CHAPTER IV

RECRUITMENT - THEORITICAL FRAMEWORK

C H A P T E R - (IV)

RECRUITMENT THEORITICAL FRAMEWORK

Recruitment is the term applied to that phase of personnel administration which is concerned with - reaching out and attracting a supply of people from which to select qualified candidates for job vacancies. An effort is thus made to attract potential employees with the necessary characteristics and in the proper quantities for the job available.A wise and systematic method of recruitment will minimises the costs of - selection and training and result in an effective work force,an in effective method will result in wasted manpower.The use of scientific methodology in selection is essential if we want to find the right man for right job.Scientific procurement and placement is one of the most important function of personnel administration and this encompasses the following subfunctions-*1

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*1-Personnel-A Behavioural Approach to Administration-L.C.Megginsor,Page 166,Richard D.Irwin-1967.

(1) Anticipating personnel requirements.

(2) Determine the nature of personnel and the sources of their recruitment.

(3) Placing the right man on the right job.

(4) Developing educational and training programmes.

(5) Co-ordinating promotions and transfers.

(6) Maintaining the personnel record.

Recruitment including the identification and Education of sources,is the major step in the total staffing process.That process begins with the inventories of capabilities,recruitment,selection,placement and orientation.Recruitment places the human capital of our factories before material capital.Men are required at a given time.It is undesirable to have too many skilled men they have no opportunity to use their skills.- Production also suffers when trained men are needed and they are not available.The purpose of recruitment is to provide an adequate number of applicants for each job opening.So that selection may be made which will provide satisfactory results.

4-1. ANTICIPATING PERSONNEL REQUIREMENT :

In many companies,this aspect is totally ignored and little or no advance planning is done to meet -

future labour requirement.Some of the companies hire a person when an employee leaves or terminated.Such - practices usually prove to be uneconomical and often a poor choice is made.Secondly,due to the immediate - necessary of the company the field of choice becomes rather narrow.Such practices are therefore unsatisfactory.

Forecasting of course not an easy task and sometimes the forecasts furnout to be faulty irrespective of direction or the amount of errors,however any - rational plan is better than a haphazard approach.The plan should be some what flexible,so that necessary changes can be effected with the changing economic conditions.

Thus,when extremes in business are reached,the personnel department will not find itself in an ackword position.Recognising a forecast of labour requirements is with the forecast of sales.On the basis of the sales forecast,a schedule of production for various products is developed.Once the production schedules are completed we know the quantity of the products that will be - produced during a particular span.When the output of various departments is ascertained,the determination of labour requirements is relatively easy.Thus by moving

from the sales forecast to the manufacturing schedules personnel department can estimate the number of workers that they need in the immediate future or during a particular period.

4-2. DETERMINING NATURE OF PERSONNEL REQUIRED :

It is an important stage in the process of - procurement and placement.It is essential for the personal executive to find out the specific nature of the job to be filled,before initiating the process of selection. The personnel analyst has various tools with which it is possible for him to understood nature of the job for which the process of procurement is to be initiated.

To fill a job effectively,it is necessary to - select a condidate whose actual and potential qualifi- -cations match the present and future requirements of job.In short,the personnel characteristics of - "Man Specifications" are required to be determined and they encompass the following.

(a) Physical Specifications.

(b) Mental Specifications.

(c) Emotional and Social Specifications.

(d) Behavioural Specifications.

After determining the manpower requirements and the "Man Specifications" there begins requirements

and hiring procedures.The recruitment procedure can be studied with the help of the following logical steps.

4-3. RECRUITMENT POLICY :

In some places the choices are made easier by - providing general mappower policies of the organisations. They have many implications for recruitment policy - Recruitment policy can make some choices immediately and directly on the basis of such guidelines.It can propose to find and hire some of the hardcone for the jobs/ positions can be made available,family recruitment, employee's security and opportunity to the employees etc. Repid techonological development creat many problems presenting an immediate questions about to meet the now jobs requirement and at the same time maintain favaurable image in the minds of recruits.This policy may further give high priority to the provisions of some jobs for inexperienced hard core unemployment and should also be integrate thinking and working.General manpower policy also sets the entire tone and climate for recruitment policy and practice.Recruitment policy should clearly recognize that in many labour markets,firms not be regarded as generous patrons,offering a needy change to work,but rather something of nuisance.Finally,the -

platform of recruitment policy should prepare continuing evaluation of both policy and practice.To prevent - ineffectiveness of recruitment policy.

