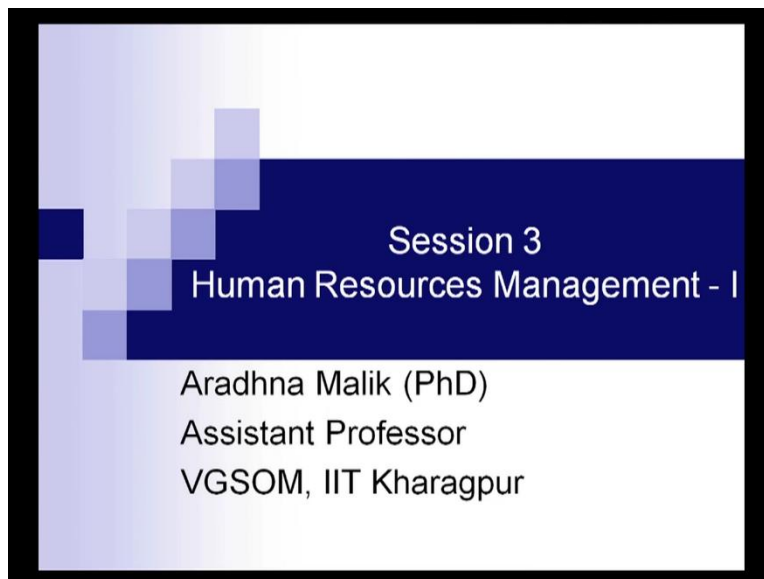


Principles of Human Resource Management
Prof. Aradhna Malik
Vinod Gupta School of Management
Indian Institute of Technology - Kharagpur

Module No. #01
Lecture No. #03
Employee Testing and Selection

Welcome back to the third session in Human Resources Management. The course in human resources management, being offered through, IIT, Kharagpur. My name is Aradhna Malik. I am an assistant professor in the, in Vinod Gupta school of management, at IIT, Kharagpur. So, I am going to be helping you, through this course. We are now in, on session 3. We have till now talked about various things, related to human resources. We have discussed, what human resources is, what the field is? We have also talked about, job analysis. We have talked about, what job means? We have talked about, what human resources managers do? We have also discussed in the last session, how to analyze jobs. So, little bit of revision here.

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Sources

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Some sources that, I will be using today are, this book called, Business Communication Design by Pamela Angell. And, you will wonder, why I am using a book by, a book on business communication. You will see, as we go along, why this is necessary. So, I have tried to bring together, the best possible collection of inputs, from various experts, from all over the world. Then, there is a book by, Briscoe on International Human Resources Management. There is another book by, Cascio, that we use in our classes. Then, there is another book by, Gomez-Mejia, Balkin, and Cardy. And, there is a book by, Pande and Basak, that gives us inputs about, the Human Resources in Indian context. So, these books have been used for the class that I will be teaching you today.

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Basic Concepts (Cascio, 2003; Gomez-Mejia, Balkin & Cardy, 2012)

- **Business processes:** "Value adding, value creating activities such as product development, customer service, & order fulfilment"
- **Business process re-engineering:** "Fundamental re-thinking & radical re-design of business processes to achieve dramatic improvements in cost, quality, service, & speed."
- **Job design:** "The process of organizing work into the tasks required to perform a specific job"
- **Job analysis:** The process of obtaining information about jobs
- **Job description:** An overall written summary of task requirements
- **Job specification:** An overall written summary of worker requirements
- **Work flow:** "The way we work is organized to meet the organization's production or service goals."
- **Work flow analysis:** "Exam[in]ation of] how work creates or adds value to the ongoing business processes"

Little bit of revision about the basic concepts. We talked about business processes, we talked about business process re-engineering, we talked a little bit about job design, we talked about job analysis, we did not get a chance to talk about job description. And, I will do that today. Job specification is part of job description. Workflow, we did refer to workflow last time. And, workflow analysis, which is an examination of, how work creates or adds value, to the ongoing business processes.

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Guidelines for conducting a job analysis
(Gomez-Mejia, Balkin & Cardy, 2012)

- Determine the desired applications of the job analysis
- Select the jobs to be analyzed
- Gather the job information
- Verify the accuracy of the job information
- Document the job analysis by writing a job description

So, we were talking about, job analysis, last time. One thing that, I missed telling you was, how do you conduct job analysis, how do you carry out job analysis. In order to, conduct job analysis, the first thing, we need to do is, determine the desired applications of the job analysis. What is it,

that we are aiming to do. What is it, that we want done. Job analysis refers, to the different parts, the different steps of any job, or any task, that we want accomplished. So, we need to first identify the task, that we want accomplished. Then, we need to find out, which of those steps needs analysis. All the steps, may not need analysis.

But, some of the steps may be, more complex than others, that may need to be analyzed. That may need, to be probed in further, to find out, how we can use the different aspects, the different attributes of jobs, to evaluate our employees. And then, gather the job information, find out as much as we can, about the jobs that we are analyzing, verify the accuracy of job information. I told you about, some of the techniques, we used to analyze jobs. Interviewing workers, observing things, doing things ourselves. So, we also need to verify, the accuracy of job descriptions.

For example, people, who do not routinely work after office hours, may find it very engaging, may find it very interesting, may find it very soothing, to work till late hours in the night, or may find it very helpful to come early in the morning, and start their day early. But, they may not want to do it on a regular basis. So, we cannot really consider, that information in toto. We cannot really take, that information at face value.

Yes, some people might enjoy coming to work early. But, there might be others, who might need to devote all those morning hours, to taking care of their families. May be, there are children, who need to be dropped to school. May be, there are parents, who need to be fed in the morning, ageing parents living at home. So, their needs also, need to be taken into account.

May be, there is somebody, who was very focused on his or her own health, and that is an extremely important. We put ourselves last in a collectivistic society, in a community oriented society like India. We are taught to put our needs last, why, I do not understand. So, there may be some of us, who really consider taking care of our own health, as very important. And, for those of us, coming to work early, may be taking the time away, from our routines off, from our fitness routines, from the time that, we need to spend on ourselves. And, that may not be acceptable, to a lot of people.

There are some people, who cannot do their work properly, till they sit and meditate, in the morning for, 10, 15, 20 minutes, 30 minutes. Sometimes, an hour. So, all that needs to be considered. I am not saying that, this is the only thing. But then, seeing things from the perspective of the person, who is actually doing the job is, as important as, doing the job yourself. For a little bit of time in finding out, how it is done, and getting the opinions of others, who are observing the job. I will give you an example of this.

Again, I am a big fan of the Indian armed forces. And, I know for a fact, and of course, some members of my family are still serving in the armed forces. And, I know for a fact that, in the Indian armed forces, the training begins, the training of officers begins, with them being put in the roles of the very people, they are going to supervise, as in time to come. So, they start out as soldier trainees.

In their training period, they train as soldiers. They live in their barracks. They, a senior soldier is appointed to help them, to train them on polishing their shoes. Wearing the uniform dried, putting different parts of their uniform together, ironing clothes, then they stand along with their soldiers, in the fields, late at night. They go for night duty. They do everything, that the frontline soldiers do, for a specified period of time. Then, they move on to the next rank, and the next rank, and the next rank. And then finally, they graduate as, officers of the Indian army.

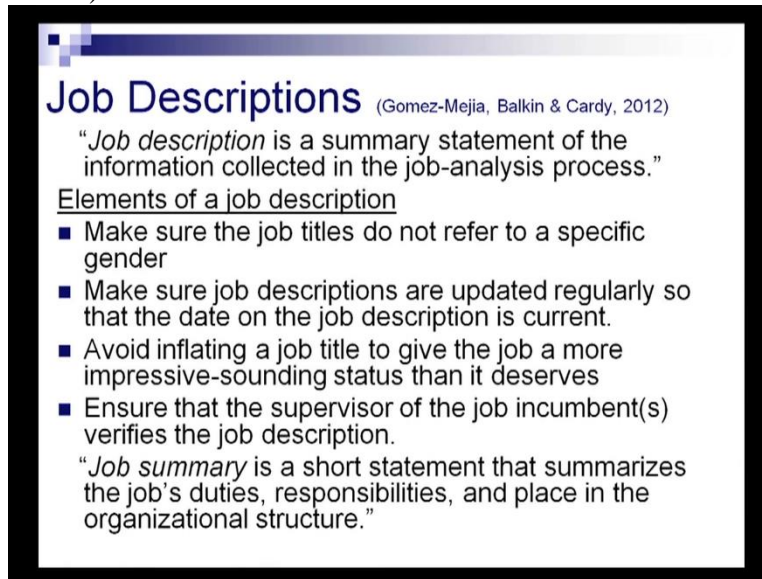
I know this, my father served in the army, and he has given me this information. So, I know that, it is authentic, and it is the way, it is done. It is the way, it used to be done, many years ago, but I am sure, the same thing is done. And, the reason for that is, that they really need to put in themselves, in the shoes of the people, they are going to supervise, and the shoes of the people, who are going to die at their orders.

So, they need to put themselves, in the shoes of these people. So, it is important, to see a job from different perspectives, as an officer, as a soldier, as a supervisor, as a person, just observing things. And then, form a complete understanding of, how things are done. And, what is required? When we are doing, what these people are doing. When, we are in the same position, as the persons we are going to supervise are. Then, we realize, the nitty-gritties of their needs. And

then, we really find out, what we can do to make their lives comfortable, and to enhance their commitment, towards their jobs.

Some guidelines, verify the accuracy of job information. Document the job analysis, by writing a job description.

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Job Descriptions (Gomez-Mejia, Balkin & Cardy, 2012)

“*Job description* is a summary statement of the information collected in the job-analysis process.”

