Training

In this lecture, we are discussing selection recruitment and training.

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Of employees and man power in organizations, so we will power best recruitment selection and training methods could be utilized.

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For managing organization, one of the important aspect, of selection process is attracting quality work force, in today's world of globalization and competition, the important aspect ids that my organization must have the best people, and so I would like to select very carefully.

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Personal selection lies as a boundary between the organization and the external environment, so it is related to external organizations, people for example if I am trying to have the fresh recruits, they are coming from different colleges, different engineering colleges for example or different managements institutes, and they have to enter into my organization, and so there is a, there is a boundary.

There are entering from this organization to this particular organization, so that boundary line we can call as the, the selection process okay, so this also means.

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Matching of the individual, individuals or the individual needs, goal, abilities, interest and Aptitudes to organizational requirements, obviously if you need a person doing a particular job,

else like to musty the needs, the personal needs as well as the organizational needs and see that the best results are achieved.

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Traditionally we talk of flitting, square peg in the round hole or square peg in the square hole, so the Rightus have return this okay, can you look at this analogy, square peg in the round hole, can you flit in okay, square peg min a round hole, can you flit in, perhaps not, so you need to flit in been square peg in the square hole only for the best flit okay, this is, this is the philosophy perhaps, of selection process.

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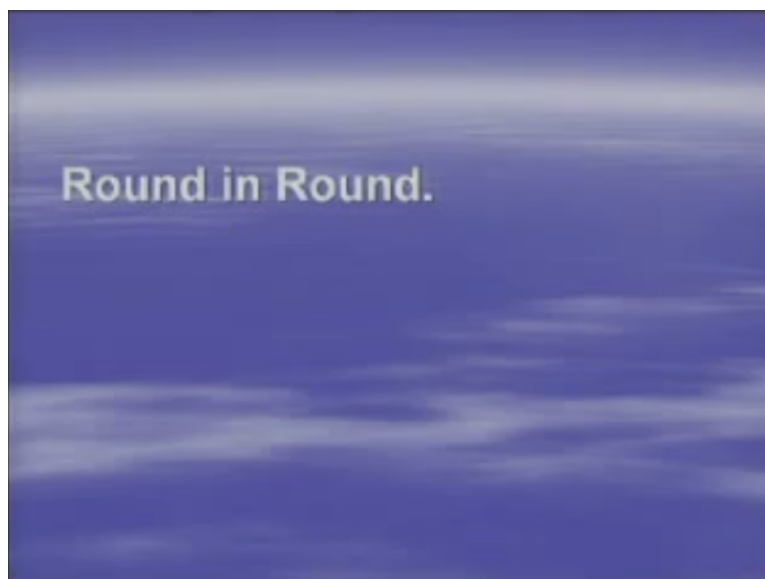
So round in round, square in square okay, that means the person, who is required for the particular job has to flit in to that particular job, if person is miss vet then the whole, whole process of selection perhaps you know, does not give us you know any result okay.

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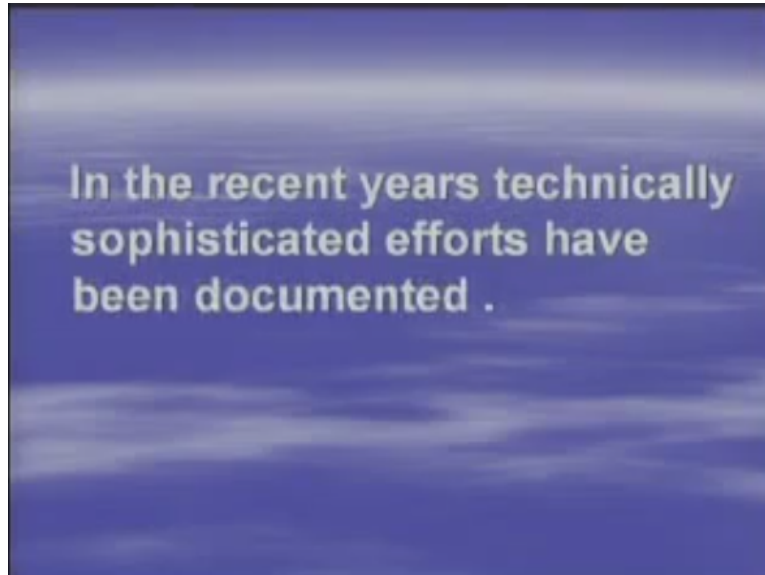
So in the recent years, technically sophisticated efforts have been actually documented, for the selection recruitment and training methods okay, so in the recent years we are talking about methods like very kinds of testing and so on.

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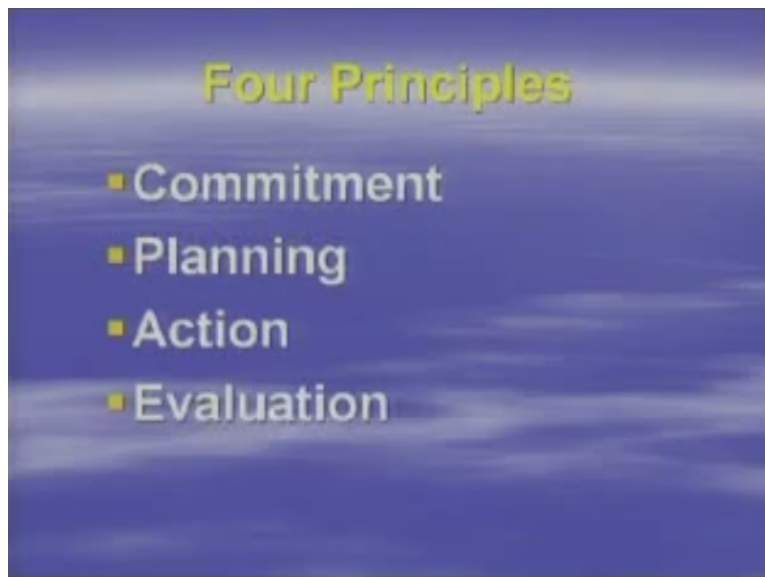
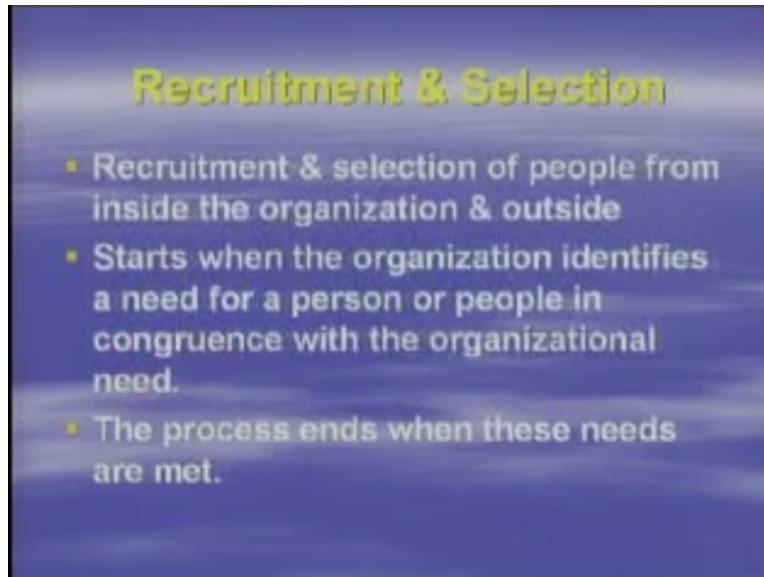So there are four principles, four main principles we can put it of the selection process, commitment, planning, action, and evaluation, commitment of employees, planning of the organization, action and the evaluation of organization about that particular individual, ot particular situation.