It should propose continuing feedback,review research and evaluation.Recruitment policy in its - broadest sense involves a commitment by the Employees to general principles,such as obtaining the most competent individual for each job or filling all jobs with the best qualified persons.In implementing these broad objectives with specific procedures,spells out his recruitment programme.

*Some of the more important points of detail in recruitment policy include the following -

(1) Will promotion from within be utilised.

(2) All relatives of present Employees to be eligible for Employment.

(3) What will company attitude be on Employment of handicaped individuals.

(4) What will company attitude be on Employment of older workers ?

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* Personnel Management and Industrial Relations - - By Dale Yoder,Page No.263, Prentice Hall Pvt.Ltd; New Delhi,1972.

(5) What will company attitude be on hiring members of minority group ?

(6) What will company attitude be hiring part time employees ?

In addition to these basic items,organisational and procedural implementation of policy is necessary, what organisational system will be utilised ?

4-4. ORGANISATION FOR RECRUITMENT :

The specific organisational set up used in recruitment is largely a function of the size of the employing unit.In smaller units,the line official is likely to be changed with his responsibility and to carry it out in addition to his other duties.Recruiting procedure in turn are likely to be informal.While it may not be economical for the small employing unit to creat a specialised recruitment procedure can be - adopted.Hence,the small employing unit should not consider efficient recruitment as something beyond its control or something available only to larger Employers.

In the larger Employing unit,Organisational specialisation is customary,and there is frequently a staff unit attached to the Industrial relations or personnel department commonly called the Employment office.

The advantages of such organisational specialization are evident.They permit given personnel to concentrate upon the recruitment function,and by this concentration, to be come more efficient in the use of various - recruitment techniques and their assessment.The Employ--ment official is still a staff official however,e.g. he receives personnel requisitions from the line he does not originate them himself.And he generally does not have the final word in the acceptance or rejection of a given applicant.This is customarily the right of the supervisor under whom the applicant is to work.But the employment official does have extensice discretion with respect of the sources of manpower that will be tapped and the procedures that will be used in tapping them.

4-5. THE PERSONNEL REQUISITION FORM :

Forecasts for manpower needs of whatever type are translated into manpower demands through the medium of personnel requisition form.While informal methods in which such forms are not used are found in many smaller companies.The tendancy to utilise them is increasing.

In using the form,initial action is taken by the supervisor in whose unit manpower needs appear.While any number of Employees may be requisitioned on a single form for a particular job.Separate requisition must be made out by a unit desiring workers to fill different jobs.Any other procedure invites confusion.

4-6. MANPOWER RESOURCES :

In general, the sources of Employees can be classified into two types, " INTERNAL AND EXTERNAL ". Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer or promotion, increasing the general level of morale, and providing more information about job candiates through analusis of work histories within the organisation. A comprehensive programme of talent inventory and analysis central co-ordination of - hirings and lay-offs in the personnel department, and systematic posting of job opening will contribute much to the success of an internal recruitment - programme.

Careful evaluation of sources and concertration of efforts on those sources found to be most effective for providing Employees with skill or potentials needed will produce the most efficient long results.

(I) INTERNAL SOURCES OR RESOURCES IN THE COMPANY :

(a) Occupational Families, Transfers and Promotions from within :

Conservation and full utilisation of present Employees requires a knowledge of all their jobs, skills, and information on relationships of jobs within the plant.

Use of skill inventory is recommended to aid in development of a comprehensive file of Employee's skills.Such a file provides data which may - reveal many possibilities for horizontal or vertical transfer within the plant.Use of this technique would eliminate to a large extent the all to frequent practice of a company laying off Employees in one department at the same time the recruiters are making determined efforts to - find Employee's with similar qualification for the another department.