Elements of a job description

- Make sure the job titles do not refer to a specific gender
- Make sure job descriptions are updated regularly so that the date on the job description is current.
- Avoid inflating a job title to give the job a more impressive-sounding status than it deserves
- Ensure that the supervisor of the job incumbent(s) verifies the job description.

“*Job summary* is a short statement that summarizes the job’s duties, responsibilities, and place in the organizational structure.”

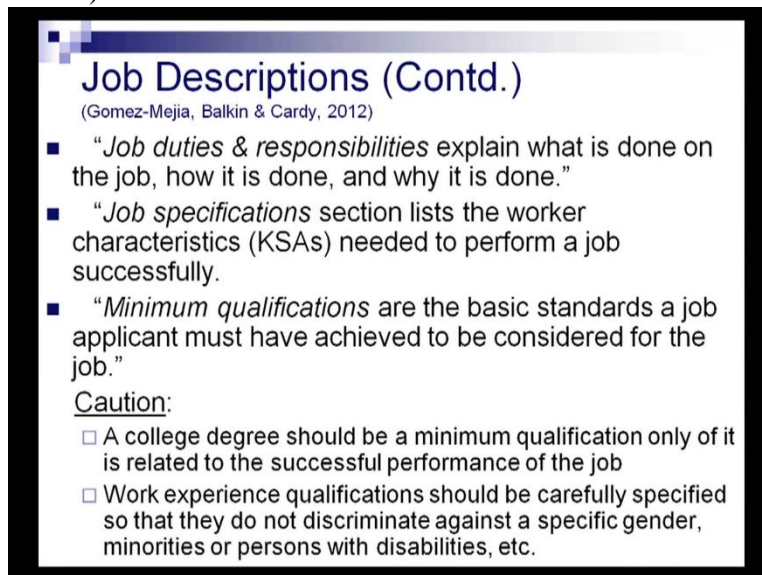
What is a job description? Job description is a summary statement of the information, collected in the job analysis process. So, make sure, the elements of a job description. When we write a job description, we need to be careful of a few things. We need to make sure, the job titles do not refer to a specific gender. Very important in this day and age. Being a woman, I know, that anything, that either elevates the status of women, beyond a certain limit, or brings it down, is not acceptable.

We are, if I am an employee- I am an employee. I do not want to be referred to, as a female employee of an organization. No, I am doing the same thing, that my male counterparts are doing. And, I am doing it better, I know. Make sure, job descriptions are updated regularly. So, that the date on the job description is current. Avoid inflating a job title to give the job, a more impressive sounding status, than it deserves. Again, this is being done, these days. But, it is not, it does not seem very ethical.

So, a sales man became a salesperson, which is okay. Its gender neutral. But then, salesperson, became a sales executive, sales manager. I mean, so and again, I am sure, there are other descriptions to these titles. But then, it results in unnecessary title inflation, just to make people feel good. We should at least, I think, it is very important to present things, just as they are.

Ensure that, the supervisor of the job incumbent, verifies the job description. The immediate supervisor of the position, that is being advertised, should verify, should approve the job description and the job posting. Job summary is a short statement, that summarizes the jobs, duties, responsibilities, and place in the organizational structure. it is very important for us, to tell people, where they will be in the structure of the organization, and it should be mentioned in the job description.

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Job Descriptions (Contd.)
(Gomez-Mejia, Balkin & Cardy, 2012)

- “*Job duties & responsibilities* explain what is done on the job, how it is done, and why it is done.”
- “*Job specifications* section lists the worker characteristics (KSAs) needed to perform a job successfully.
- “*Minimum qualifications* are the basic standards a job applicant must have achieved to be considered for the job.”

Caution:

- A college degree should be a minimum qualification only if it is related to the successful performance of the job
- Work experience qualifications should be carefully specified so that they do not discriminate against a specific gender, minorities or persons with disabilities, etc.

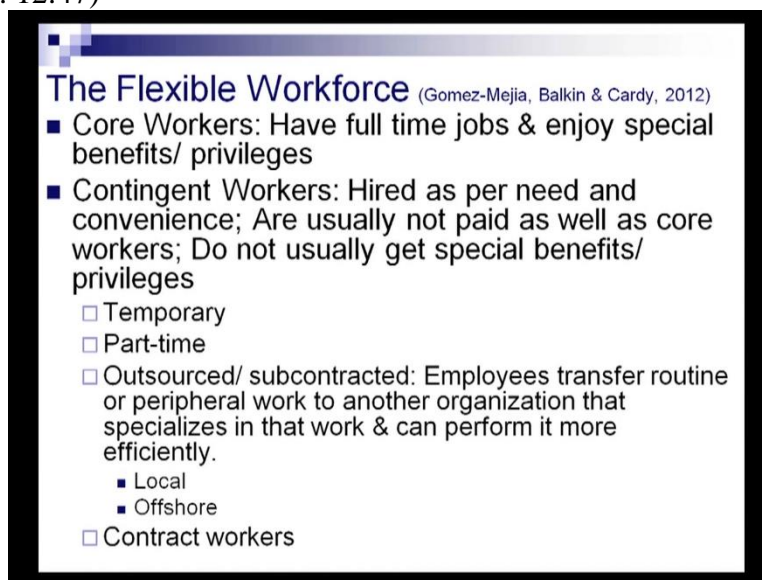
Job duties and responsibilities explain, what is done on the job? how it is done? why it is done? Job specifications section, lists the worker characteristics, knowledge, skills, and abilities, needed to perform a job, successfully. And minimum qualifications, are the basic standards, a job applicant must have achieved, to be considered for the job.

Again, when we talk about minimum qualifications, we should not ask people, we should not keep a degree, as the minimum qualifying feature, unless that degree is going to be used. Then, you will say, how do you screen people. They will say this, I know so-and-so software, but they

do not. And, we do not have time, maybe for initial screening. We need to specify, okay, you need to be a graduate or whatever.

But then, in skill based jobs, especially if a person is able to demonstrate her or his skill, in a particular field, then that should be given more weightage than, just the possession of a degree. Work experience, qualifications, should be carefully specified. So, that they do not discriminate against, a specific gender, minorities, or persons with disabilities, etcetera. I will cover this more, when we talk about interviewing.

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The Flexible Workforce (Gomez-Mejia, Balkin & Cardy, 2012)

- Core Workers: Have full time jobs & enjoy special benefits/ privileges
- Contingent Workers: Hired as per need and convenience; Are usually not paid as well as core workers; Do not usually get special benefits/ privileges
 - Temporary
 - Part-time
 - Outsourced/ subcontracted: Employees transfer routine or peripheral work to another organization that specializes in that work & can perform it more efficiently.
 - Local
 - Offshore
 - Contract workers

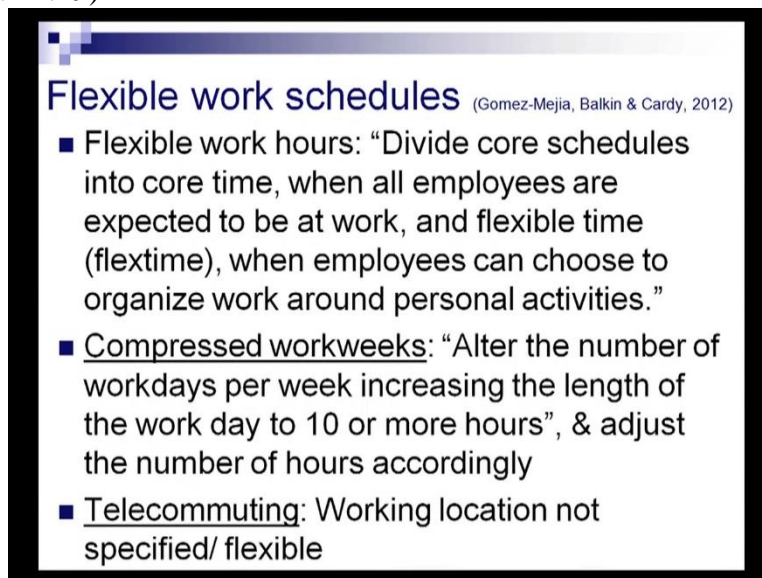
Flexibility in work environments. We have core workers. We have contingent workers. Core workers are people, who have worked full-time. Contingent workers are people, who are hired, as per need and convenience. And, they are usually, not paid as well as core workers. So, different types of contingent workers, are temporary workers, there are part-time workers, we could have outsourced or subcontracted worker's. Employees transfer, routine or peripheral work to another organization, that specializes in that work. So, we outsource it.

Back office operations of very large multinational companies in the west, have been outsourced to companies, where cheaper labor is available. Qualified, but less expensive labor is available, and that is outsourcing. So, you just take it out of, either your domain, outsourcing could be local or off shoring. Local means, within the same country. Off shoring means, you take the entire

operations, you take one entire unit of your organization, and have somebody in another country, do that work for you. We all see this in our daily lives.

Contract workers are another form of the contingent workers. We hire people on contract, for a specified period of time, or till the end of the job, or till the job is complete. And, we said, this is what you need to do, this is the amount of time. This the amount of money, I will give you. No benefits, no frills, lump sum is decided. So, various ways in which, we hire contingent workers.

