

CHAPTER III

SELECTION PROCEDURE

- A. Essentials of selection procedure**
- B. Steps in selection procedure in general**
- C. The Flow Chart of Personnel Selection**

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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 prime objective is to find out enough about the applicant so that he may be matched with the job.¹

The selection procedure is not a single act but is essentially a series of methods or steps or stages by which additional information is secured 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. This technique is known as the successive hurdles technique. Not all selection processes include all these hurdles. The complexity of a process usually increases with the level and responsibility of the position to be filled.

The selection process is of one or many 'go, no-go' gauges.² Candidates are screened by the application of these tools.

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1. C.B. Memoria, Personnel Management, Himalaya Publishing House, 1980.
 2. Dale Yoder, Personnel Management, and Industrial Relations, 1976, p.299.

Qualified applicants go on to the next hurdle, while the unqualified are eliminated. Table-1 gives the selection requirements as outlined by the Dale Yoder.

A. ESSENTIALS OF SELECTION PROCEDURE:

The selection procedure adopted by an organisation is mostly Tailor-made to meet its particular needs. The thoroughness of the procedure depends upon three factors:

1. The nature of selection: Whether faulty or safe, because a faulty selection affects not only the training period that may be needed, but also results in heavy expenditure on the new employee and the loss that may be incurred by the organisation in case the job-occupant fails on this job.
2. The policy of the company and the attitude of the management: As a practice some companies usually select more than the actual number needed with a view to removing the unfit persons from their jobs.
3. The length of the probationary or the trial period: The longer the period, the greater the uncertainty in the minds of the selected candidate about his future.

B. STEPS IN SELECTION PROCEDURE:

There is no shortcut to an accurate evaluation of a candidate. The selection procedures are, therefore, generally long and complicated. Many employers make use of such techniques and Pseudo-sciences as Phrenology, Physiognomy, Astrology, Graphology etc., while coming to selection decisions. However, in modern times, these are considered to be unreliable measures.

SELECTION REQUIREMENTS

Types of qualifications or specifications	Types of Gauges, Indicators and clues.
1. Arbitrary Requirements: Security Sex Age	1. Application Blank 2. Security check 3. Police records 4. Personal records
2. Physical health and adequacy	Physical Examination
3. Skills (including specialised knowledge)	1. Application blank 2. Education, Training apprenticeship 3. Grades 4. Employment records 5. References 6. Biography 7. Trade Tests
4. Experience	1. Application Blank 2. Biography 3. Employment records 4. References 5. Interviews.

5. Aptitude (including intelligence ingenuity)
 1. Employment records
 2. Personnel Appraisals
 3. References
 4. Tests

 6. Interests
 1. Application blank
 2. Interviews
 3. References
 4. Biography
 5. Employment records
 6. Test Interviews

 7. Emotional maturity, moods and motivations
 1. Interviews
 2. References
 3. Personnel appraisal
 4. Biography
 5. Employment records
 6. Tests

 8. Attitudes
 1. Interviews
 2. References
 3. Personnel appraisals
 4. Attitude-Morale scales
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The selection process can be successful, if the following preliminary requirements are satisfied:

1. Some one should have the authority to select. This authority comes from the employment requisition, as developed by as analysis of the work-load and work force.
2. There must be some standard of personnel with which a prospective employee may be compared, i.e., there should be available, before hand, a comprehensive job description and job specification as developed by a job analysis.
3. There must be a sufficient number of applicants from whom the required number of employees may be selected.

According to the USA Bureau of National Affairs, "A typical selection procedure includes preliminary screening, application blank, interview or test by line supervisors, decision to select and physical examination.¹

One authority has given a six-fold procedure for the selection of employees. This is shown in the next page.

1. USA Bureau of National Affairs, Labour policy and practice, Personnel Management, p.201.

MODEL PROCEDURE FOR EFFECTIVE PERSONNEL SELECTION

1st stage	2nd stage	3rd stage	4th stage	5th stage	6th stage
Establishing selection policies	Identifying and choosing selection criteria	Gathering information about potential employees	Evaluating information and assessing applicant	Making decision to select or reject	Communicating decision

- 1st Stage :
1. Purpose of selection
 2. Who makes selection decision?
 3. Screening out of selecting in?
 4. Fitting people to jobs or designing jobs for people
 5. selection procedure
- 2nd Stage :
1. Identifying criteria of successful performance
 2. Identifying predictors of success
 3. Determining selection criteria
- 3rd Stage :
1. Authorised to select
 2. Initial contact with potential employee
 3. Preliminary Interview
 4. Biographical data
 5. Testing
 6. Indepth Interview
 7. Verifying background information
 8. Medical examination
- 4th Stage :
1. Evaluating biographical inventory
 2. Evaluating test results
 3. Assessing applicant-Interview
- 5 th Stage :
1. Electronic assistance
 2. Personal value judgement
- 6th Stage :
1. Rejection
 2. Making job offer
 3. Acceptance or rejection of offer.

FLOW CHART OF SELECTION PROCEDURE