Utilisation of this type of inside sources not only ceases recruiting problems,but also has a positive effects on Employee moral.In formation on job relationships must be of course available if effective in plant transfers are to be made.

(b) Recommendations of Present Employees -

Present employees are valuable assets not only as possible candidates for positions at higher levels but because they often refer friends - associates and family members for Employment. When present Employees are asked to recommend new hires,a type of preliminary screening take place.The present employee knows both the company and his acquiantance and presumbles would try to please both.

Implicit in the use of present Employees to attract new personnel are several assumptions regarding benefits.There are also possible

dangers.First,are the assumption that the friends of present Employees are desirable,that they will be good workers and that they will find working with friends designable.These may or may not valid assumptions.Conversely,some critics feel that this procedure in breeding that cliques develop and that the work force becomes harder to handle.

(II) EXTERNAL SOURCES OR OUTSIDE SOURCES :

In spite of the care with which inside sources are reviewed applicants for many positions will not be found among employees from candidates they may recommend. An important part of recruiting programme then must be directed towards external sources.These found generally useful are discussed below :

(a) Mail Applications :

A sizable source for many companies during periods of normal business activity is found among "Walk ins" or "Applicants at the gate" Irrespective of the conditions of labour market provisions should be made for the type of receiption of walk in - applicants that will create a favourable impression,his friends may be attracted to the company when seeking work.

In addition to applicants who personally at the Employment Office,letters of applica--tion are received frequently by larger -

companies.The quality and quantity of such applications will depend on the methods of handling such letters.Promptness in reply is a first requisit.Prompt answers in them--selves suggest efficiency and the favourable impression created may aid in selling the applicant on 'your company over others'.

(b) Application Files :

In many companies the majority of - applicants fill out an application blank as a first step in the Employment procedure. These blanks becomes a part of the personnel file for these who are hired and the - reminder are usually placed in a separate file.If a position is not immediately - available,the above said remaining application blanks are reviewed to determine most likely jobs for which the applicant may be suited,then indexed and filed for future review when job openings of that - type occure in the organisation.

The usefulness of this type of sources depends first of all on how carefully - information is classified indexed and filed. A second requirement is continued maintenance of the files.

(c) Public Employment Service i.e. Employment Exchange :

State Employment Services with branches in all large cities and local representatives in many smaller countries are valuable - source frequently overbooked by employers.

Majority of the Employed manpower registers its name to these offices and this - centralised the largest single source of labour supply in the community in one - agency.

(d) Private Agencies :

Although private or "Fee" Employment agencies have traditionally operated as a privately over business, there are signs of increased development of "Mutual Agencies" (Mostly operating in many foreign countries and not in Indian Context). The former are operated for profit and the Employee usually pays the fee. The mutual agency is usually a nonprofit organisation subsidised by a group of companies to recruit and in many cases to select, applicants for employment.

A basic limitation for such private agencies is that they are commonly local in scope, seldom able to canvass available personnel. Outside their own localities.

(e) Local School Sources :

An effective recruiting programme will include active recruitment from local - Schools, of specialised Employees, apprentices, and trainees for semiskilled and skilled jobs. Vocational highschools and private trade Schools provide and excellent source for apprentices in the skilled trades.

Graduates of business courses in local high-Schools and in private business Schools are valuable source for clerks,typists,steno--graphers,etc.

(f) Colleges and Universities :

Many of the larger corporations maintain special college recruiting departments whose primary mission is the ferroting out of - college graduates in specialised fields and selling them on opportunities with their company.

The most active and competitive recruiting efforts are being conducted to secure - graduates with degrees in Engineering, Chemistery, and other Technical Fields.At the same time,however senior college - students backgrounds in business administra--tion and economics are being actively sought by recruiter.

(g) Competitors :

The manpower of competitors often offers a potential source of trained personnel.

(h) Advertisement :

The "Situation Wanted" advertisement is another source of supply as well as a - recruitment Technique of applicants.