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Flexible work schedules (Gomez-Mejia, Balkin & Cardy, 2012)

- Flexible work hours: “Divide core schedules into core time, when all employees are expected to be at work, and flexible time (flextime), when employees can choose to organize work around personal activities.”
- Compressed workweeks: “Alter the number of workdays per week increasing the length of the work day to 10 or more hours”, & adjust the number of hours accordingly
- Telecommuting: Working location not specified/ flexible

Some flexible work schedules are, we have either flexible work hours, we have compressed workweeks, flexi hours, divided core schedules. So, we say, okay, you can do your work, as and when, you can. And, we will not put a timeline, or compressed workweeks, or that you have to work. Compressed workweeks is actually, a modification of flexi work hours, where you are supposed to work for about 40 hours in a week.

And if you can manage to complete, those 40 hours, in 3 1/2 days, you get the other 3 1/2 days off. You do 12 hours each, on the first three days. So, that makes a 36 hours. The third day, you do 4 hours in the morning, and you are done. And, then you have half a week off, to do something else.

Telecommuting. Again, the working location is not specified. It is flexible, you can do your work from home, that is telecommuting.

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Forecasting workforce demand
(Cascio, 2003)

- Factors affecting the forecasting of workforce demand
 - Changes in technology
 - Consumer attitudes and patterns of buying behavior
 - Local, national, and international economies
 - Number, size, and types of contracts won or lost
 - Government regulations that might open new markets or close off old ones
 - ...

How do you forecast, workforce demand? Some factors, that affect the forecasting a workforce demand, we need to project. We need to find out, how many people will be working for us. So, some things, that affect this forecasting, are changes in technology. We again, how many people might be asking for telecommuting. We have consumer attitudes and patterns of buying behavior.

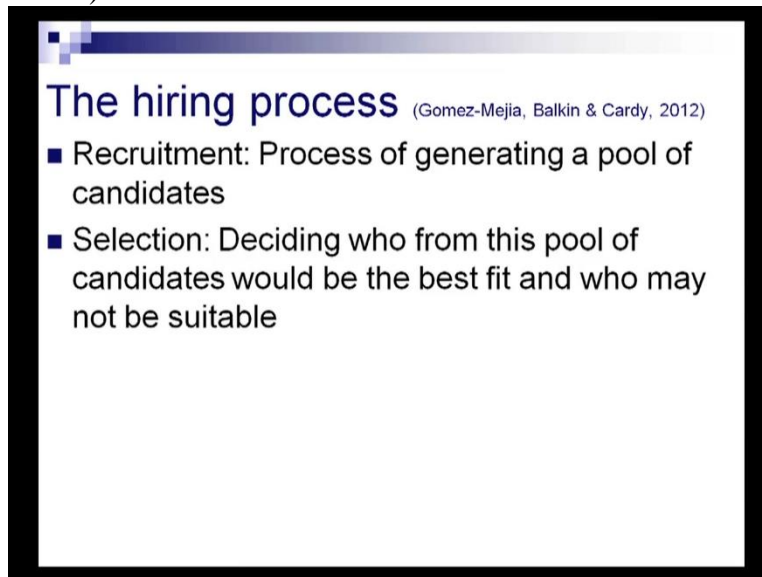
How people will buy things? We may not need to open, so many stores. Why because, especially for books, we do not need, so many. You know the stores, old stores, even in the west like, Barnes and Noble, Tattered Cover. They are all closing down. Because, people have started buying a lot of books, online. They are cheaper. They are easily available. They reach their doorsteps. So, they do not actually, spend a lot of money.

It does take away, the pleasure of going to a bookstore, browsing through books, and touching, physically feeling the book, and enjoying that feel. But then, if you really need a book, you do not need to visit a bookstore, anymore. Textbooks are available online. So, all those stores are shutting down. And, the number of people, that are required to manage the stores, is going down. So, technology is changing, how people buy things.

Local, national, and international economies again. How you know, the economic environment is functioning, also determines, how many people are hired, how many people are fired, what salaries, etcetera. Number, size, and types of contracts, won or lost by an organization, where the

organization is currently, in its growth phase, government regulations. So, with a lot of foreign investors coming into India, we been able to hire a lot of people, for regular jobs from, within the country. And, offer a lot of jobs to people, from outside the country also. And, that changes, the entire structure of an organization.

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The hiring process. So, we have already forecasted, workforce demand. We have already found out, how many people, we need. Now, we need to start hiring them. Two aspects of hiring are recruitment and selection.

Recruitment refers to, the process of generating a pool of candidates, we identify, who can do the job, that we want to done. Selection is again, recruitment is the first filtering of candidates identifying, who can do the job well. And then, selection is, when we decide, okay from this pool of candidates, we need, we will offer the job to these two, and not offer the job to these 50. That is called selection.

Everybody is equally qualified. Everybody will fit in, but these two are the best. And, these two are not going to be, able to survive in the organization, after the detailed process is over. That is called selection. Very important.

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Recruitment (Cascio, 2003)

- Specifying human resource requirements (numbers, skills mix, levels, time frame)
- Initial screening: Rapid, rough selection
- Selection process: Interview, tests etc.
- Orientation (in the case of junior management)
- Placement: Assignment of specific job (in the case of senior management, orientation occurs after placement)
- Performance appraisal usually leading to confirmation or termination

Recruitment involves, specifying human resource requirements, numbers, how many people do we need? what mix of skills do we need? Levels at which, level in the hierarchy, do we need? For how long, do we need these people? Then, we have initial screening. There is rapid rough selection, where we say, okay. You know, people who do not have, say more than 60% marks in their preceding degree, are not well eligible for selection in this institute, or as faculty in this institute, or whatever.

I mean, we have, that is one of the requirements for selection as faculties. I am using that, as an example. So, that sort of weeds out a lot of people. Or, we do not take in people as assistant professors here, till they have a PhD degree. So, anyone with a qualification less than a PhD, cannot be taken in as a faculty member at IIT Kharagpur, under normal circumstances, of course.

So, that is the rule here. So, that weeds out a lot of people, who would otherwise probably be good teachers. But, then among the good, we have to select the best. Then, we have a selection process. So, initial screening, you weed out people. Then, once we recruit, we generate a pool of candidates. We say, okay, now we will interview them. So, we interview people. We subject, each one to physical tests.

Sometimes like in the armed forces, they go through a series of tests. Physical and mental, where their strength is tested, where their ability to adjust is tested, all of those things have done. Then,

once the people are selected, once we give them their appointment letters, then we put them through a process of orientation.

Orientation. Especially in the case of junior management, where we tell them, we put them through a training program, initially induction programs, etcetera. For senior people, the orientation is more of mingling with other colleagues. So, they find their niche.

Then, comes the placement. Once you are taken in, you get your office. You get your computer. You sit down, then you are told that, this is going to be the scope of your work. This is what, you can do. This is what, you cannot do. This is what, somebody else will be doing. So-and-so will depend on your work. So, your work will depend, on the work of so-and-so. And then, you complete this work and give it to so-and-so. That is placement.

In the case of senior management, orientation occurs after placement. In junior management, the orientation occurs, as soon as, you join the organization. Another word for orientation, is also called, it is also called, induction. Then, once you start working in an organization, then the performance appraisal starts. And, many organizations have a weaning period or a probationary period, as they call it. And, after that probationary period is over, you are either hired or confirmed or your contract is terminated.

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Developing recruitment policies. There are some labor market issues. So, how do you know, who



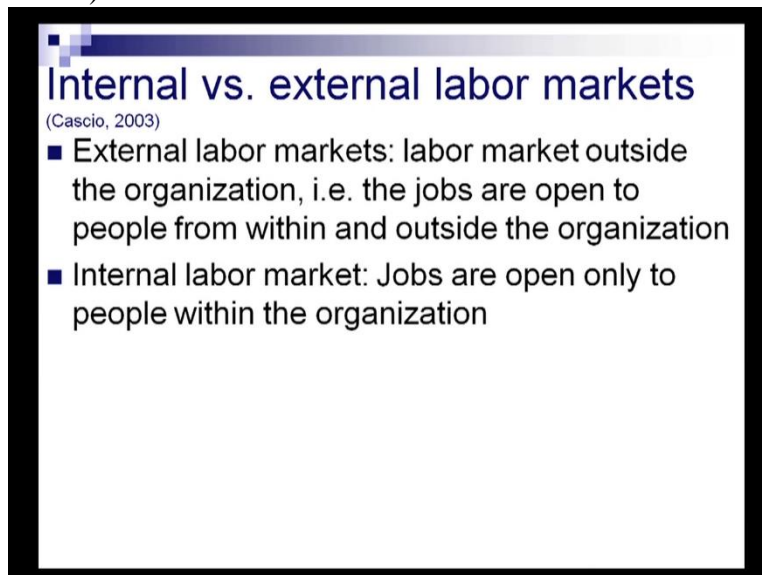
Developing recruitment policies:
Labor market issues (Cascio, 2003)

- Labor market: Geographical area within which the forces of supply interact with the forces of demand
- Loose labor market: Supply of labor more than demand
- Factors affecting or defining limits of a labor market:
 - Geography
 - Education and/ or technical background required to perform a job
 - Industry
 - Licensing or certification requirements
 - Union membership

is in the market. How many people do we have. What these people can do. Some factors affecting or defining limits of a labor market. Labor market means, the catchment area, where people, who can do our work are. You know that, whole pool of people, who can do the work is called labor market. Some factors, that affect labor market are, geography, education, technical background, the industry we are in, the industry they are in, licensing or certification requirements, and union memberships.

So, that affects, which union there are, a part of. Sometimes, it becomes absolutely essential to consider, representatives of different unions. You know, that may be a stipulation, by the government, or by the local authorities, that we have to hire a certain number of people, belonging to particular union. So then, we select the most qualified candidates.