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So recruitment and selection of people from inside the organization and outside the organization may be possible, and this is starts when the organization identifies a need for a person or people in congruence with organizational needs, the process ends when these needs are met, so there is a need of the organization, there is a need of the individual, and we try to match these needs and then select the person and hire ion for the job so this matching is very important.
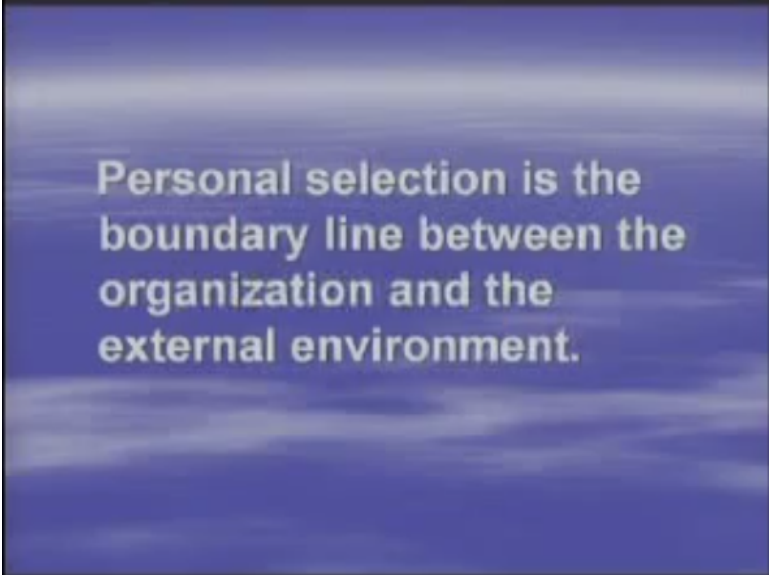
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Strategic Approach

- Is taking the long term view & understanding what is important for the organization's future.

- For recruitment & selection this means comparing the skills & abilities one has and what is required for the future & how this gap can be filled.

This is also a strategic decision then, very briefly we take a step on the strategic thing and strategic management in our earlier section, and so when we are looking at strategic approach, selection recruitment perhaps is taking the long term view, and understanding what is important for the organizations future, we are taking long term view okay, for recruitment selection this means comparing the skills and abilities one has and what is required for the future and how this gap can be filled.

So you have to do the requirement to create in the planning and you have to create a requirement, for say the expansion plan, that you are undergoing or the retirement of people as soon as the new people have to come, or new for example, new ventures that you might taking up for that, so whatever be the case there has to be a strategic decision, about selection of people, so there is a strategic dimensions, strategic approach to the selection and recruitment of employees to.
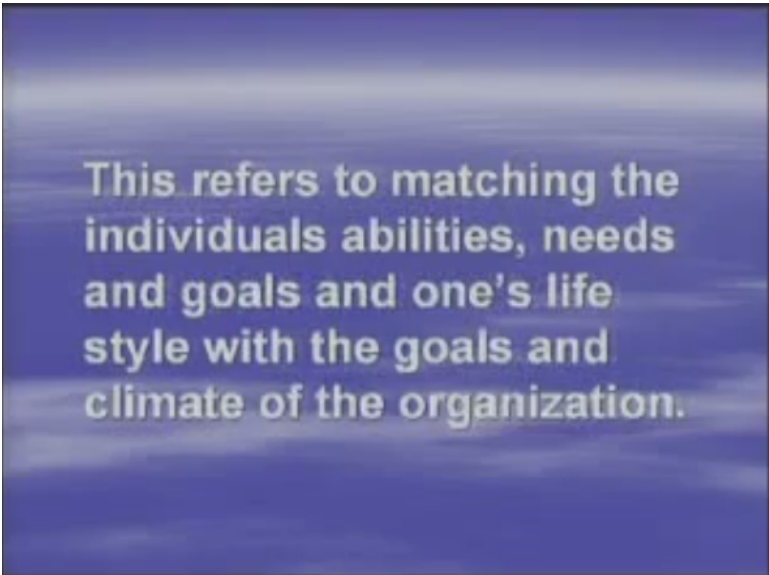
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Personal selection is the boundary line between the organization and the external environment.

Personal selection is the boundary as we have discussed, boundary line between the organization and the external environment then, now you clearly understand that, this is that boundary line okay, for before which you were not in the organization after which you are in the organization, so that boundary line, we are talking about that particular process today okay, that how the selection is done? How it should be done? How it is being done? In many organizations, well across many countries or the global scenario we can say.

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This refers to matching the individuals abilities, needs and goals and one's life style with the goals and climate of the organization.

This refers to matching of the individual abilities, needs and goals and was life style with goals and the climate of the organization, discuss this but may be once again on time to put that in few different words, when we are looking at the matching of the individual abilities and needs and

goals, so that means individual is there and organizations is there, then we are trying to match both, only then we success of the selection process, perhaps could be achieved.

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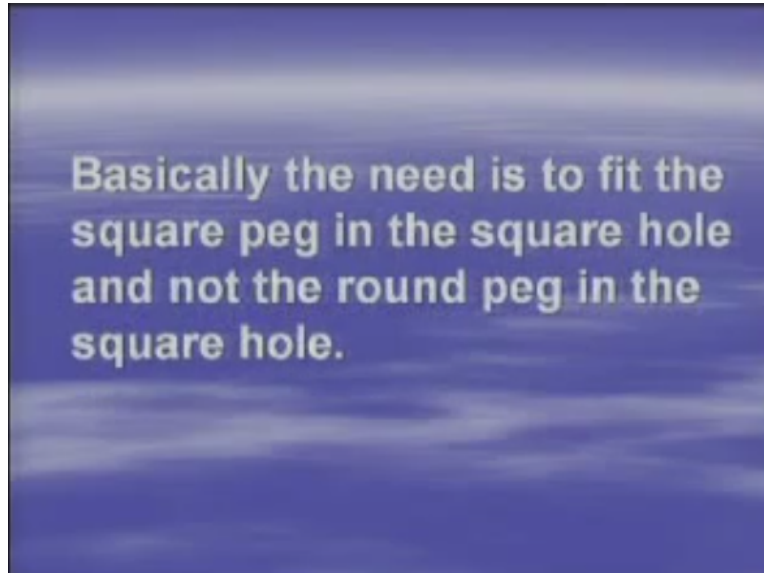
Basically the need is to fit the square peg, in the square hole and so we have discussed that just short while ago, that not in the, not the round peg in the square hole, you are understanding now, this hole aspect okay, so if you ask a question how do you explain the square peg in the square hole, concept in the selection process, you can answer this particular question by seeing that we have to match the needs abilities perhaps the other aspects of the individual with that of the organization.