4-7. EFFECTIVE RECRUITMENT TECHNIQUES :

ADVERTISING IN PUBLICATIONS :

One of the most frequently used methods of - recruiting is placement of advertisements in news papers magazines,and trade journals as well as in technical and professional journals.As in any other form of advertising the choice of media,placement and timing of advertisement and appeal,to the reader,all play a decesive role in determining,whether the results of personnel advertising justify the investment.Some are of the opinion that news paper advertising is generally accepted as the most effective generalised appeal.

While some opine that advertisement usually - identifies the common job titled.It includes the specific kind of qualifications experience etc.The advertisement should indicate whether the applicant is expected to call,write or visit the organisation and what of background informations is needed.

BLIND ADVERTISEMENT :

That is advertisements which do not identify the advertisement but ask the reader to write to a post offices or news paper box number should be avoided.

THE TRAVELLING RECRUITS AND DEVELOPMENT OF HIGH SCHOOL AND COLLEGE SOURCES :

Travelling recruits frequently called "Labour Scouts" or "Personnel Scouts", Travelling about usually looking for higher level prospect Engineers,Technicians staff specilities and rare skills.Perhaps the most - widly used type of scouting is in college recruiting. Such recruiting teams tend,to facilitates the screening process,and they frequently enable final selections to be made right on the campus.

RECRUITING BOOKLETS FOR APPLICANTS :

Many large companies prepare special promotional bulletines describing the company,its operations, advantages if offer to the Employees an opportunities for Employment and a life time carrier.The majority of these are distributed among college students who read at their leisure.If it is attractively prepared; it may prove an effective sales piece.

4-8. AUDITING THE RECRUITMENT PROGRAMME :

No matter what recruiting methods are used or what sources of applicants are exploited,a sound long range recruiting programme cannot be developed - effectively unless it is based on careful evaluation of recruitment and sources.

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It is not only enough to discover merely what sources and what techniques are available but it is - even more essential to evaluate them and find which are most valuable.What Sources Provide the most satisfactory employees for various jobs,and what techniques are mot efficient.A sound recruitment programme will appraise each sources and each technique in terms of comparative qualities of the personnel it has provided.

(a) General Evaluation -

A step by step general evaluation procedure is as follows :

(1) Evaluation of present Employees with respect to their job sources.

(2) Determination of sources from which good and poor were recruited and - Techniques used.

(3) Evaluation of the statistical - significance of the sources from which good and poor Employees came. If the difference are significant, then the source (or technique) should be developed or exploited more fully.

(4) Such evaluation should be done by job title,for a good source or technique for one job is not necessarily so far another.

(b) Advertising Evaluation -

News paper advertising is a major cost in the recruiting programme of many companies.The widespread use of advertising recruiting calls for special attention to its evaluation,if - money is to be spent wisely and if most effective results are to be obtained.

Experiment have shown that one news paper is often much productive than another.

When the same advertisement appears in several papers, it is possible to plot number of replies against cost per reply using colours to denote the day of insertion and the news paper.

4-9. APPLICATION BLANK :

The application blank or the application form is a traditional, widely accepted device for recording information on such bigraphic items as age material status and number of dependents previous education and trainning, previous work experience, including nature of duties, salary, length of time on the job and reasons for leaving, and such personnel items as association membership police records, if any outstanding debts etc. It also tests "the ability to write, to organise his thought and present facts clearly and successfully. The information recorded on the application blank provides interview with leads and points of departure for a formal job interview, and it provides the company with data for its permanent employee records. The application blank indicates further, whether the - applicant has consistently progressed to better jobs and whether education and occupational experience have been logically patterned.

The application blank can be used as formal test, with the various questions weighted and recorded - according to their productive value.A statistical analysis is made of the candidates who have previously filled out these blanks.Weights are assigned to each such factors a type of work,experience,size of family age and sex,and these scores are then compared to work records of those previously finded.Scores are then computed from the applications of the newly people and matched against the scores of employees with good tennure and performance records.

Often refrences are to be listed in the application though these may be of limited value because most people named will provide very favourable refrences, being given to handicap the applicant in finding Employment.There is very low co-relation between ratings given by refrences and observed job performance. Further more,it almost no relationship between their full report and what they put on a short refrence - form.