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Internal vs. external labor markets
(Cascio, 2003)

- External labor markets: labor market outside the organization, i.e. the jobs are open to people from within and outside the organization
- Internal labor market: Jobs are open only to people within the organization

We talked about internal and external labor markets. I will just, let you know, what these are. Internal labor market is, that the pool of candidates, that are qualified to do the job, that we need done, is available within the organization. That is called the internal labor market. External labor market is, when we cannot find people to do the job, that we need done, from within the organization. So, we open our doors to people from outside, or to increase diversity to bring in fresh blood, we open our doors to people from outside.

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Sources of recruiting (Gomez-Mejia, Balkin & Cardy, 2012)

- Current employees
- Referrals from current employees
- Former employees
- Former armed forces personnel
- Customers
- Print & radio/ television advertisements
- Advertising through the Internet (Career websites, social media sites, etc.)
- Employment agencies
- Temporary workers
- College recruiting
- Non-traditional recruiting – prisoners, welfare recipients, senior citizens, workers from foreign countries, e.g. Sheroes – café in Agra that recruits only victims of acid attacks (<http://www.livemint.com/Politics/F3tFIPfsE4JjNMtsfE3FGP/Rbuilding-a-life-after-an-acid-attack.html>)

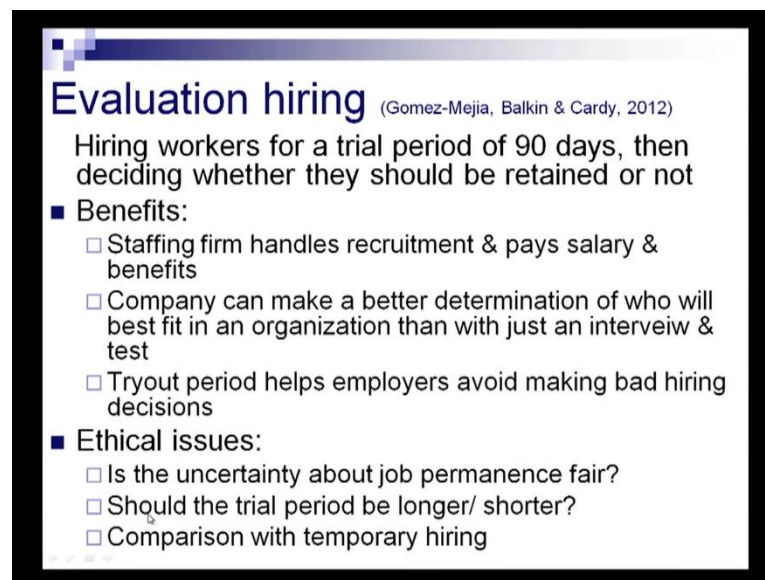
Sources. Current employees. Training referrals from current employees. I know so-and-so, who can do this job well. Former employees, somebody is working for you, goes away, comes back. Former armed forces personnel, in the Indian armed forces especially, I do not know about armed forces of other countries, but within India, I know that the retirement age, varies with the position, one is in.

And it may also be affected, by the health status of a person. Because, you require to be physically fit. Now, if a person retires at the age of 50 or 52, I think colonels, I am not sure, but I think, colonels in the Indian army, retire at the age of 50 or 52. 50 or 52, these days, because longevity is so high. A person, who retires at the age of 50 or 52 is physically fit, may not be fit for the army. But then, where lot of running around is concerned. But as consultants, they are very fit and, because they have served in the armed forces. There are physically very alert, very fit, trained, very disciplined.

So, they still have, enough energy and motivation in them, to continue to work, for the next 20 or 25 years. And suddenly, the government says, okay, thank you very much, here is your pension, you go. And, what do they do. So, they are looking for jobs. And, they are quite capable. They have excellent analytical skills. So, they need to be absorbed back into the community, that they have served. And so, it is a matter of pride for any organization to hire, somebody from the armed forces. And in some organizations, there is a stipulation, that a certain percentage of the employees, need to be from the armed forces.

So, that is one more channel. Customers, can also be source of recruiting, word-of-mouth travels. So, you will just tell people, that okay if you have somebody, who can work in our organization, please let us know. Then of course, the traditional method of print, and radio advertisements. Advertising through the internet, employment agencies people, who charge a fee for finding you the right person, and also charge the fee from the applicant, for getting them a job. So, that is what, they survive on temporary workers, college or campus recruiting, as we call it. And, we have non-traditional recruiting. I really want to show you this. There is a cafe, and now you know.

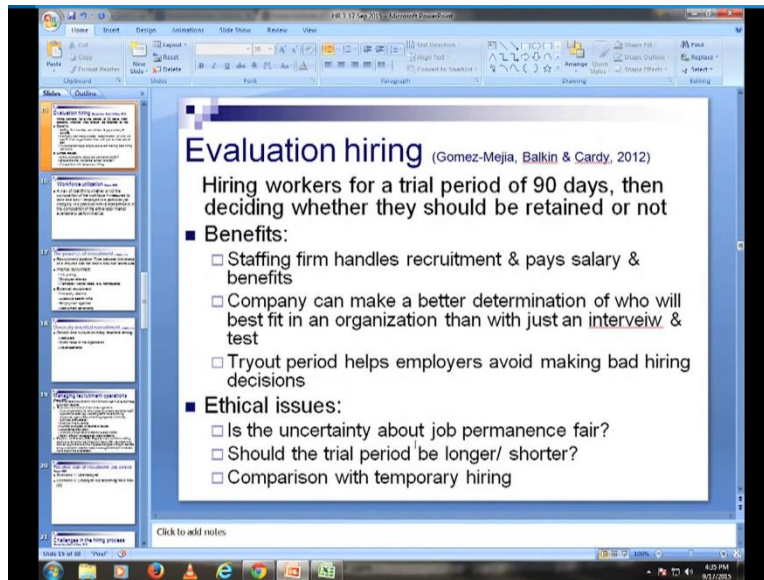
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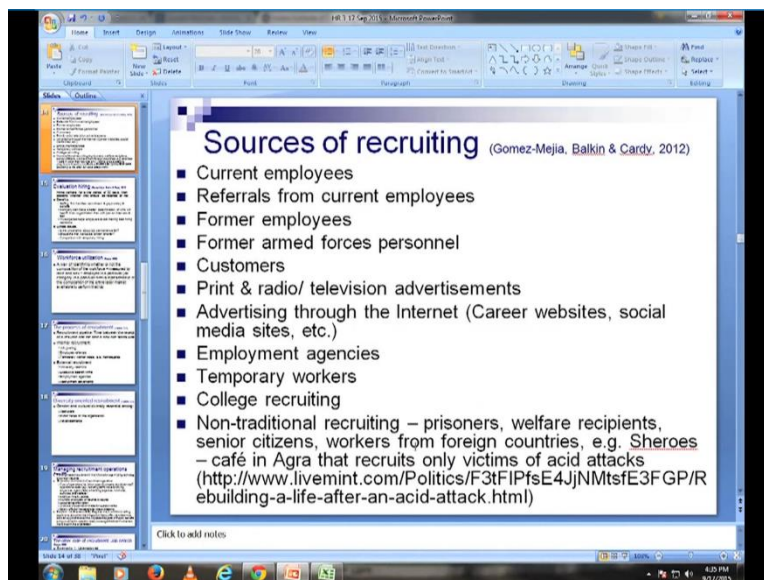
Evaluation hiring (Gomez-Mejia, Balkin & Cardy, 2012)

Hiring workers for a trial period of 90 days, then deciding whether they should be retained or not

- **Benefits:**
 - Staffing firm handles recruitment & pays salary & benefits
 - Company can make a better determination of who will best fit in an organization than with just an interview & test
 - Tryout period helps employers avoid making bad hiring decisions
- **Ethical issues:**
 - Is the uncertainty about job permanence fair?
 - Should the trial period be longer/ shorter?
 - Comparison with temporary hiring

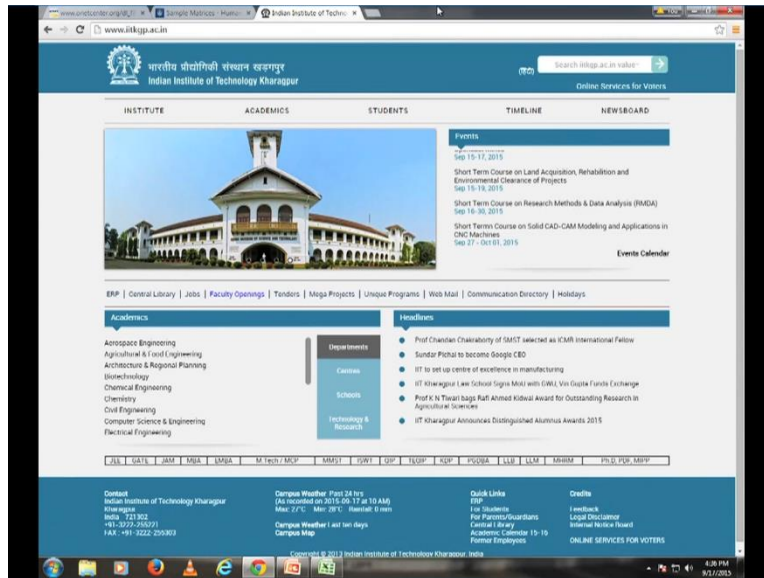


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This is some organizations, are taking an extra effort to, or making an extra effort, to recruit people, who may be marginalized in society. One is of course, in some jails, I know the prisoners, do some hand work, they make furniture. They, make a sofas and other kinds of things, and that, or handicrafts in these things, are sold in the market. The other thing is, organizations like this cafe, in a place called Agra in India.

