

4.3 Characteristics of a Good Recruitment Policy:

A good recruitment policy is the guiding can save an organization from facing situations like unproductive test and interview due to non-availability of the right candidate in the applicant pool, compromising on the selection of good candidates, high attrition rate low productivity and low motivation among existing employees as a result of faulty policy.⁶ The success of an enterprise largely depends upon the ability and efficiency of its employees. To get the capable and efficient employees, the recruitment policy of the organization must be very sound. An ideal recruitment policy must have following characteristics:

1. All selections must be made at a central place of the enterprise.
2. The whole process of recruitment must be strictly in accordance with the merit.
3. The number of employees to be recruited must be determined well in advance according to the need of enterprise.
4. No such assurance should be given at the time of recruitment which may not be followed later on.
5. Higher posts must be filled up through promotions, so far as possible.
6. The qualification experience, terms of service, salaries etc. must be determined well in advance.
7. The selection of employees must be accordance with the merit.
8. The abilities of employees must be according to the need of their jobs.
9. New posts must be authorized by a higher officer.
10. Recruitment policy must be fair and flexible.

carefully understood and followed, especially with reference to the rules of reservation, so that no legal complication may arise at later stage.

3. **Policy of recruitment in accordance with the objects enterprise:** The recruitment policy of the enterprise must be in accordance with the pre-determined objectives of the enterprise so that it may help in the achievement of objectives of the enterprise.
4. **Flexibility:** The recruitment policy must be flexible so that necessary changes may be made in it accordance to the need of the enterprise.
5. **Impartiality:** The recruitment policy must be such that the fair selection may be assured. Only the best and capable candidate must be selected on the basis of merit.
6. **Recruitment by a committee:** The right to recruit the workers and employees must be assigned to a committee of capable, efficient, experienced, senior and responsible officers of the company. Entire work of the process of recruitment must be performed by a committee and not by any individual officer so that fair selection may be assured.
7. **Opportunity of development to the employee:** The selection policy of the enterprise must be prepared in the manner that it may provide challenging opportunities to the employees of the enterprise based on their ability and performance. It will always pursue them to do more and better work.
8. **Job security:** Security of job must be assured to every worker and employee of the enterprise at the time of his appointment so that he may contribute his efforts to the achievement of organizational objectives.

8. **Opportunity of Development to the Employees:** The selection policy of the enterprise must be prepared in the manner that it may provide challenging opportunities to the employees of the enterprise based on their ability and performance. It will always pursue them to do more and better to best the work.

4.11 Selection Procedure:

The selection procedure is, concerned with securing relevant information about an applicant. This information is secured in a number of steps or stages. The objective of selection process is to determine whether an applicant meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in that job.

The hiring procedure is not a single act but it is essentially a series of methods or steps or stages by which additional information is reduced about the applicant. At each stage facts may come to light which may lead to the rejection of the applicant. A procedure may be compared to a series of successive hurdles or barriers which an applicant must cross. These are intended as screens, and they are designed to eliminate an unqualified applicant at any point in the process.

According to Yorder, the hiring process is of one or many 'go, no-go' gauge. Candidates are screened by the application of these tools. Qualified applicants go on to the next hurdle, while the unqualified are eliminated. Thus, an effective selection programme is a nonrandom process because those selected have been chosen on the basis of the assumption that they are more likely to be 'better' employees than those who have been rejected.

8. **Final Approval:** After screening the candidates a list of suitable candidates is prepared. The list is sent to the line manager who requisitioned the personnel. He gives the final approval. The candidates formally approved by the manager concerned are appointed by issuing appointment letter and concluding service agreements. Generally, the candidates are appointed on probation for one or two years. This is because no selection procedure is foolproof. If during the probation period, an employee is found unfit he may be transferred to some other job. Alternatively, he may be given time and training to improve himself. If the organization cannot offer him a job which he can do well, his services may be terminated after due notice.

4.14 SELECTION PROCESS IN INDIA:

The selection process in India is illlogical. Because large organizations are continuously developing and standardizing a careful selection process to choose the best possible employees for their organizations and the other hand small organization mostly satisfy them with an ordinary process to select their employees. In fact quite a few small organizations appoint employees for unskilled cadres without putting them into any of the formal steps in the selection process.¹⁷

4.15 PLACEMENT:

Once an offer of employment has been extended and accepted, the final stage in the procurement function is concluded, namely that of placement of the individual on the new job orienting him to the organization.

In the opinion of Pigors and Myers, "Even placement is not a final decision. It is a decisive step which consists in matching what the

This reality shock is caused by the incompatibility between what the employees expect in their new jobs and the realities they are confronted with the new corner may expect:

- i. Opportunities for advancement
- ii. Opportunity to be creative and original
- iii. Social status and prestige the feeling of doing something important and the recognition of this by others
- iv. Responsibility
- v. Opportunities to use special aptitudes and educational background;
- vi. Challenge and adventure
- vii. Lucrative salary, but when these expectations are often fulfilled and therefore; result in frustration experiences for new employees, experiences of which include jobs with low initial challenge, inadequate performance appraisals. This result is “reality shock”. Orientation can help overcome this problem by providing for more realistic expectations on the part of new employees and more understanding on the part of the supervisor.

Finally, the purpose of induction is to introduce the new employee and the organization to each other, to help them become acquainted and to accommodate each other. The new corner is explained what is expected of him and for this, there is explained the rules, regulations, policies and procedures that directly affects him. He is made aware of how his job fits into the overall operation of the organization, his own duties and responsibilities and to who he should look for when he has any problem.

4.18 Induction Procedure:

An organization has an obligation to make integration of the individual into the organization as smooth and anxiety-free as possible.

- xiii. Opportunities, promotions, transfers, suggestion schemes and job stabilization.

Formal programmes of orientation may be spread over periods of time ranging from a day to several weeks or even months.

4.19 Staffing Method for the Selection of Managerial Personnel:

Selection of managerial personnel is somehow different from the selection of clerks and other routine employees. The selection of managerial personnel must be made very carefully because they are the persons who shape the future of the enterprise and the success of an enterprise depends upon their ability and efficiency. Following procedure must be followed for the Selection of Managerial Personnel

I. To Prepare the Specifications: The very first step of the process of selection of managerial personnel in an enterprise is the determination of specifications for the managerial personnel to be appointed. First of all, the number managerial personnel to the appointed must be decided. After this, the minimum qualification and experience of these personnel must be determined. Determination of wanted qualification and experience for a post is known as the specification. While preparing the specification, the help of job description and job, the objects of job and internal and external relations of the job and the required result of the job may be taken. Job specification contains the details of required ability for performing certain duties.

II. Determination of Personality Characteristics Required for Managerial Jobs: After preparing the specification for managerial personnel. The characteristics required for managerial jobs must also be determined. Following are the necessary characteristics