4-10. TESTS AND INTERVIEWS :

(A) TESTS :

Two of the more important screening devices used

in hiring procedure are psychological tests and - employment interviews,Both are these quite complex in substance and difficult to utilise property.

Tests have been developed in an effort to find more objective means of measuring the qualifications of job applicants,as well as for use with employees who are candidates for promotion.One of the major advantages is that they may recover qualifications and talents that would not be detected by interviews or by listings of education and job experience.Tests - seeks to eliminate the possibility that the prejudice of interviewer or supervisor,instead of potential ability well govern selection decision.

BASIC PRINCIPLES OF TESTING*:

(1) One of the first principles of testing is that tests must be selected or designed on the basis of a sound job analysis programme.

(2) The tests selected or designed for use is reliable instrument.

(3) Test selected or designed must possess the characteristics of validity.

TYPES OF TESTS :

(i) Intelligence Tests :

The intelligence test is probably the most widely administeared standardised test

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*-Personnel Management By Aurn Monappa and Mirza Saiyadain.Tata MC-G,Raw Hall Publishing House, New Delhi,1980.

in industry.On the assumption that quick learning alert,bright people can learn almost any job more quickly than those who are less well endowed,many companies used general intelligence tests.The most reliable intelligence tests requires many hours of careful professional administration.Most organisations make use of shorter paper and pencil tests which give a rough approxima--tion of the I.Q.of the applicant.

(ii) Aptitude Tests :

Whereas intelligence is frequently defined as a general trait,an aptitude is more specific capacity.Aptitude tests - measure whether an individual has the capacity or latent ability to learn a given job if he is given adequate training.

(iii) Achievement Tests :

Whereas aptitude is a capacity to learn in the future,achievement is concerned with what one has accomplished.When - applicants claim to know something on achievement test is given to measure how well they know it.Trade tests are the most common type to achievement tests given.

(iv) Personality Tests :

The importance of personality to job success is undesirable.Often an individual who possesses the intelligence,aptitude, and experience for a certain jobs has failed because of his inability to get along with the motivate other people.

Personality test seek to assess an indivi--dual's motivation adjustment to the - stresses of every day life,capacity for interpersonal relations and selfimage. These are expressed in terms of the relative significance of such traits within the - person as self confidence,ambition,- decisiveness,optimism,patience,fear and distent.

(B) INTERVIEWS :

The interview,unlike the application blank,is a selection technique that enables the person responsible for hiring to view the total individual and to appraise the person and his behaviour directly.The objective of the interview is to measure the applicant against the specific requirements of the job and to decide whether there will be a good fit.It also permit the applicant to ask questions about the organisation and the job.The interview is a flexible tool,it can be used for many different types of job with different kinds of personality.It can emphasise the applicants formal qualification or seek to plumb the depths of his personality.

Ideally,the interview provides the valid sample of the applicants behaviour.Even though the applicant is 'On guard' careful to present the best picture

possible,the skilled interviewer can draw him out for more successfully than an application blank.Further more,the interviewer can uncover dues to the kinds of situation he finds trouble some and satisfying using the information recorded on the application blank as a spring board,the interviewer can guide the applicant into explaining why certain jobs appeal to him and - others do not,and into speaking freely about influence of family and educational experience.By getting the applicant to talk about himself,the interviewer can guage the candidates level of aspiration his ability to deal with interpersonal situations and,his readiness to take the initiative in conversation and in dealing with strangers.

(C) MEDICAL OR PHYSICAL EXAMINATION :

A selective device used almost universally is the physical examination.Most firms and public agencies - require that an applicant have physical examination before he can accepted for employment.

In earlier practice,the applicant has to "PASS" his physical.This meant in general,that he must be certified as in good health.

The purpose should be to eliminate applicants, but to discover what jobs they are qualified to fill.

The examination should disclose the physical character--istics of the individual that are significant from the stand point of his efficient performance of the job he may enter or of those jobs to which he may - reasonably expect to be transferred or promoted.It should note deficiencies not as a basis for rejection but as indicating restrictions on his transfers to - various positions.