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I have to show you this, to highlight the importance of organizations, like these.
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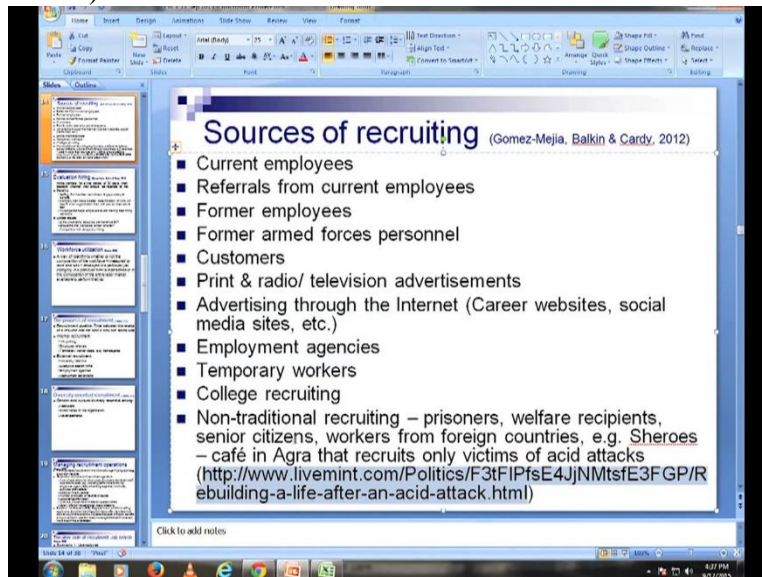


There is a cafe in Agra called Sheroes, women heroes. And, this cafe hires people, hires women, who have been, who are victims of acid attacks. The people working in this café, are the only take in women, who have been victims of acid attacks. What a wonderful way of integrating people, back into the society. What a wonderful way, this is. This is so commendable. And, I am sure, as you students, can also find such instances, in your own environments.

If you do, please send me an e-mail. It will be wonderful to know, what communities are doing to support people, who have been treated badly in their communities. To help these people, build

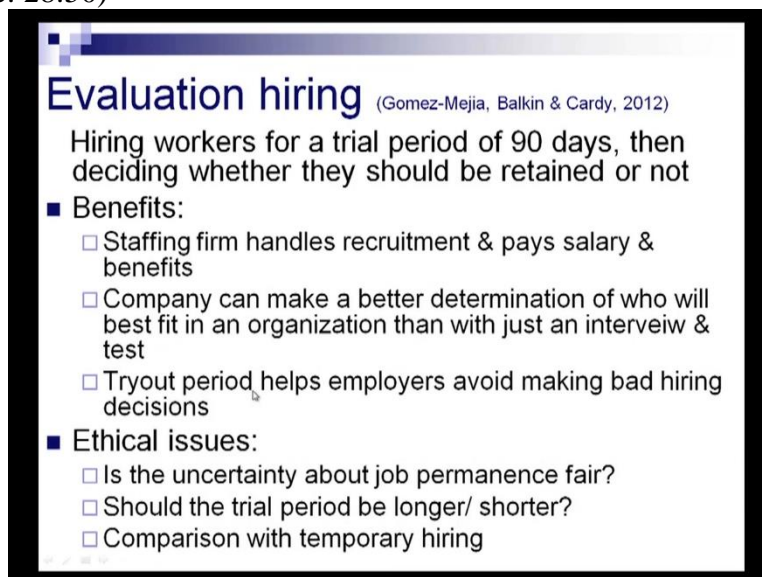
their, rebuild their confidence, and come back into the environment, into the community, with a bang. Just like this cafe has done. This is an article, I could not find a website for this cafe. It is called Sheroes. So, if anyone has some links, I would be very happy to receive an e-mail from you, with that link or similar instances.

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This is non-traditional recruiting, alright.

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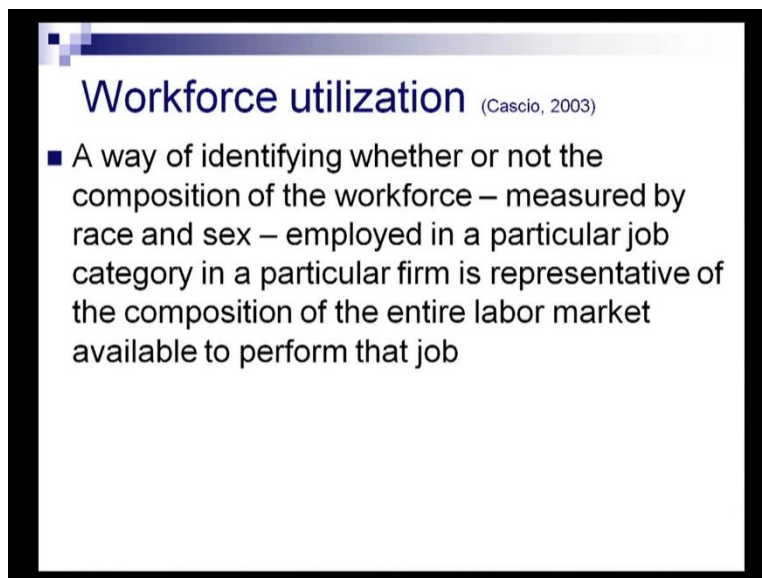


Evaluation Hiring. Again, hiring workers for a trial period of 90 days, and then deciding, whether they should be retained or not. But then, you will say probationary period is also evaluation hiring. May be, but there are ethical issues. Is the certainty, is the uncertainty about

job permanence, fair. May be, may be not. Should the trial period be longer or shorter? In most organizations, we have a probationary period.

You bring in an employee, you try them. And then, you decide, whether you want to keep them or not. Should the trial period be longer or shorter? Maybe a year, maybe a month. How would you feel, if you did not know, whether you would have a job after three months? May be three months is too short. Maybe a year, may be two years, I do not know. But, that is definitely a cause for concern. And, there is a comparison with temporary hiring. Temporary hiring is contract hiring.

Here, when we talk about evaluation hiring, we are telling people that, look, we will not, we may tell you the parameters, we will use. But, we will not tell you for sure, whether you can be a part of this organization, permanently or not, till the end of three months. And you are in a limbo. So, despite the best of your efforts, you may be asked to leave. So, that is again, there are benefits. Because, the organization gets to see the person in true form. Because the organization gets to see, how the person performs their job. And then, there is also, this concern about, whether it is fair or not.



Workforce utilization (Cascio, 2003)

- A way of identifying whether or not the composition of the workforce – measured by race and sex – employed in a particular job category in a particular firm is representative of the composition of the entire labor market available to perform that job

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Workforce utilization is a way of identifying, whether or not the composition of the workforce, measured by race and sex, employed in a particular job category, in a particular firm is,

representative of the composition of the entire labor market, available to perform the job. This may sound very complicated.

Workforce utilization is, when we say okay, these are the people from different categories of the community, different strata of society. Are they actually representing? That is, is that stratum or not. Do we have, enough representation from, each strata of society. That is why, we have affirmative action in the west. We have equal opportunity.

You know, so we try and give equal opportunity to, especially to the marginalized sectors. Now, there is a debate going on, as to how long this should continue. And I think, it might be worthwhile, to have a discussion again, or to further this debate, unless it has been solved by the time, this lecture is aired, which seems unlikely.

So, you might, it might be worthwhile to discuss, these issues in your class, as to how long, you know we should identify, which group is represented in how. I personally do not have an opinion on this.



The process of recruitment (Cascio, 2003)

- Recruitment pipeline: Time between the receipt of a résumé and the time a new hire starts work
- Internal recruitment:
 - Job posting
 - Employee referrals
 - Temporary worker pools: e.g. homeguards
- External recruitment
 - University relations
 - Executive search firms
 - Employment agencies
 - Recruitment advertising

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Process of recruitment. We have a recruitment pipeline. The time between the receipt of the resume, and the time a new hire starts work. How long does it take? In some organizations, it is

very long. In other organizations, it is not so long. But faculty again, depending on the need, it could be very long.

Internal recruitment is much faster usually than external recruitment. Internal recruitment again, we have a job posting, employee referrals, and temporary worker pools. For example, the home guards in paramilitary, or in the civil administration. External recruitment could be through university relations, through executive search firms, through employment agencies, through simple advertising. So, various ways in which, we recruit people.

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Diversity oriented recruitment. Again, we will have a special session on diversity. But then, we emphasize, sometimes in our advertisements, that we would like, say for example, you know, women employees would be encouraged, or women from rural areas would be encouraged, to join the workforce, or preference will be given to people, who have served in the armed forces, etcetera. So, that is diversity recruitment, or preference will be given to a community, that is not yet represented in an organization. So, we are essentially trying, to encourage people from other areas, may be geographical areas, may be communities, may be experience, etcetera.

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Managing recruitment operations

(Casco, 2003)

- Re-engineered recruitment in the information age – Using technology to screen résumés
- Evaluation and control of recruitment operations
 - Cost of operations, i.e., labor costs of company recruitment staff, operational costs (e.g., recruiting staff's travel and living expenses, agency fees, advertising expenses, brochures, supplies, and postage)
 - Cost per hire, by source
 - Number and quality of résumés by source
 - Acceptance offer/ ration
 - Analysis of post-visit and rejection questionnaires
 - Salary offered – acceptances versus rejections
- Realistic Job Previews (RJP): Requires that, in addition to telling applicants about the nice things a job has to offer, recruiters must also tell applicants about the unpleasant aspects of the job. Benefits – Improvement in retention rates, more organizational involvement, more trust in the organization

How do we manage the recruitment operations? We use technology. We evaluate and control, our recruitment operations. We find out, how much money, we are spending on recruitment. We find out, how much money, we are spending on hiring them. How much their contribution is going to be. How much salary, we are going to pay them. Then, we have realistic job previews. So, various ways in which, we manage recruitment operation.

