

Talk to Delhi Management Assn.
on 6-12-1960.

I

The importance of recruitment

Visit to Mithapur - turnover

Hiring and Firing

But laws - Rs. 500 limit

Security-mindedness

Not considered humane

Same in Brazil but compare U.S.

Like Hindu marriage, recruit in haste

Limits to experience and training

Men do not change to order

Hiring is an investment: if bad, cost considerable

Damage done by wrong man through mistakes in
policy and lack of harmony

Waste of Company's time and his own

Waste of training

A large U.S. manufacturing firm estimated that by end
of second year, each man represented investment
per head of \$ 15000 - lost if man unsatisfactory or
wrong :

Recruiting including advertising	\$ 720
Screening and interviewing 600 candidates	800
Checking references	73
Clerical work	117
Salary ($\frac{3}{4}$ of 1st year and $\frac{1}{2}$ of 2nd year)	6000
Travel expenses for field training	3000
Training cost for 2 years	4980
	\$15690.

British employers known to spend from £.500 to £.2000
on advertising a single vacancy for a good executive.

Selection

Till recently haphazard

Hit or miss

Don't like his face or knew his father

e.g. K.C.B.'s reaction to R.S.P.

-I never got so much at his age -

"All men with receding chin are ~~receding~~ ^{weak} characters.

I like footballers. You can always depend upon them."

Guess work

Since World War II, swing to other extreme,

Scientific, psychological tests, gadgets

Reservation :

No easy answer

Tests only aid to judgement

Considered judgement in place of hunch

Question of teamwork and compatibility

Too much Public Service Commission attitude deprecated

e.g. Secretary - c.f. P.M. on having MRM in cabinet

Same case for executive

Recruitment from within equals promotion

Sound principle to give priority but with reservations

Man who is good at one job may be bad at the one higher up

Excellent documentary from Canada

McMurry's distinction between entrepreneur and middle management

Why even big enterprises in U.S. with 100,000 employees bring in new Presidents and Chief Executives.

Seniority no test: hence need for employee appraisal

It is desirable for :-

*On Agents & Information
Planned (3) Drawing*

III

Basic principles of sound recruitment

Get Facts	)	predict job success
Analyse facts	)	
Rate	)	

Items to check

- (1) Technical qualifications - knowhow
- (2) Skills and aptitudes
- (3) Mental ability
- (4) Physical fitness

Questions to be answered: Can he do the Job?
Will he do the job?

Job means specific job

Answer may change from affirmative to negative
re: same man for different jobs

Hence fitting the man to the job crucial

Where however man desired at any cost, job should
be tailored to fit him.

Process:

- (1) Comprehensive application form

"Its preparation requires correct evaluation
of the relationships between a large number
of factors in both the applicant and the job".

It should be based on specifications of what is
required for the job in question.

- (2) A large enough field to choose from: according
to one authority, for a labourer from 10 applicants;
for a factory worker - 10 to 15 applicants;
for office staff - 25
for salesmen from 50 to 150 applicants
for executives - 200 applicants.

- (3) Checking man's past record with his Professor
or previous superior.

Key question: Would you re-employ him?

(4) Interview and tests

Some 200 alternative systems!

Mostly psychological

Caution to guard against a good front and the gift of the gab.

(5) Induction and Placement

Welcome

Showing round the house

Making man feel at home

(6) Probation : Warning against rotation from one job to another

Waste of a year

Setback to probationer

Let him train on one job

(7) Appraisal, Career Planning and Training

IV

Specialisation, Division of labour

"Body snatching" avocation

Management Selection ~~unit~~ ^{Unit} in U.K.

Basis of Process

My experience

McMurry's assignments

Because of complexity of problem, appraisal of
people more an art than a science

Calls for skilled observation and techniques
rather than formal tests and measurements.

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