

C H A P T E R - V I

RECRUITMENT PROCEDURES IN MENON AND MENON PVT.LTD.
- KOLHAPUR

The company has no written recruitment policies. The Labour Officer is conveyed orally regarding the recruitment policies of the company. The policies of the company in respect of recruitment may be stated as under :-

a) The company prefers make candidates except for certain posts like receptionists, typists, secretaries wherein, female candidates are preferred.

b) No application is to be discriminated against or given preference because of race, religion creed, national origin, political beliefs or union membership or activity.

c) To hire persons on the basis of qualifications including such items as ability, availability, capability, aptitude, experience, education, health and willingness to work.

d) The company has no internal recruitment policy.

Regular advertisements are given to find out candidates from external sources.

6.1 ORGANIZATION FOR RECRUITMENT :

There is a separate personnel department with a personnel officer incharge of it. The personnel officer looks after the all the recruitment matters of the company in co- operation with the departmental heads and the General Manager and Chief Executive.

6.2 PERSONNEL REQUISITION FORM :

The needs of the company are of two types :

1. Replacement of persons who resign or are terminated.
2. Creation of new vacancies subject to overall approval of the management.

The procedure in both the cases is :

- a) Filling in the requisition form together with justification for the recruitment.

(A specimen of the company's Requisition form and justification form is given in the Appendix).

- ii) Copies of the "Requisition Form are sent -
 - a) Industrial Engineering Department.
 - b) 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 strengths 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 transfers 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 requisition is justified, the Industrial Engineering Department sends its report to the Personnel Department. The Personnel Department puts forth this report along with the remarks to the committee appointed by the General Manager. The committee approves the required manpower and the personnel department is given further instructions regarding the requirement of the manpower.

6.3 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 than the additional manpower is filled in by the internal transfers. Employees of one department are transferred to another department. Such transfers are only 2% of the total recruitment.

ii) Promotion :

Whenever a post is vacant the company tries to fill it by giving promotions to the juniors, either of that department by transferring on promotion someone from other departments. Such promotions are 8% of the total recruitment.

iii) Recommendations of Present Employees :

Present employees are valuable assets and only as possible candidates for vacant positions, but they

often refer friends, relatives etc. for employments. The company has a policy of giving preference to such reference by present employees, provided they fulfill other requirements.

b) External Sources :

Nearly 90% of the total posts that are required are filled by external sources -

The external sources for the recruitment of the company 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 tests and / or interview and from that lot the selection is made.

ii) Engineering Colleges :

The personnel officer and the Chief Engineer of the company often visit the engineering colleges and conduct written and interviews of the final year mechanical, electrical and automobile engineers and the students who are selected are placed in the company.

iv) Local Schools and Technical Institute like I.T.I.

These are the main sources for semi skilled and unskilled workers and apprentice trainees etc.

v) Employment Exchange :

To recruit fresh B.Sc. graduates, experienced clerks and Engineers, the company approaches to the district employment exchange as well as University Employment Guidance Centres.

vi) Recruitment at the Factory Gates :

Whenever workers are required, the foreman or the departmental managers scrutinizes in a general way, the people who are available at the gate and recruits the necessary number. There is " badli " workers register. If there is permanent vacancy, recruitment may be made from amongst the badli workers.

vii) Labour Contractors :

Labour Contractors provides contract labourers whenever necessary.

viii) Advertising the post :

The company usually not advertiser the vacant posts.

6.4 THE SELECTION PROCEDURE IN MENON AND MENON PVT.LTD.

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 separated from the lot and filed. It is generally done by the General Manager and the Labour Officer. Each such selected applicant is sent a letter informing him to appear for the written test and/or interview.

For certain posts like apprentice trainees and commercial apprentices both written test and interview are taken.

a) Written Tests :

The written test for apprentice trainees contains of mathematics, physics chemistry and general knowledge. While written test for commercial apprentice containing general English, accountancy and maths, and general knowledge.

b) Interview :

When the written test papers are assessed the successful candidates are called for the interview.

The interviews are conducted in two ways.

For certain posts like turner, fitter draughtsman etc. the personnel officer takes the preliminary interview in which questions seeking information regarding the 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 particulars subject.

While secondly for the certain posts e.g. apprentice engineers and commercial apprentice a committee is formed. The committee consists of General Manager, Personnel Manager, Executive Engineer and Departmental Head.

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

Those who cross the hurdle of the personal interview are called for the medical examination wherein the company's director examine the general physical health, eyesight etc.

Candidates who pass the medical test are

put for apprentice training or on the Job Training. The period of training varies from 3 months to 6 months. The candidates who successfully complete their training period are made permanent. At the time of confirmation they use another " Merit Rating" form.