

APPENDIX - D

PROCUREMENT MODEL FOR EXECUTIVES & SUPERVISORS

To select suitable executives and supervisors, to serve effectively in the organisation, and also to function well as formal leaders of their subordinates the following steps may be adopted by the management.

Tackling Best Source of Recruitment

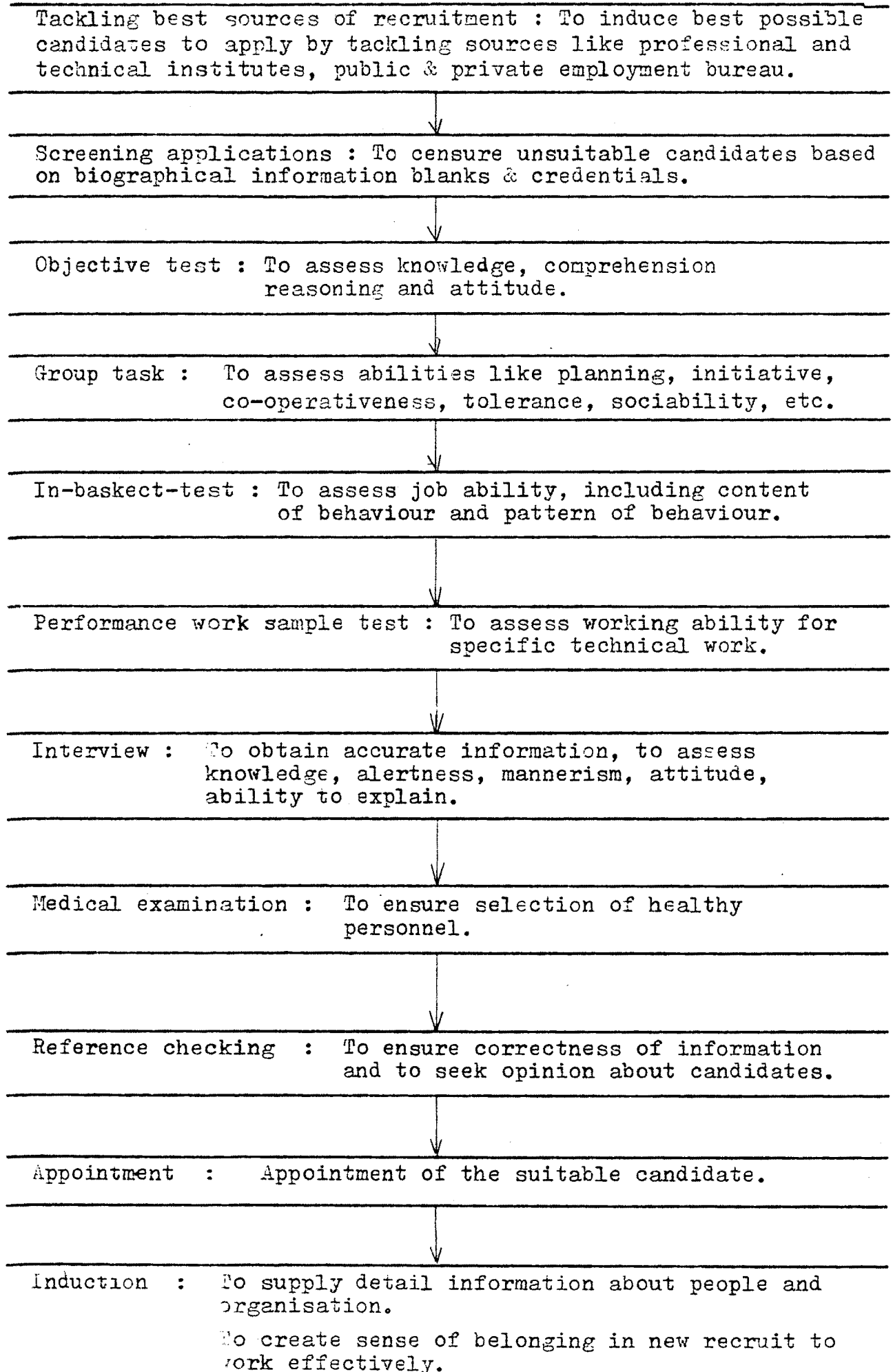
It is the responsibility of the personnel department to explore and keep contacts with various sources of recruitment, such as professional and technical institutions, public and private employment bureaus. Apart from advertisement the mentioned resources can be more suitable in getting desired candidates.

Screening Applications

Instead of calling all the applicants for the selection test, it is better to screen the unsuitable candidates to avoid waste of time money and energy. This could be done by going through the facts presented in biographical information blanks.

FIGURE 6.3

Executives and Supervisors Procurement Model



Selection Test

The management is advised to follow the mentioned selection methods for the selection of the appropriate executives and supervisors.

Objective test : Objective test can be used in selecting persons for executive and supervisory positions. Recently, a trend has developed in favour of taking the help of scientific objective test for the selection purpose.

Construction of objective type question should be done carefully so that areas pertaining to job knowledge, comprehension, reasoning, achievements, and attitudes can be measured. The test should be developed by the committee of experts including specific technical personnel, personnel executives, and industrial psychologist.

Group test : The method of group test provides an objective assessment of personality traits or abilities like planning, initiative, cooperativeness, emotional maturity, tolerance, concern for others and sociability, etc. The rating should be done by expert raters on the basis of individual interaction during performance of the specified task. In group task method of selection, the task in

question is not of much importance, but the behaviour and interaction among the candidates are of crucial importance for the purpose of rating, for the selection of executives and supervisors.

In-basket test : A type of simulation applicable to superiors performance that has received a fair amount of attention in recent years is the in-basket test. The test consists of an assortment of items, such as an executive or supervisor might find in an in-basket-letters, reports, memorandum, notes, and related materials. Each candidate taking such a test is confronted with these and has to react to each of the items or note down what action he should take about them. The rating is done based on the following :

- i. The content of behaviour (such as decided to change the duties of the subordinates).
- ii. The study of the behaviour (such as involves subordinates or makes a concluding decision).
- iii. Rating on overall performance by the scores.

The proper content of in-basket-test can reflect relevant leadership dimensions.

Performance work sample test : The tests provide for individuals to perform specific job operations in a controlled testing situation using actual or simulated situations.

Interview : The content of the interview should be such, so that a candidate's background, knowledge, attitudes, mannerism, ability to explain and alertness, etc., could be assessed. The interview should be carried in an amicable manner. The questions which do not have any relevance with the job should be avoided.

Medical examination : To ensure that healthy executives and supervisors should be appointed it is always better to take medical examination of the candidates.

Reference Checking

To be very sure that the information supplied by the candidate is correct, and to seek opinion about the candidates, the management should contact the educational institute, and the organisation where the candidate has previously served.

Appointment

To the selected candidate the appointment letter should be sent and the candidate is expected to give joining report.

Induction

The selected executive or supervisor should be given detailed induction about the duties, responsibilities, facilities, and rules and regulations, and other relevant matters to create proper understanding about the functioning of the organisation. The new recruit should be introduced to all their colleagues. This helps in creating better understanding about the functioning of the organisation. It also helps in developing sense of belonging in the new recruit.