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The other side of recruitment: Job search

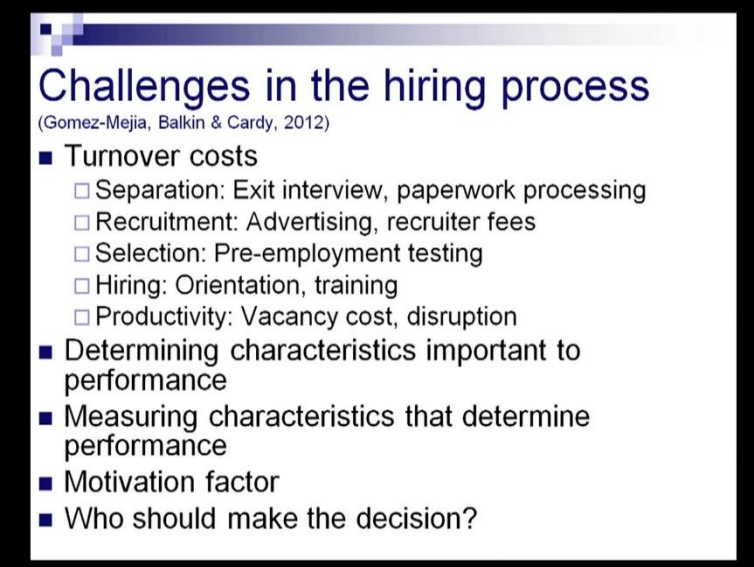
(Casco, 2003)

- Scenario 1: Unemployed
- Scenario 2: Employed but searching for a new job

The other side of recruitment or job search is, we have two scenarios. Either we hire people, who are not employed, or who have not been employed for a while. Or, we are taking in employees, who are employed, but searching for a new job. Which of these is better? What kinds of challenges, will each group bring? We do not know.

But, then that is something, that human resources personnel have to consider, when floating job applications, when advertising for positions. You cannot openly say that, if you do not have a job with another company, please do not apply here also. No, it is unfair. Where does a person, who does not have a job, go? You cannot also openly say that, if you already have a job, please do not apply. So, you know, it goes on a case-by-case basis. But, the needs of both categories of employees are going to be very different.

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Challenges in the hiring process
(Gomez-Mejia, Balkin & Cardy, 2012)

- Turnover costs
 - Separation: Exit interview, paperwork processing
 - Recruitment: Advertising, recruiter fees
 - Selection: Pre-employment testing
 - Hiring: Orientation, training
 - Productivity: Vacancy cost, disruption
- Determining characteristics important to performance
- Measuring characteristics that determine performance
- Motivation factor
- Who should make the decision?

Some challenges in the hiring process are, one is turnover costs. Turnover costs are, how much it costs, to hire new employees. So, these costs include. Of course, we start with separation. Because, when you want to hire somebody, and somebody is leaving. So, how much money is the organization. Either, somebody is being fired, or retiring, or leaving, but that adds to the turnover costs.

So, paperwork processing, you know asking them to leave, golden handshake, all of that. Then, recruitment. Advertising costs money. Sometimes, we have to pay fees to the recruiters. Selection process is very expensive. Because, in many organizations, you would pay the applicants, especially at senior positions, they travel, the fare, then they cover the cost of their stay. You take time out of your jobs, regular jobs to interview them. So, that costs the company.

You feed them. So, it takes time away. And then comes, the hiring, orientation, training, you give them. You interview, say maybe 50 candidates, and select only 2.

So, the cost of hiring of recruitment per candidate, is goes up in such cases. And then, we have hiring, which is orientation and training. So, you take in a candidate. Then, you put them through an orientation program. You may invite external agencies, to help them with orientation, to break the ice. Then, we have training. You put them through different certifications, different layers of training. And, that costs money.

Then, productivity. Then, people leave. The time, a position remains vacant. Between the time, that people, even new people are hired. Also, costs the organization, in terms of, either having to pay extra to other people, who are covering up, for this person. Because, they may be doing extra work, or some amount of work is missed. And, that is the big cost, for the company. And, all of these are challenges, for the human resources personnel, who are involved in hiring.

So, as human resources experts, or personnel, or managers, it is our responsibility, to minimize the cost, incurred by the company. The other thing, the other big challenges, we want to get the best candidates. And, we also do not want to spend, too much money on, getting the best pool of candidates. The other aspect is determining characteristics, important to performance.

Determining characteristics, important to performance means, everybody is bringing in a different pool of skills, attitudes, abilities, aptitudes, everything. The way, people work is different. There is no cookie cut method, of doing something, exactly the same way. Especially as you go higher, up in the organization, people want freedom of thought. They have information at their fingertips.

How do you figure out, who will be motivated with what? What is going to be the motivating factor. What is going to be responsible for the performance of a person. How will you figure all those things after? So, that becomes a challenge. Then, another is measuring characteristics, that determine performance. You identified characteristics. Now, how do you measure them.

You cannot say, one kilo of smile, and you know 500 grams of motivation, and 2 kilos of positive attitude. No, you cannot do it like that. How? What are the performance indicators? We say, we have key performance indicators. Can we have the same KPI's for everybody. Maybe, maybe not. I do not know. If you are, only measuring things, in terms of output, then I think, it is unfair to the person, who is doing the job.

Motivation factor. How do you keep employees motivated? Okay. Some of us, make a lot of mistakes. We may end up producing, a better-quality product than our counterparts. But, some of us, make a lot of mistakes. I am one of those, who makes lots and lots and lots of mistakes. And then, finally learns, and then my, whatever I do is perfect. Or, as close to, perfect as, I would like it to be. So, but then, some organizations do not allow for those mistakes. So, that is, one concern here.

And, who makes the decision about hiring? Who decides. Is it the immediate supervisor? Maybe the immediate supervisor, who is going to be directly affected by an employee's work, should be making this decision. Maybe the person, who is ultimately, going to be affected, by the work of all the, 100, or 500, or 1000, or 5000, employees is going to make the decision. So, who should make the decision, at what level, is another challenge for the human resources personnel.



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Staffing. Recruitment is done. Now comes, Staffing.

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Some organizational considerations in staffing decisions, which means you take people, in your selected people. Now, you are going to orient them, and place them. So, this is from the book, by Cascio. Business strategy essentially is affected, by the developmental stage of the organization. And, the management selection strategy is essentially affected, by the developmental stage of the organizations.

So, this is all business strategy. Now, different levels at which, an organization could be, would require, different types of employees. For example, in the embryonic stage, initial stages of starting an organization, we would need people, with an entrepreneurial attitude. We would need people, who are go-getters, who are very high energy, quick decision makers, quick thinkers, who like to minimize costs, who can think creatively, who can generate new ideas. And, take those ideas to fruition. That is an entrepreneurial spirit.

High growth. The second stage of the organization is high-growth. You settled. You stabilize this new organization. Now, you are looking for, very steep growth. At that point, we need entrepreneurs for growth, but growth directors to build stable management systems. We not only need people, who are very high energy. We also need people, who can provide stability to the organization. We also need people, who can give a direction to the energy, that the entrepreneurs

bring in. So, that the organization does not slip back. We need people to help chart a course. So, we need such people.

When the organization has reached the level, it wanted wants to reach. When the organization is stabilize, it is maturing. It does not really require, that speed of growth initially, that it required initially, at that time. We need bureaucrats, who are comfortable with reputation. So, the organization has discovered its formula for success. And, all it wants to do is, keep repeating that formula. At that stage, we need people, who are not that creative, who will not mind repetition, who will not want to experiment, who will want to maintain things, who will lay down the rules and policies. And, who will ensure that, these rules and policies are stable.

And then, the last stage of an organization is, the ageing stage, where, whatever the organization is doing, is may be no longer required, by the market. For example, typewriters, photo stat machines. They came and went. People of my generation, have seen the surge of photocopy machines, and the near death of photocopy machines. In today's day and age, scanner cum printer is the, in thing. A regular photocopy machine does not have, so much of value, the way it used to. We need photocopy machines, that can store data. So, it is there. But, it is on the decline. Radios. We still listen to radio in our cars. Especially those of us, who have long commutes, we listen to radio.

But, it is not that popular, as it used to be. We saw the surge of video cassettes, VCR's. Nobody uses VCR's any more. We have all seen audiocassettes. Or, at least people of my generation, have seen audiocassettes. I am used to, use a pencil to roll it up. And you know that, it used to get wrapped around. So, that tape was there. Those things are, and I do not think, anyone manufactures, those anymore. They came and went. Video cassettes. I still see some videocassettes in the market. But, for the most part, people have transitioned to CD's. So, these are ageing industries.

Electronics industry is one, that is aged really fast. It has a very short life span. The products, that are developed, have a very short lifespan. Creativity of course, helps the organization grow. At that point, again we need entrepreneurs, who can be very creative. We need bureaucrats, but we

need a lot more entrepreneurs, who can restart the organization, help it become more creative, help it diversify, help it stay in the market. So, many different categories of employees, at different stages of an organizations life.