Current practice facilities such a matching of physical requirements and physical qualifications by a special phase of job analysis that describes "physical demands" of the job.At the some time the physical examination of candidates indentifies physical - capacities.

4-11. REFERENCE CHECKING :

Most application forms include a request for the names of references,and some selection procedure ask candidates to provide letters of recommendation. Reference Checking is an excellent adjunt to other selection methods because it provides information on behaviour not traits,and because the behaviour - evaluated has been observed.

Valuable information can be obtained from previous employees and schools.Telephone calls and

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personal visits are some time used in an attempt to elicit more objective replies.Most firms,however,use correspondence for this purpose.Such correspondence may seek to verify specific parts of the applicants reported work history,such as date of employment,job duties,wages etc.It may also seek an evaluation as rating of the employees.

4-12. PLACEMENT :

The applicant who clears all the hardles is presumbly offered a job.Final acceptance,for production workers usually depends on the approval of the - supervisor with whom he will work.In some practice, the approval is secured early in the selection process as one of the crucial steps,thus preventing the needless testing and interviewing and reference questioning of applicants who may ultimately be rejected at the point of hiring.

Practice on placement has become some what more formal as general policy has become to place more importance on the attitudes of all employees.Efforts is made to gain the favourable reaction of fellow workers,so that the new recruit is welcomed to the work group.

Some larger firms provides a formal orientation trainning programme.Other assigns responsibility for

orientation to the supervisor.

A wide variety of printed material, employee handbooks, etc. may be distributed to recruits to help them visualize the entire firms operations and its objectives.

4-13. FOLLOW UP :

The selection process is not over when the new employee reports to his supervisor. The problem still remains as to whether a mistake in selection or - placement may have been made. Most organisations there--fore provide for a total period of 60 or 90 days or as much as six months or a year for a higher level positions during which the new employee may be dis--charged without any formal procedure. The trial period is necessary because of the in-evitability of errors in even the best recruitment, selection and placement programme.

4-14. RECRUITMENT PROCEDURE IN MASCHINENFABRIK POLYGRAPH (INDIA) LIMITED : KOLHAPUR :

The company has written recruitment policy. Recruitments are made through the "Personnel Department" The policy of the company in respect of recruitment may be stated as under :

(a) The company makes recruitment according to the "Manpower Planning" done at the end of every accounting year for next year.

(b) Manpower Planning requirements taken according to the proposed development Plans of each Department.

(c) The company prefers male candidates except for certain posts like receptionists, telephone operator, typists, etc. Wherein female candidates are preferred.

(d) It is the policy of the Management to recruitment only young and fresh candidates who are below 25 age. Because Management wants to mould them according to the - working conditions of an organisation.

(e) At the time of recruitment company gives preference generally to local candidates i.e. Kolhapur and Kolhapur region.

(f) To hire persons on the basis of qualifica--tions including such items as ability, education, aptitude, experience, extra-curricular activities such as sports.

Regular Advertisements are given to find out candidates from extrenal sources.

4-15. ORGANISATION OF RECRUITMENT :

There is a separate "Personnel Department" with a "Personnel Officer" incharge of it. The Personnel Officer looks after all the recruitment matters of the company in co-operation with the departmental heads and the General Manager and Chief Executives.

4-16. PERSONNEL REQUISITION FORM :

The needs of the company are of two types -

(i) Replacement of persons who resign or are terminated.

(ii) Creation of new vacancies subject to overall approval of the Management.

The procedure in both the cases is -

(a) Filling in the resquisition form to gether with justification for the - recruitment.

(b) Copies of the "Requisition Form" are sent -

(i) Industrial Engineering Department.

(ii) Personnel Department.

Screening is done by the Industrial Engineering Department.The Industrial Engineering Department study the "Work-Load" of the Department which has sent requisition form.The work-load is studied with the help of "Work-measurement" techniques.On the basis of this study the strength of that particular Department is decided.If the Department has excess strength than required,then this strength is internally transferred, to other suitable Department.If the strength is adequate they retain it,And if the strength is - inadequate then new people are filled in either through internal transfer or recruiting new people.