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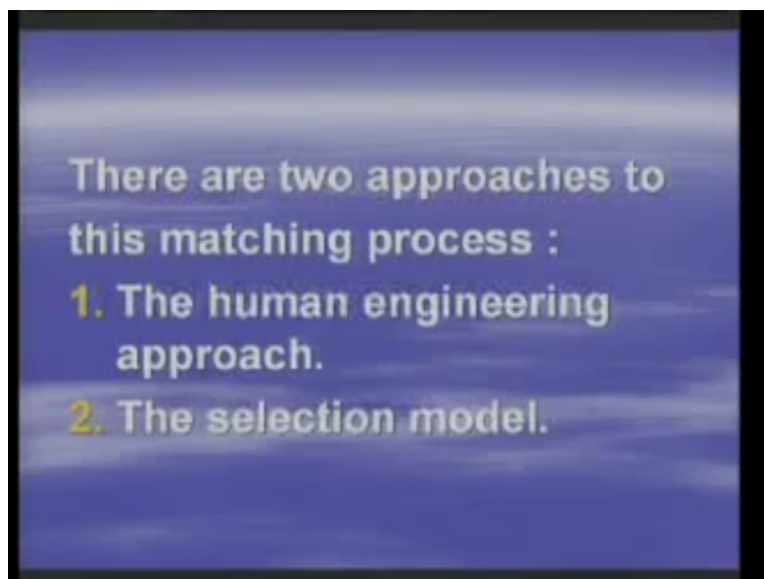
So this brings has to understand the approaches to the selection process. And the selection process even though in both cases we are doing matching but the recent years we are finding that two models have emerged. The first model is the human engineering approach or human engineering model and the second one is the selection model. The human engineering model is coming from of course the point view of human engineering which is a man work interface man machine interface okay; it did starts you know as the man machine interface. But today when we are talking about human engineering model we are trying to look at the man and the environment matching in interface.

But it begins with the idea that man has certain capacities, certain skills. Certain aspirations, certain desires and organizations must try to capitalize on that. So select this person and then see where disperse in this fifty fitted in my organizations. Okay, the other way drawn these selection model which is of course certain additional model and which goes on every where is that we advertise we ask to people apply and then we see that who is best suited for my require. So, even though there medaility difference between to the both cases we are trying to match the individual on the organizations. But in the first case we are looking at the potential of the person and then tiring to see that where he or she could be best fitted in the second case we are seeing that these are vacancies and come on apply and we will see that which who could be selected. So, the vacancies are perhaps the first requirement.

Okay, not the individual so the human engineering approaches trying to suggest that if you would not do real good business. Then if you have some person you find some poetical try that person remains with you for as long as perhaps possible because you get the results. Okay, do not you know start looking at that no vacancies at this movement we cannot hide this. If you are the best person try to put that best person very organization perhaps is a needing a person like that. Okay, so this has long term we can say benefit for the organization, because if the person have that kind of potential choice he will also enjoy working in that field. Okay, so the possibilities of his reaming in your organization increase. Wearers if you are selecting a person because you have a position right now. Okay, the person comes and means your timed you know perhaps he finds you know that is yet another job.

And he very quickly shifts to another job. Increasing the at rational way in to your company obviously every time you hire a person socializing give him training and then give him some responsibility and then he quits. So this own process in fact according to some writings this whole process of selection and requirement is very expensive for the organizations. And if every time people come and go in other word if there is a much there is too much of man power turn over in your company then you are really doing good business. So, you have to retain people for as long as perhaps you can but not retain just for the sake of you know retaining they have to be people contributing your organization. So for that this old selection process has to be considered.

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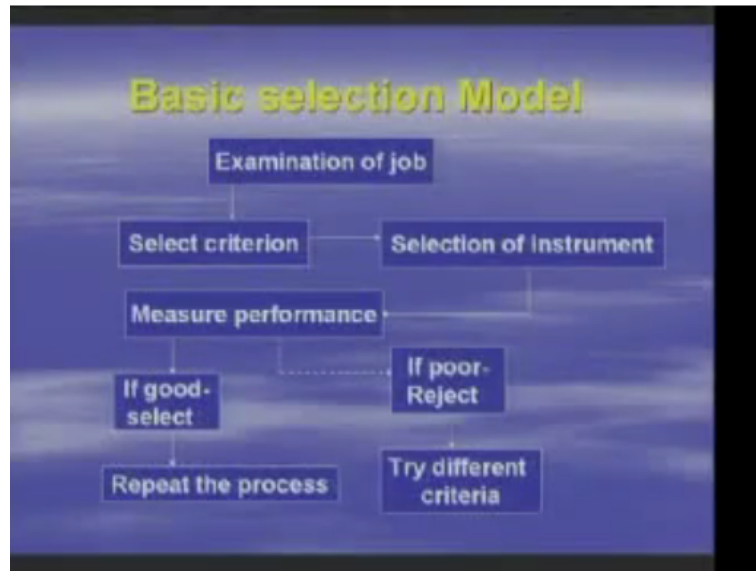
From here I am discussing now with you the basic selection order which normally is being considering the most of the organizations. And here the basic selection model we begin with the examination of the job. We select certain criterion. Criterion for example if you are selecting someone for a job of mechanic or job of a teacher you have to select you know what are the tribute that would you like to have in that individual. So, you have to select certain criterion and then what are the selection instruments methods that you are going to use.

Then you ask the person are you tried to test a person in that measurement, that performance criterion. Okay, so if that is poor and if we have to reject these people and if that is a good then we have to select the person. Sometimes in the selection process we may reject people and hen we are not getting people may be we can change our criteria maybe we can try that and again you know repeat the process of selection. So, that kind of a model normally we are using even though perhaps you have never able to given a thought that you are actually good so many steps but you are going through so many steps in the selection model. Okay, so we are discussed to selection models two models one is the traditional selection model the other one is the human engineering model for selection of employees in organizations.