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Organizational considerations in staffing decisions (Contd.) (Cascio, 2003)

- **Organizational culture:**
 - **Transmitted through:**
 - Formal statements of organizational philosophy and materials used for recruitment, selection, & socialization of new employees
 - Promotion criteria
 - Stories, legends, and myths about key people & events
 - What leaders pay attention to, measure, and control
 - Implicit & possibly unconscious criteria that leaders use to determine who fits key slots in the organization
 - **Implications:**
 - Important consideration for prospective employees
 - If consistent with the values, beliefs, and attitudes of employees, can lead to high productivity and satisfaction among employees

Some organizational considerations and staffing decisions. One, of course is strategy. The other is the culture of the organization. We will deliberate more on this, when we talk about diversity. Culture is transmitted through, formal statements of philosophy, promotion criteria, what people talk about, what people pay attention to, etcetera. The implications of this are, that, what, how do you feel, what is the environment in the organization.. Implications are, it is an important consideration for prospective employees.

So, culture is what people do, on a day-to-day basis, how they feel about each other, what is their loyalty level, what is their commitment, etcetera. And, it can, if people are comfortable, with the culture. If it is coherent, if it is consistent, with the values, beliefs, and attitudes of employees, what they like to do. Is what the organization, wants them to do, in terms of dealing with people, dealing with situations, dealing with conflict, terms of taking care of their interests. Then, they are likely to be productive. They are likely to, not get tired, so soon. And, they are likely to be, much more satisfied with the employees. And, they are, likely to stay with the organization, a lot longer.

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Organizational considerations in staffing decisions (Contd.) (Cascio, 2003)

- Logic of personnel selection
- Reliability and validity of measurement while predicting the relative level of job performance

Another consideration is the logic of personnel selection. Do we really need people? So, the logic behind personnel selection, why are we hiring more people, why are we selecting people. Those parameters, need to be clearly spelt out. Reliability and validity of measurement, while predicting the relative level of job performance. We may think that, we need a person to do XYZ. We need a person, to perform up to a certain level. But, is it really possible, for that employee, to do that. May be, maybe not.

So, we need to be realistic. And, how would rep, how many times are a requirement, can be repeated in. And, how valid they are. How good a fit, they are in that situation, is what we need to think about, when we staff people, when we place people in different categories.

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Screening and selection methods (Cascio, 2003)

- Employment application forms:
 - Should not contain the following:
 - Questions that might lead to an adverse impact on the employment of members of groups protected under civil rights law
 - Questions that cannot be demonstrated to be job related or that do not concern a bona fide occupational qualification
 - Questions that could possibly constitute an invasion of privacy

How do we screen and select people? We do that through application forms. Now, some words of caution here. The application forms, should not contain questions, that might lead to an adverse impact on the employment of members of groups, protected under civil rights law. We have to be very careful, while following rules. We cannot ask questions, that cannot be demonstrated, to be job-related, or that do not concern a bona fide occupational qualification.

We cannot ask questions, that could possibly constitute an invasion of privacy. Why do we need, to know the marital status of an employee? If, we are not going to give them, health benefits for their family. What difference does it make? If you are not offering health benefits, foreign employees spouse, then there is no point in asking, for the marital status of an employee. Or, there is no point in asking questions, about the employee's health records for example. These are private issues.

If we are not, if we are not planning, to give them special leave, for a religious holiday there is, we should not be asking questions, about the employee's religion. Unless, we are trying to ensure, equal opportunity for under representative communities, we should not be asking questions, about a person's caste in India, especially in India.

Unless, there is a provision in our company policy, to provide equal opportunity for people, from different communities, ethnic groups, we should not be asking them, this question. Why do we need to know, which caste a person belongs to? Why? Not required. So, we have to be very careful.

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Screening and selection methods (Contd.)

(Cascio, 2003)

■ Recommendations and reference checks

□ Provide information about:

- Education & employment history
- Character & interpersonal competence
- Ability to perform the job
- Willingness of the past or current employer to re-hire the applicant

□ Meaningful only if the referee

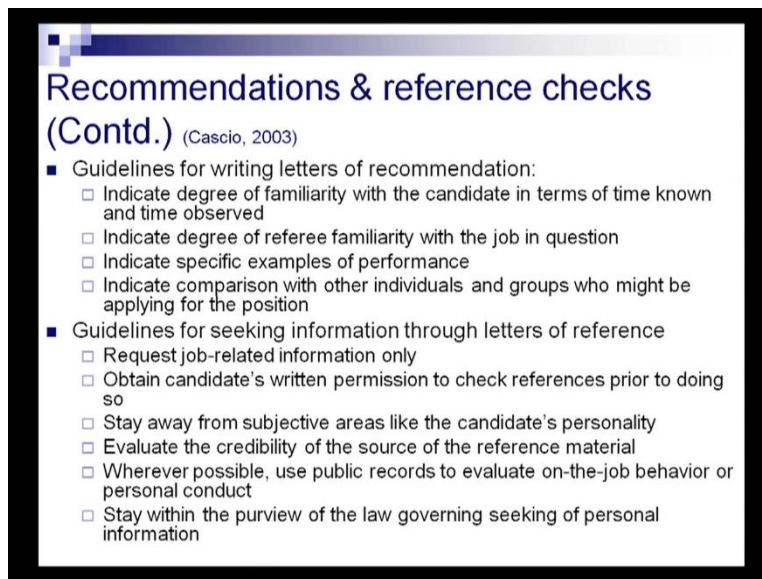
- Has had an adequate opportunity to observe the applicant in job-related situations
- Is competent to evaluate the applicant's job performance
- Can express such an evaluation in a way that is meaningful to the prospective employer, and
- Is completely candid

Recommendations and reference checks, provide information about, education and employment history, character, and interpersonal competence. Whether, they are comfortable to work around. Ability to perform the job again. Whether, they will do the job well or not. Willingness of the past or current employer to re-hire the application, recommendations from the employer, will give people an idea, whether the current employer, actually wants them, is willing to let them go or not.

If they have been fired, then again, that should not be used as a criterion, for not hiring them. But, it could inform you about, the interpersonal fit of the incumbent employee, with the organization. And, they are meaningful, only if the referee, only if the person writing the recommendation, knows about the person, you are going to hire. So, only if they had direct interaction, will this be important.

And, only if this person has a reputation, for being completely honest. Candid means, completely honest and clear, forthright. And, if the person can express the information, in a meaningful way. We also need to find out, whether the information provided by the referee, is going to be helpful for us, in making our hiring decision.

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Recommendations & reference checks
(Contd.) (Cascio, 2003)

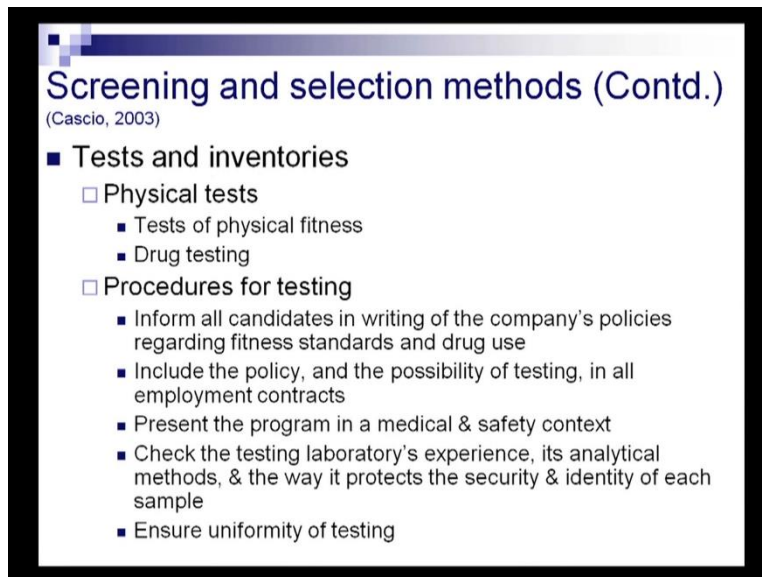
- Guidelines for writing letters of recommendation:
 - Indicate degree of familiarity with the candidate in terms of time known and time observed
 - Indicate degree of referee familiarity with the job in question
 - Indicate specific examples of performance
 - Indicate comparison with other individuals and groups who might be applying for the position
- Guidelines for seeking information through letters of reference
 - Request job-related information only
 - Obtain candidate's written permission to check references prior to doing so
 - Stay away from subjective areas like the candidate's personality
 - Evaluate the credibility of the source of the reference material
 - Wherever possible, use public records to evaluate on-the-job behavior or personal conduct
 - Stay within the purview of the law governing seeking of personal information

So, there are some guidelines, for writing letters of recommendation. We should try and find out, what the job requirements are? And, we should write the letters of recommendation, in such a way, that they will help the employer understand, whether the employee will be a good fit, for the organization or not. And, we should also indicate, how long, we have known the applicant. And, what qualifies us to say something, about the applicant's ability, to do a job properly.

We should only seek, information related to the job, through these letters of reference. we should obtain the candidates written permission, to check references, prior to doing so. We should stay away, from subjective areas like, the candidate's personality. For the simple reason, that this person again, you know it would be, nice to have something positive. But, if something negative is written, then that might influence our hiring decision, and that would be unfair to the candidate.

This, we should evaluate the credibility, of the source, of the reference material, or the referee. Wherever possible, we should use public records, instead of asking specific people. We should just go by public records. And, we should follow the law, at all times. Recruitment, hiring, firing, we need to be crystal clear on the law applicable to us, for these decisions. And, we need to follow the law, down to the last (()) (53:51) very, very important.