Now when a particular Department sends in Requisition Form, the Industrial Engineering Department

studies whether really the Department in question - needs additional manpower or not.If the requision is justified the Industrial Engineering Department sends its report to the Personnel Department.The personnel Department.The Personnel Department puts forth this report along with the remarks to the committee - appointed by General Manager.The committee approves the required manpower and the personnel Department is given further instructions regarding the requirement of manpower.

4-17. MANPOWER RESOURCES OF THE COMPANY :

The companies manpower sources can be divided into two -

(a) Internal.

(b) External.

(a) INTERNAL :

The internal sources can further be studied under the following headings -

(i) Internal Transfers :

Whenever a Department requires additional Manpower then the additional manpower is filled in by the internal transfers.

Employees of the Department are transferred to another Department.Such transfers are 0.5 % of the total recruitment.

(ii) Promotions :

Whenever a post is vacant the company tries to fill it by giving promotions to the juniors,either of that Department or by transferring on promotion some one - from other Department,Such promotions are 90 @ .

(iii) Recommendations of present Employees :

Present Employees are valuable assets and only as possible candidates for a vacant positions,but they often refer friends, relatives etc.for employments.The company has a policy of giving preferences to such references by present Employees,provided they fulfill other requirements.

(b) EXTERNAL SOURCES :

Nearly 90 % of the total posts that are required to be filled by extrenal sources -

The extrenal sources of the company for - recruitment are -

(i) Application Files :

A record of all the persons who were - previously rejected for some or other

reasons.When posts are vacant these persons are called in for written test and or interview and from that lot the selection is made.

(ii) Engineering College :

The Personnel Officer and the Chief Engineer of the company often visits the Engineering Colleges and conduct written tests and mechanical,electrical engineer and the students who are selected are placed in the company.

(iii) Local Schools and Technical Institute like I.T.I. :

These are the main sources for the - semiskilled and unskilled workers and apprentice trainees etc.

(iv) Employment Exchange :

To recruit fresh graduates,experienced clerks and engineers,the company approaches to the District Employment Exchange as well as University Employment Guidance Centres.

(v) Temporary Employment :

Whenever workers are required the company scrutinizes in a general way.The company not actually uses "Badli Workers" but instead of this Temporary Employment are created for unskilled workers.

(vi) Labour Contractors :

Labour Contractors provides contract labourers whenever necessary.The company never uses this method for production purpose.But if there is any other type of work which is occasional such as - construction,etc.company apply this - method.

4-18. THE SELECTION PROCEDURE IN MASCHINENFABRIK POLYGRAPH (INDIA) LIMITED :

The Selection procedure commences when the Company receives applications for the posts,in - response to their advertisement.

The applications are sorted according to the requirements of the job.Applications which fulfill the job requirements are seperated from the lot an filed.It is generally done by "Personnel Officer". Each such selected applicant is sent a letter - informing him to appear for the written test and or interview.For certain post written test and interview are taken.But mainly company emphasis on interview.

(A) INTERVIEW :

The candidates are called for interview. For certain posts like turner,fitter,draughtsman etc. The

Personnel Officer takes the Preliminary interview in which questions seeking information regarding candidates age, family background, academic qualifications etc. are asked. Then the candidate is sent to the particular Departmental head who takes through and interview and asks questions regarding the particular subject.

(B) PRACTICAL TEST OR MECHANICAL APTITUDE TEST :

For certain posts like apprentice, machinists, mechanics, maintenance workers and mechanical technicians, etc. are selected through this type of practical test or Mechanical Aptitude Test. With the help of this test the company measures the capacity of a candidate to learn a particular type of mechanical work and - knowledge of candidate about mechanical matter.

The candidate is rated for his behaviour, personality, educational background, hobbies, performance, in interview, practical test, etc. For this purpose they are using "Merit Rating" form.

Those who cross the hurdle of the personal interview are called for medical examination. Certain jobs require unusal stamina, strength or tolerance of hard working conditions. A Medical examination reveals whether or not a candidate possesses these qualities. Company has approved a Medical Officer for this purpose.

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Candidate who pass the Medical Test are put for apprentice training or on the job training.The training period varies from three months to six months.The candidate who successfully complete their training period are made permanent.At the time of confirmation they use "Merit Rating" form.