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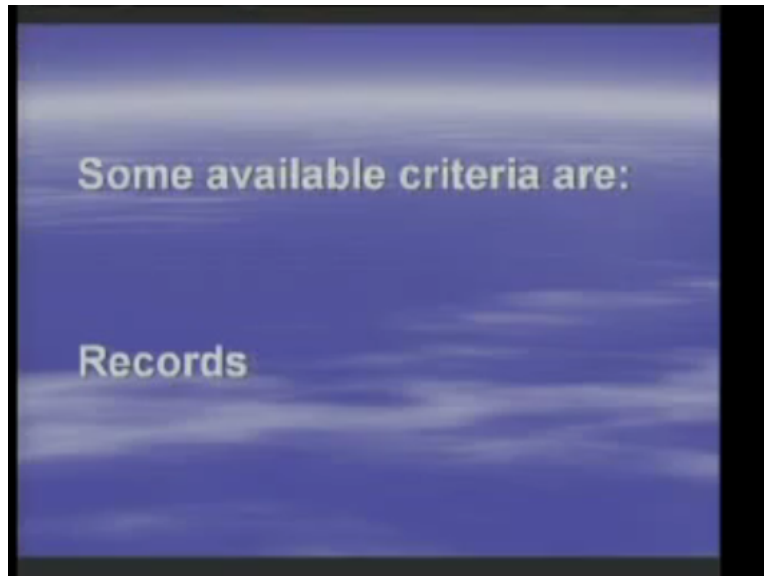
So, some of the available criteria I discussed with you briefly before you move on to the other aspects the first of course the some of the traditional criteria and going to discussed Records. Okay, these are your own records. And based on which you put perhaps get selected.

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Use of ratings is there when we are doing selection. There could be number of judges and they might do rating. So, we have already prepared our selection criteria and there are rating forms giving to all the judges and they will judge the five people are there and they are all giving the ratings on different issues. Okay, well in addition to other criteria which we are going to discuss just now. Then the application blanks all of you aware of this fact.

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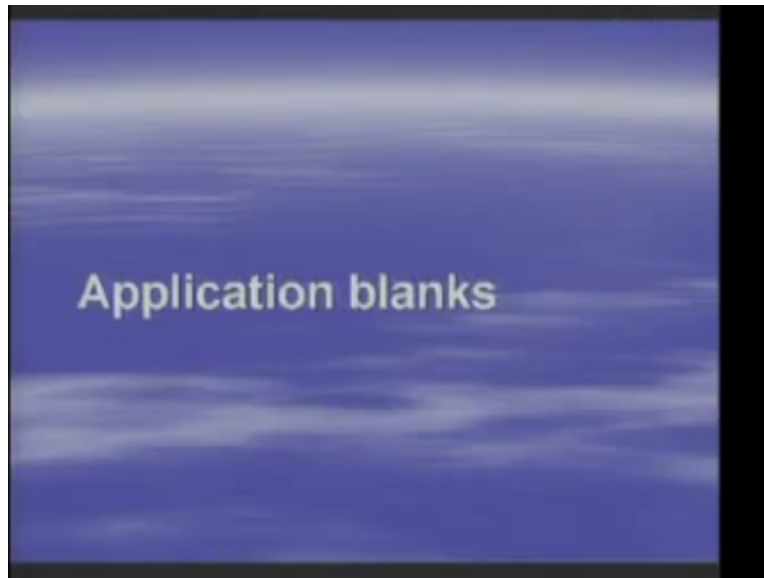
That for any a post you are going to actually filling an application form and this application blanks, and this is the application form. And you are filling in the various required information you are giving. Okay, so based on that we can do the short listing, this is very traditional way of doing things.

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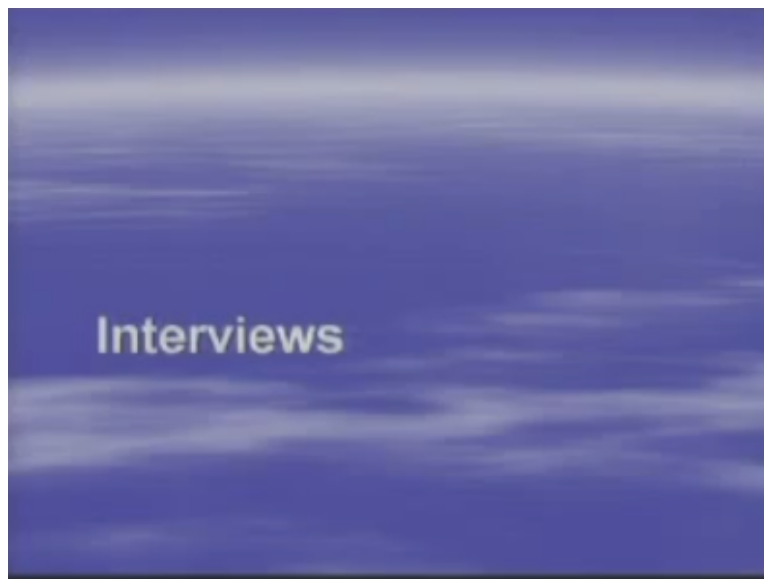
Then of course, we come to the interviews and the interviews, we said just now that there could be number of interviews and there could be a guided interview, in which they interview committee, before selection decides that we have to look in to these things, and then they can have some kind of a form with them. And the other one is the open ended interview, you can any questions are anything? So when we are interviewing our recruitment interviewing people.

Then we interview them separately and also we are looking at the guided interview, and then certain in their application blank and the other things, so the interview can be guided and could be open. So we could combine both of the kinds for the best results, so we can have end of the interview and we can have the number of judges they will give us you know, there ideas on the particular criteria as well as, based on the interview they also give us a remarks.

So then we collate these, then we can arrive at the final conclusion about the interviews and then we add this with the other points that the person might have or might earned in is application blank or the other factors, but in addition to this, in the recent years, something very important in that asa come up is the use of psychological testing.

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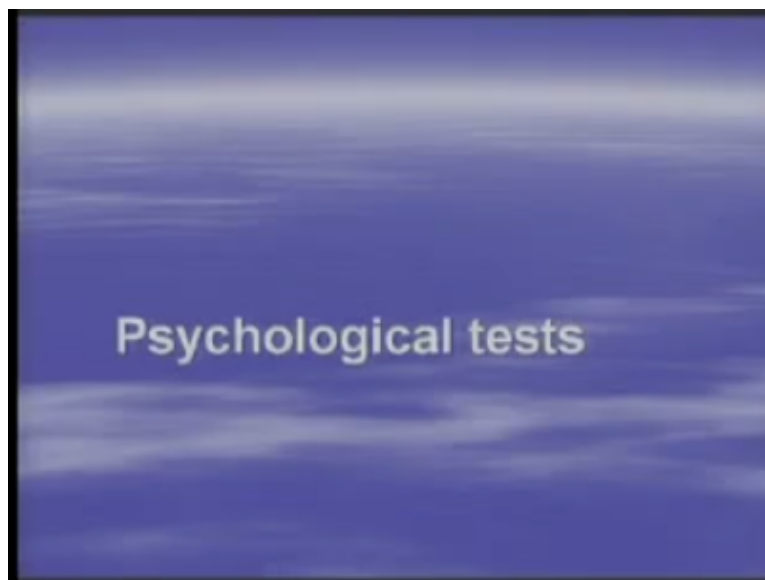
When you are aware of it, but let me repeat that once again the psychological testing is to assist the person in terms of some of his interesting attribute, which may not possible for us to actually to find out during the interview or during the application blanks, so there are number of types of psychological test, some are, well I come to this details also for short while from now, we might select you and we might give you an performance test in which some equipment is there, and you have to perform among that.