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Screening and selection methods (Contd.)
(Cascio, 2003)

- **Tests and inventories**
 - **Physical tests**
 - Tests of physical fitness
 - Drug testing
 - **Procedures for testing**
 - Inform all candidates in writing of the company's policies regarding fitness standards and drug use
 - Include the policy, and the possibility of testing, in all employment contracts
 - Present the program in a medical & safety context
 - Check the testing laboratory's experience, its analytical methods, & the way it protects the security & identity of each sample
 - Ensure uniformity of testing

Screening and selection methods. We have tests and inventories. We have physical tests. We have drug testing. And, we have various procedures for testing. We should inform, all candidates in writing, of the company's policies, regarding fitness standards, and drug use. And, I have come to know that, in India, especially in government organizations, when we go for our health checkups, we are women, all women going in for a health checkup, are subjected to a pregnancy test. And, they are, their body fluids are tested for AIDS. Testing without their knowledge, in some organizations. Not all.

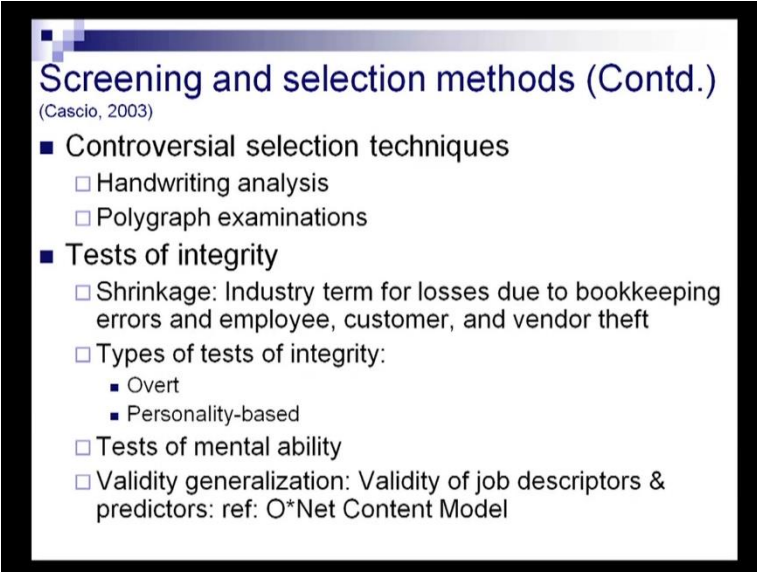
But in many organizations, this is being done. And, this is unfair. This is so wrong. Why do you want to know, whether a woman is pregnant or not? You at least ask her, whether you should be doing this or not. I know, I am saying this, in a public forum. I personally as a woman, I think, it is an invasion into my privacy. I have nothing to hide. But then, it is an invasion of my privacy, if my body fluids, are tested in a certain way, without my knowledge.

These tests, just become a part of our record. We come to know later. I should be asked, whether I want, such a test to be done or not. Because, there are implications. I mean, for an unmarried Indian woman, it is embarrassing for her, body fluids to be tested for a pregnancy test. It is

shameful. So, I think that is, and people feel uncomfortable about it. But, they do not say anything.

So, we should include the policy and possibility of testing, in all employment contracts. We should present the program in a medical and safety context. We should check, the testing laboratories experience, its analytical methods, and the way, it protects the security and identity of each sample. And, the confidentiality of the results of all tests, should be maintained. And, we should ensure uniformity of testing, for all employees.

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Screening and selection methods (Contd.)
(Cascio, 2003)

- Controversial selection techniques
 - Handwriting analysis
 - Polygraph examinations
- Tests of integrity
 - Shrinkage: Industry term for losses due to bookkeeping errors and employee, customer, and vendor theft
 - Types of tests of integrity:
 - Overt
 - Personality-based
 - Tests of mental ability
 - Validity generalization: Validity of job descriptors & predictors: ref: O*Net Content Model

Various Controversial Selection Techniques are handwriting analysis, polygraph examinations, lie detector tests, tests of integrity. So, these are, some tests of integrity are the, like shrinkage types of tests of integrity. There are over 10 personality-based tests. There are mental ability tests. Validity generalization tests. You know, for example, the o* net content model, you can go through it online.

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Screening and selection methods (Contd.)

(Cascio, 2003)

- Measures of personality
 - General measures
 - Neuroticism
 - Faking
- Projective measures: Present an individual with ambiguous stimuli and allow him/ her to respond in an open-ended fashion
- Measures of leadership ability
 - Consideration: Reflects management actions oriented toward developing mutual trust, respect for subordinate's ideas, and consideration of their feelings
 - Initiating structure: reflects the extent to which an individual defines and structures his or her role and the roles of his or her subordinates toward accomplishing tasks
- Personal History Data
- Employment interviews
- Peer assessment:
 - Peer nomination
 - Peer rating
 - Peer ranking

So, various types of testing techniques are there. There are measures of personality. There are projective measures. There are measures of leadership ability. There is personal history data. There are employment interviews. And, there is peer assessment.

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Screening and selection methods (Contd.)

(Cascio, 2003)

- Work-sample tests
 - Standardized measures of behavior whose primary objective is to assess the ability to do rather than the ability to know
 - Examples
 - Leaderless Group Discussion
 - In Basket Test
 - Business Games
- Assessment centers: process that evaluates a candidate's potential based on multiple assessment techniques, standardized measures, and pooled judgments, that assess the following
 - Administrative skills
 - Interpersonal skills
 - Intellectual ability
 - Stability of performance
 - Work oriented motivation
 - Career orientation
 - Dependency on others

And, we also have, work sample tests. We have assessment centers, that specialize in testing employee's. Various types of tests, going on. Each one, has its own advantages and disadvantages.

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The employment interview (Angell, 2007)

- “An *employment interview* involves the interpersonal communication exchange between a potential employer & a job applicant.”
- The process:
 - Depending upon the no. of people interviewing:
 - One on one interview
 - Panel interview
 - Depending upon the traits being tested:
 - Traditional: Questions & answers
 - Behavioral: Expression of skills required for the job

Now, the last part of today's presentation talks about, the employment interview. An employment interview involves, the interpersonal communication exchange, between a potential employer and a job applicant. Here is where, I refer to the book by, Pamela Angell on business communication. You know, when you go for an interview, it is important for us to know, what we are interviewing for. And, it is also important for us to know, what the employer is looking for.

So, this is, the process is depending, on the number of people, interviewing. We have a one-on-one interview. And, we have a panel interview. One-on-one is where, one person interviews one person. Panel interviews, where number of people interview one person. Depending on the traits being tested, we have traditional interviews, where simple question and answers are given. So, questions are asked and answers are expected. We have behavioral interviews, where expression of skills is required, for the job.

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Goals of an employment interview

(Angell, 2007)

- To gather relevant information regarding a specific topic for subsequent evaluation and use for the purpose of:
 - Assessing a match between the applicant's qualifications & the requirements for the position
 - Evaluation of the applicant's personality, attitude, disposition, team skills, & general ability to fit in with other employees
 - Determining the applicant's motivation, communication skills, & dependability
 - Orientation of the applicant to the job requirements & background of the organization

Goals of an employment interview, are to gather relevant information, regarding a specific topic, for subsequent evaluation, and use for the purpose of assessing a match. Whether, the employee fits in, with the company's goals or not. Whether, the person's personality, attitude, disposition, etcetera, fit in with the company or not. Determining the applicant's motivation, communication skills, and dependability. We talk to the person. And, we are many times, we are able to find out, whether this person, will be welcome, will be able to adjust to the company or not.

And, we can also clarify a lot of things, that are specified on the resume. We are also, able to test the orientation of the applicant, to the job requirements, and background of the organization. A lot of things, cannot be mentioned on paper. So, this interview helps us tie, all the loose ends.

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What should one ask in an interview?

(Gomez-Mejia, Balki & Cardy, 2012)

- Open-ended questions:
 - Set the tone for the interview
 - Help build rapport between interviewer & interviewee
- Situational questions: “Elicit from candidates how they would respond to particular work situations.”
- Job knowledge: “Assess whether candidates have the basic knowledge required to perform the job.”
- Worker requirements questions: “Assess willingness of candidates to perform under prevailing job conditions.”

What should, one ask. Some open-ended questions, could set the tone for the interview, and help build a rapport. Some situational questions and some worker requirement questions.

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What should one not ask during the interview?

(Gomez-Mejia, Balkin & Cardy, 2012)

- Do not ask applicants if they have children, plan to have children, or what child-care arrangements they have made
- Do not ask the age of the applicants
- Do not ask whether the candidate has a physical or mental disability that could interfere with doing the job
- Do not ask for the applicant's height or weight even on the job application if this information does not directly pertain to the work the applicant is required to do
- Do not ask a female candidate for her maiden name
- Never ask any candidate about their marital status or plans to get married if they are single

What should one not ask. Do not ask people, if they have children, or plan to have children, or what child-care arrangements, do they have. This is very wrong. It is an invasion into their privacy. Unless, you planning to fund the education of their children, or give them health benefits, please do not ask this.

Do not ask the age of the applicant, because it could be perceived. As, some people may perceive it, as our bias against people with, who are older. So, we have all this information on the application form. We can use it, if we need to. Do not ask for the applicant's height or weight again, it is very personal. Unless, it is related to the actual performing of the job, please do not ask these questions. Do not ask a female candidate, for her maiden name. Never ask a candidate, about their marital status, or whether they plan to get married or not, whether women are pregnant or not.

I mean, these questions are, totally out of bounds. Please, do not ask these questions. You know, when I am planning to get married, question about spouses, and all that is not acceptable. So, this ends our presentation, for today.

We will, I will come back with more inputs about, how we treat employees. The next class will cover, performance appraisals. We have taken in employees. We have tested them. In the next class, will talk about, how we appraise their performance. How we orient them to the organization, that they are a part of. And, how we assess their performance. And, what we need to keep in mind, for assessing their performance.

The next two lectures will focus on this aspect. Thank you for listening. Wish you all the best.