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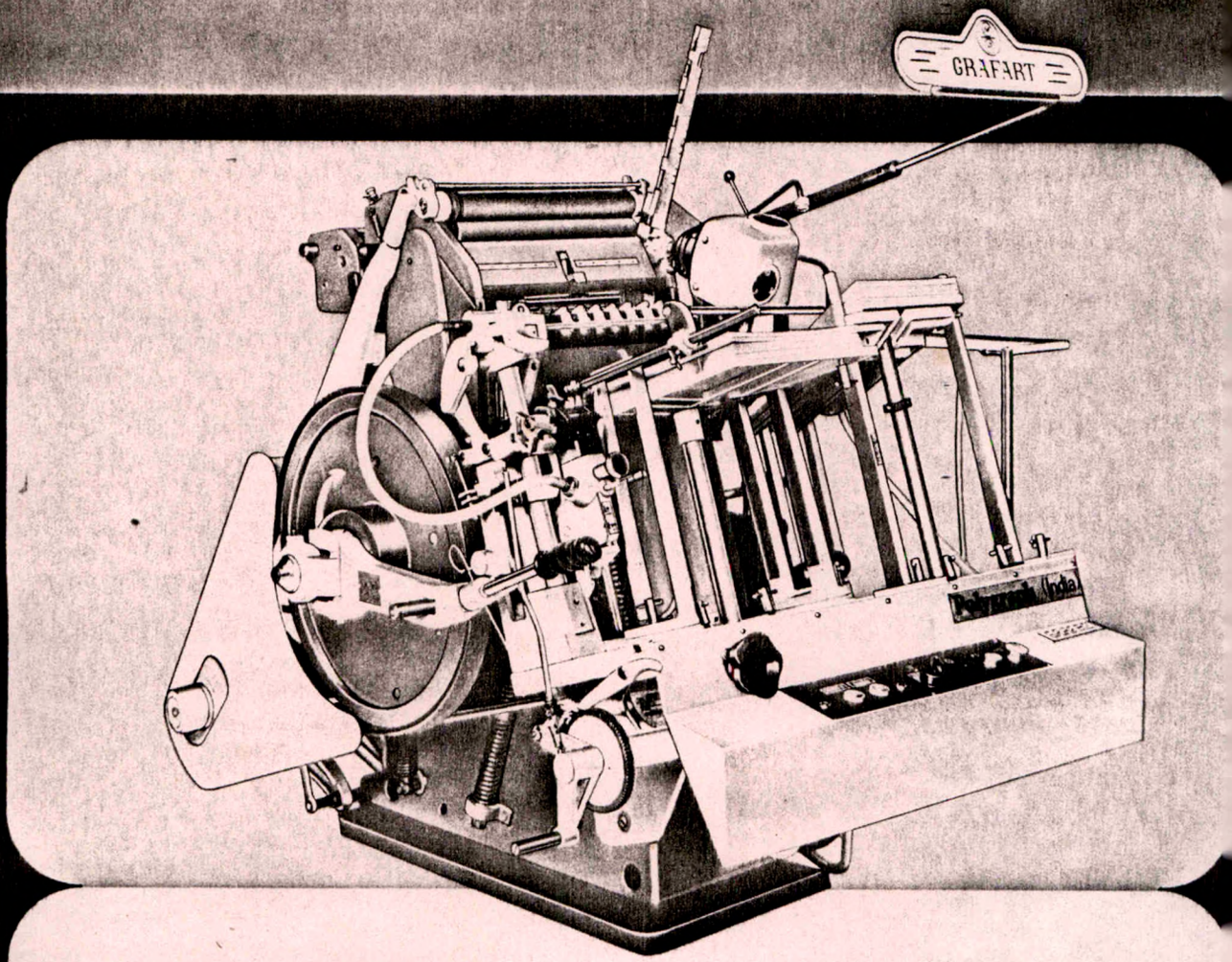

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In addition to conventional printing the machine can also be adapted for Foil Stamping with an aid of Foil Stamping Attachment.