So for example, if I wanted to select someone for the pilots job, you want to become a pilot, I might see the other measures already using selection interview, application blanks and other things, but in addition to them is, I might to know, what is your reaction time. Is it do you understand, and have you seen the reaction time equipment perhaps if you are very clean in that, so you can look at that one of the labs of the behavioral sciences or psychology lab, anywhere or any of the universities purchasing to get that.

So in reaction time, we are trying to see, is the fast reaction time is better? Or the slow reaction time is better? Oaky, so you want the reaction time as to be very quick, through that equipment we can measure the reaction time, we can measure stress level. So there are equipment using with which we can measure stress level, we can also look at, for example, for some other jobs, say the remembering and the learning capabilities of people. Okay, if there is a job, so I give one example of selection of job of the pilot,

Then they have to use the displace and three kind of , or there is emergency, how quickly the person can do that, so the reaction time can differ, some people have very quick reaction times, and some have very low reaction time, and if I am measuring that , and I am in position to say that okay, if this person is perhaps more suitable than others, okay, as well as the stress under the emergency how the person perhaps and react, using with some equipment we can make use of that, and it could also be questioner based measure for stress, so there are number of equipment, and if I am selecting someone for a job in which finger dixadity required, there are many jobs in industries which the finger dixadities required, well woman have the better finger dixadities in generally.

So there are equipment in which we call as finger dixadities requirement, and we can see, that how many immunities, say person use in a particular, or can complete particular cycles of that equipment, so we can use finger dixadity, and then suggest that oaky, this person can be more suitable to these kind of job. Okay, there are many types of test, and off course there are many sophisticated tests now available, and in addition to this we have many psychological test which are paper and the pencil type, and which are on the projector technique type, and so on.

And some of these are, speed test, and speed that much were this speed comes important, okay, in some testes speed may not be that much important, so when we looking at the psychological tests we have in ,some of the test that we are very, or we using very often, for example, MBTI, we are using very often might it breaks the indicator personality types, in which I can find out where you are a good decision maker, whether you are intuitive and so on.

There are many qualities, which we can assist using an BTI, then there is test on locus of control , and there is test on macawilliasom, there are test on values, in addition to other test like, the test on the stress management you can use this type of tests, so number of types of testes are available from the psychological literature, which is now embedded in to the whole management literature, lot of his hours now into that , so that has been brought in that.

The projective techniques that we use also the psychological test, in which I might show you pictures from the photograph, or some very abstract figures, and I asked you to write anything about it. And then the analyzes are done, so these are look deep in to yourself. But you need training for that; you need train persons in these psychological tests. So the numbers of types of test are available to us. Some of the test is, these are also psychological tests.
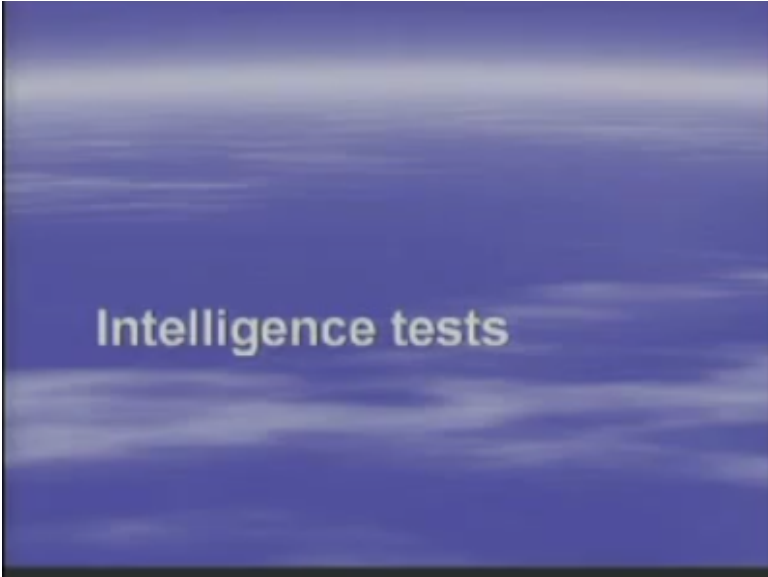
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But these are the achievement tests, so we make use of the achievement tests, we have a certain attitude tests,

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We have intelligence tests, and in intelligence tests, first we have to understand the concept, we use a intelligence tests, which could be paper and the pencil types, or which could be culture fare test. In which you do have any language written or you do not have any kind of a, indicator you have just assure the perhaps on figures, and you have to work from that. So time is an important aspect of this test, and you have to adjust the work on some of the test, which we call as the culture fare test.

Okay, so our culture fare test of intelligence we are talking about, there are number of test of intelligence, some of those in might look like a general knowledge test, but we have to look very deeply to, what exactly we want to do and, how do we actually define the constituently types of intelligence overall or understanding of that, certainly is on to the memory, and the memories are very important aspect of intelligence, we have to look in to the concept. Then the personality's tests,

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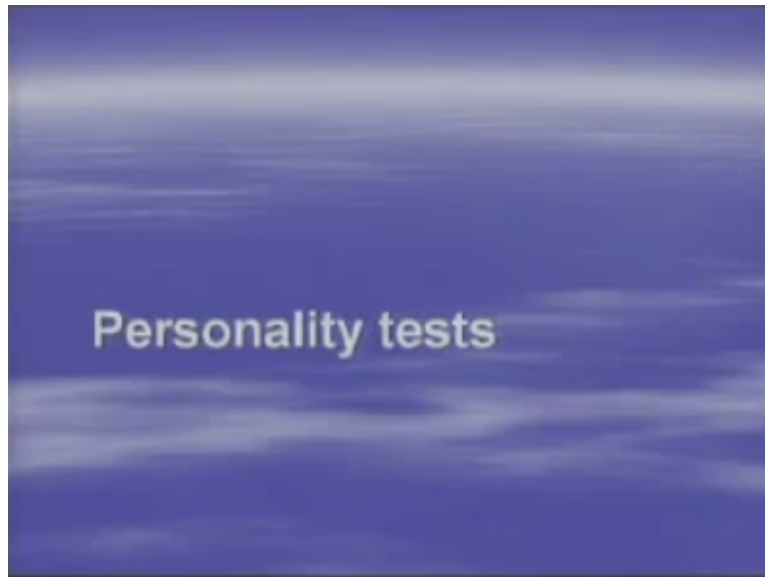
Are there, you are in a introvert, or extra worked, what are you , you like the meeting people, or a loner, or a great enthusiasts', how are looking at your life, do you think that everything you do in your life is governed, because of your own actions or because of the god or luck or chance, if we actually internalized such values in our minds, and these are governing forces for our personalities, so you may use in a such test s also.

And of course the list is very long, talking about the personalities tests. Okay, in this course we are not discussing much in details, where ever the reference comes, we are talking about the personalities aspect of managers or employees, may be briefly we will touch upon that, in some of these later lectures. Then they are interest tests,
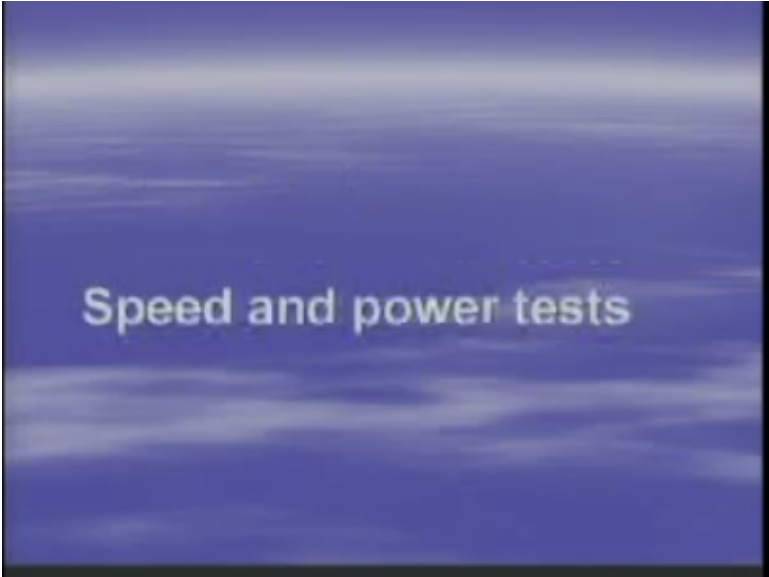
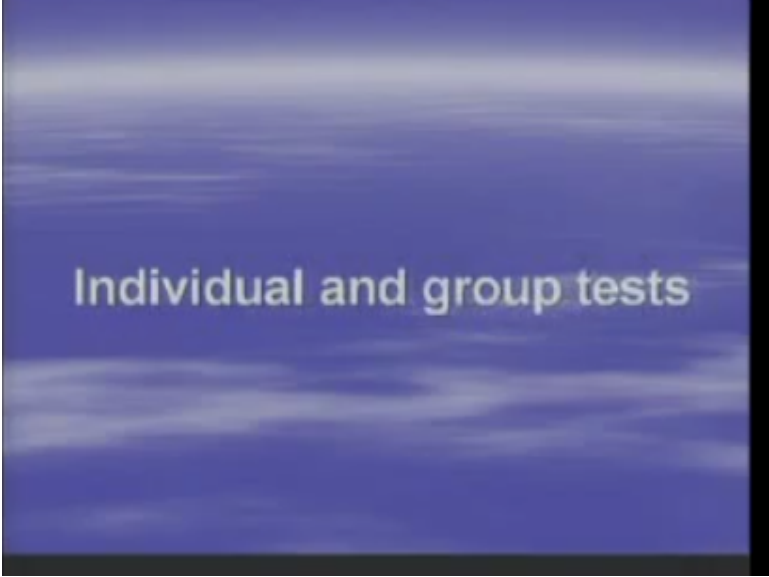(Refer Slide time: 32:31)

And these testes could be, paper and the pencil tests,

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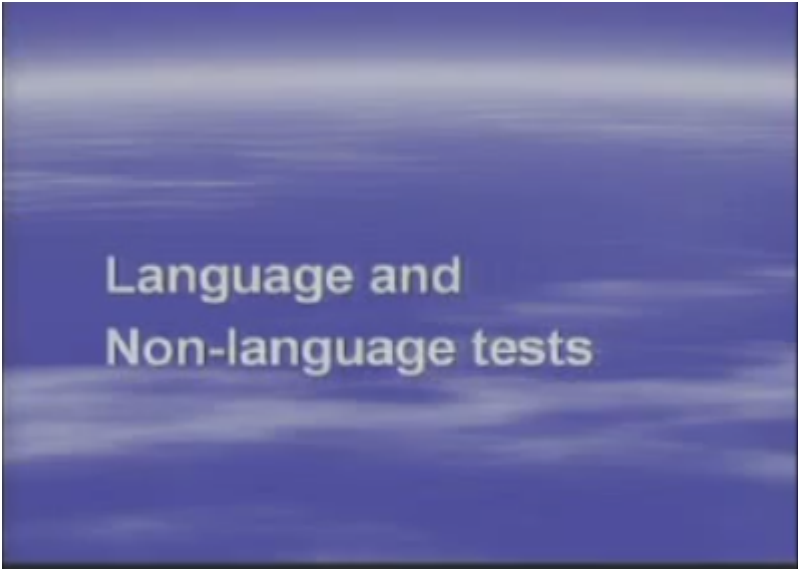
These could be and be speed and the power tests, that means are you looking at this speed remittal capacities, or you looking at the concept, so we call these speeded power tests, then when we are conducting these tests different arrangements could be done, and this is, here we talking about, individual and group tests, so some tests are there in which, I have to call each persons, and each interviewer comes to me, and I give him or her a test, and then arrive at the conclusions.

But some testes such as, which I can give you a full class sitting all of you, I can give this tests, and then we can collect the papers and arrived at the conclusions, so different objectives are there and different testes are there, then as I said for the intelligence tests, and I said culture fare tests, so there are test language and non-language tests,

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That culture fare test, I was talking to you as a non language tests, okay, there could be tests in which no language is used, so there are many possibilities to some performance tests also. For example, for intelligence we might give you some performances, there is no languages, but we just ask you to conduct some of the thing or performance may be there, so the performance test are also there,

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Okay, in which you should do some performance of something, and then we come to an a conclusion in this particular performance, what how far you have been achieved, and how quickly you have been achieved this. There are forced choices testes also,

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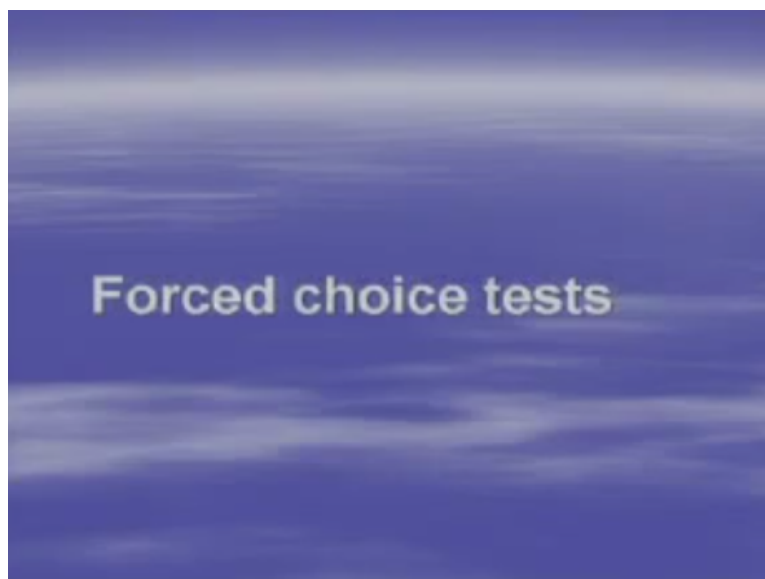
Also we give you choices and we make you select something. Okay, so you do not have you know any choice beyond that and so, you have to choose one of the alternatives out of the given alternatives. Okay, so that is, so we use force choice tests also. We also use
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Critical incident tests. In our critical incident tests you are put in under particular situation and or particular, particular we can say incident and we try to observe your behavior. Okay, so we can artificially create a situation. Sometimes you know it may be a very natural, natural incident and we can observe somebody's behavior. See in an emergency situation or in situation of accident, how the person behaved?

Okay, so we can collect data like that also but then while we are doing selection process we do not have that opportunity. So, we can design a critical incident test. Okay, and then ask the person to suddenly know he is there and then we create a situation and let us see how the person behaves. So, it is possible to also collect some information about individual in those situations. Okay, so
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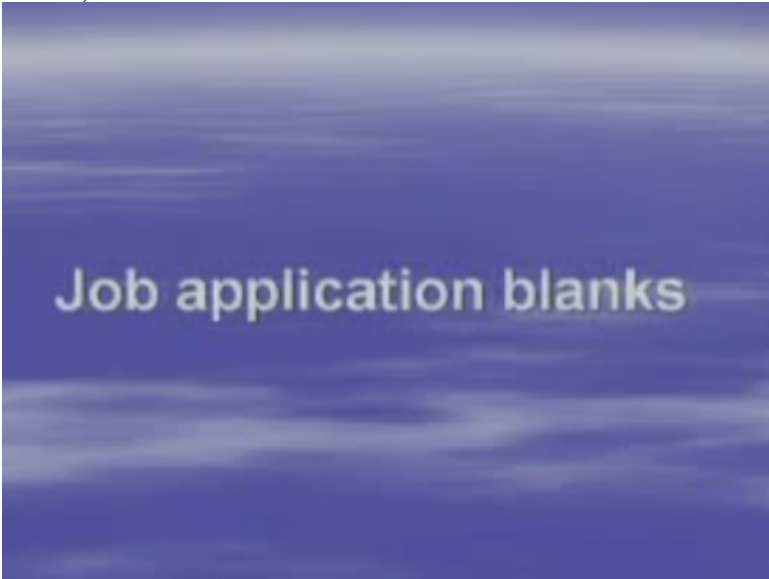
Selection measures that we have which we could use or many
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So, we have already discussed that there are job application blanks
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Interviews.
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This is just defeating some
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Some of
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These tests
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Okay,
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Training

Training is a process develops and improves skills related to performance.

This, okay so this brings us to the next issue of our discussion that is after selection and recruitment of people in your organization and next comes the issue of training. Now once we have, we have selected people and the person has been recruited and perhaps you know posted in your organization. The issue there is that if a person does not remain in your organization or he does not perform according to what you expecting to do, then there is a, there is a loss also in terms of your budget.

Okay, it may be a big loss to you. So, to retain people in your organization to refresh him for the better performance. Okay, and for overall in organizational effectiveness. We need to retain people and give them training so that they remain in your organization and organization gets a benefited. Okay, so this brings us to a very close topic in fact I have put you know, these three lectures in a one after another as the selection recruitment and training because we need to look into these you know as the managers are off today.

So, we will see training is a process which develops and improves the skills related to performance. So, there is a very close linkage between the selection and recruitment placement of people performance okay and then training. Okay, so everything goes into the sequence that is also a good business for an organization to actually put in some budget for training. Yeah, so when you are doing the allocation of budget, recruitment selection all these you know the share department has to be given some budget but the training which is trading and which comes under the HRD.

Okay. So this budget has to be allocated and most of the companies are putting in more and more budget for the training of people. So, training is a process which develops and improves skills related to performance.

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Now if you might think that okay training can replace experience perhaps that is not true. Training cannot replace experience. So, experience has its own benefits, training as its own benefits. And so, why training while is there a demand for training?
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That becomes important for us. Now we will look into the demands for training.
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a. Advancement in knowledge.

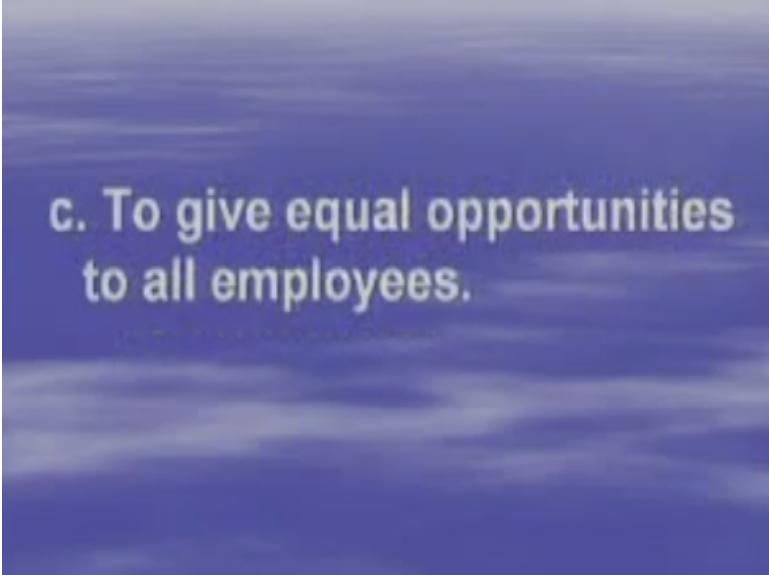Demand for training are because of many reasons, we are moving in the today the, globalization each and there is so much competition. Therefore we need training for various reasons. The first reason here I have listed is the advancement in knowledge. Should knowledge is not static. It is growing and it grows and grows and grows and grows, okay. If you do not give training to people, then they remain wherever they had joined your organization.

Only with little experience of course they will learn something but if something new has come in other organization or some new knowledge, see when we have the software of the any electronics or any sort of these fees which are coming up so fast. If unless you give them training, how do you really complete in the global market? So, advances in knowledge become important aspect and because of which we need to consider training as an important aspect of management. To improve man power performance

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b. To improve manpower performance.

Obviously we have talked about that we need best performance and that is for training.

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To give equal opportunity to all employees. See some employees are may be little lesser you know in terms of you know their earlier training and so we need to give them equal opportunity by giving training. So, we can select people those who need training so that everyone is at part and obviously your organization benefits.

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To cope up with competition we talked about this. The global competition we talked about this. In globalization, if you do not train your people you are lagging behind. Also you must have heard about the continuing education department.

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So for continuing education growth and advancement of employees, one needs to give training.

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So, the variables affecting training program. We have trick you know that we just call people and give training. Let us try to analyze that what are the variables which will affect the training program. Training progr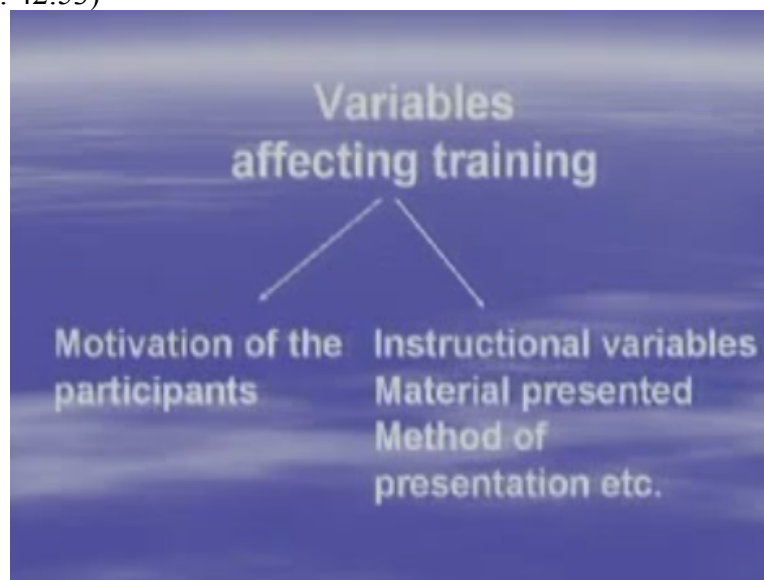am is affected by number of variables. See motivation of participants is an important aspect. Then the instructional variables material presented method of presentation. These are yet another group of aspects. Normally, in a training program you will find that lot of importance are given to the factors like what is the instructional material? What are we going to give them as part of the training? What material is presented? Lot of work is done and method of presentation whether we are using chalk board or we using lectures or we going to take them for any visits?

Or we are going to show them videos or films? Or we are going to take them to the group discussion? Or we going to present, take them to the actual work place? Or we are going to show them the exact machine and the place where they will be working? So when the method of

presentation, when we are talking about, it means all kinds of methods of presentation and with the advent of computers and the advent of mass media that we have.

We have many more opportunities for development of material for and the method of presentation for training program and you must have seen and you were aware of this but an important aspect which generally remains will I say overlooked or neglected is the motivation of participance. If people are not interested then come what you may be able to give training and you will find that the job is half done.

So, when we are doing training, when we are training to design a training program one of the important aspects also would, perhaps need your attention is that out of the people who are the most motivated people to learn that? Okay, it is not is a variable which you have never looked into the aspect that you have never perhaps thought about. But we find that if people are not interested.

Then training program perhaps it is a going to be a waste of your budget because at the end you find that people did not learn anything out of that any program. Well I will share one of my experiences here. I was invited one of the public sector organizations to give them training on some aspect of management and when I was starting my class and we were discussing, they were from all over India and interlay.

So, when I was starting my class on the first day we had little introduction and then I wanted to know that earlier what kind of a training you were gone? And what was your interest in coming for this training and all? See normally when we start, the little bit times here, few minutes we spend on that. Surprisingly I found quiet of few said, well in our organization we are the, I am the training manger so I have been sent in for this training because I am the training manager. Not the, those who have to do the performance but the training manager himself was sent for training.

Another group of peoples also gave me an idea that they were here because they were very much interested in visiting Delhi for a couple of weeks and so they are here. Not necessarily because they were motivated or the organization thought that they were the real people who need training. Okay, so some such factors are also affecting the training programs. We have to look into some of these aspects while we are designing the training programs. So, when we are designing training programs, we have to look at in number of other variables as well. So, well here I am

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SYSTEM APPROACH TO TRAINING

Putting my thoughts into a system approach to training and you can see that first we have to find the objective of a training program. Okay, why this is training? Training in which subject? Who will be the people? What do we expect to achieve? So, we have to formally define it and put that in our some document. If you really want to have a very good training program, okay so let and this could be done in our based on the atomic session in your organization or what would be the method you would like to actually achieve.

Okay or you can observe that this is the area were our people need training, what would be the method? Then you have to derive the contents. Based on the objectives obviously you will derive the contents from then training program, then we move on to design the method and the material. Okay, which are discussed just now and from, so now we are ready for a training program.

So, once you have designed your designed your training program, what you have to see that the trainee motivation is also important. So in any training program, the trainee motivation becomes very important. Okay and this gives us the effectiveness of the training program. So, whenever we are trying to design any training program for any group then we have to see some of these aspects in order to make the effective training.

So, the effectiveness of training is there and the feedback of the effectiveness of this training. Okay, this goes to the development of the contents for a particular training to design of the method of training or the materials of training and finally have to make the training process work. Okay, then of course once we have done the training program, is always a good idea to take feedback after the participants go back to their place of work. And if need be we can repeat the training or we can re-design the training.

The training methods or the training contents we have to understand in terms of number of factors for example, when the employees are there in an organization we cannot divide the skills required for managers or employees at different levels. For example, at the lowest level in the employment we need to give technical training and so the technical skill is required. In the middle level, in the organization we need to give them technical training as well as human relations training.

At the top level perhaps we need to give them human relations training and conceptual training. Okay, so technical human relations conceptual these sets well, we are not saying that there is a clear cut boundary on where this one ends and where that begins. Okay, some authors had given as you know these idea in terms of the various skills which are required you know at different levels in the organizations. So we can decide about training programs at different levels for different set of people.

Okay, so here when we are trying to design this training program, okay some of the training programs that we have designed and we have actually conducted our, see for example on the communication training we have done on the interpersonal training, we have also worked on the human engineering aspects, we have worked on the strategic managements aspects. So, number of that issues are come up on which we are actually organizing training.

For example, many organization invite at the training on the trajectional analyzes, and the trajectional analyses is a theory of inter personal behavior and we are talking about, how best we can have the inter personal transactions. In which we can make use of method like, role playing, so role playing is also one of the important methods of organ sing training programs, particularly when senior managers are there?

How many managers and the senior managers are there? role playing in terms of conditional analyses might become very beneficial, otherwise also at the lower level also, we can ask the employee or the labor union relationship, okay, we can have the role playing exercise in training programs then also, so the role playing we using as an a exercise. Interestingly some of the organization that the concept level is imparting training to their managers, in terms of technical skills which are the conceptual skills.

And the conceptual skills that is for the policy making, at the level of perhaps, and also inter personal relationships, also the global, for example business, when you are doing global business, you need in a some kind of exposure, so training need not be always a class room training as we discussed . So the senior chief executives, training is not that, see I was told that, one of the organizations took all their stuff to apply somewhere.

I take likely in Masuria or somewhere, and the idea was about the training program and they wanted to give some training, so they take them to some place, and then they had inner, so they both where experienced sharing, they was group discussion and there was some concepts in analyses also, so they tried to make the whole thing in such a way, so that, it look like a picnic come training come development activity.

So they training programs become extremely important issues for organizations and organization actually invest lot of budget in this, and when we were trying to understand the training programs, every organization perhaps you know, tries to make with schedule for the whole year, and yearly schedule and the yearly budget which they match and there are training department, most of the industries now large industries I am talking about, they have a training and development department and the conduct you know these training programs.

So, I have decided to discuss more on training and development in my next lecture because there are different types of trainings which need little bit depth analysis. In those in depth analyses

sessions we will be discussing some more aspects of training, but before I go to the next session of training I will show you a small video on the training program. Okay

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