

PLAN TO RECRUIT THE INDIVIDUALS

For NL&C Corporation

CAMPUS RECRUITMENT

Between December and February, Senior HR Executives campus headhunting team NL&C Corporation will have to jet between the country's four at least half a dozen other frontline Schools . Picking up the best from each is a futile and backbreaking exercise. Concentrate, instead on the B-Schools whose curricula and specialization match your needs. Most companies send a team comprising of senior human resource manager and one or more middle managers and senior executives. Research shows that the members of the most effective recruiting team should be between 30 and 45, be a line manager rather than a general manager, and have thorough knowledge of the company and the job. But that's not all; ensure that the composition of the team reflects how seriously you take campus recruitment. When his company was competing with bigger companies to hire on campus, Chief Executive Officer personally addressed students at PPT's. And include alumni from the B-School from which you are hiring so that you get a favorable reference.

Pre-Placement Talk (PPT)

Successful recruiters also ensure that the tone and form of your presentation clarify your corporate culture and values . Organisation like ICICI sheer diversity of opportunities.

As HR Director for NL&C, you must make a bang at the Pre-placement Talk (PPT) where your opening pitch to students will determine your place in the order in which companies will get the chance to hire 35 new call center representatives, and 15 new support staff, from that campus. But present all the facts showing the kitchen as well as the living room and nothing but the facts. "Don't promise what you cannot deliver." "Campuses have long memories. You can lie and hire good people once. But you won't be taken seriously for many years to come." Instead of waiting for the annual battle for the best brains, try identifying your target students as early as possible

HOW TO HIRE ON CAMPUS

How to win on campus

BEST PRACTICES

Build the possibility of stock ownership into your compensation package.

Highlight your corporate culture as a good reason to work for your company. Focus on career growth opportunities that your organization offers to recruits.

Include young line managers and B-School alumni in the recruiting team.

Build relationships with institutes and students to grab them before rivals.

Providing Excitement and Challenge in Job

Screen the applicants as carefully as those who respond to ads. Ask questions like "Just why do you want to work for us?" to identify a candidate's orientation towards work. And the group discussions and interviews that follow must validate the initial impression. Remember that toppers are often too narrowly specialized to be good general managers, or too theoretical to enjoy managing. Besides, toppers are hot property, making the competition tougher. Target the all-rounder instead. Above all, remember that today's MBA or engineer is looking for excitement and challenge as much as compensation and learning. Offering him those qualities could well become your strongest point in the campus hiring war.

PSYCHOLOGICAL TESTING

Over the years, psychologists have made the human resources managers job easier by designing a gamut of techniques that are supposed to ensure that the right person is hired for the right job. Perhaps the one tool that comes close to providing the best fit between person and job is the "Thomas International Profiling System" (TIPS), which was designed by the New York based Thomas International Management Systems (TIMS) in 1945.

Individual Profiling

International Profiling Systems Psychological test for recruitment offer insights into how the candidate can be developed after he sign up. A tool that measures a person behavior in the workplace, the "Personal Profile analysis" allows you to identify how the would be employee sees himself; how he will behave under pressure; and how he could be perceived by others.

Personal Profile Analysis

Easy to deploy, the basis of the "Personal Profile Analysis" is a 24-point questionnaire, which the candidate get 10 minutes to answer. While choices are indicated by marking an "M" for Most likely and "L" for Least likely and an against each question, the data is then analyzed by the software developed by TIMS to throw up a comprehensive three page behavioral profile of the candidate. The questions the "Personal Profile Analysis" are given as under:

Where will he be most productive?

Is he a good communicator?

Is he a self-starter?

Does he respond to competition?

Can he follow instructions?

What kind of leadership traits does he have? "

Is he willing to comply?

How is he best motivated?

What training will he need?

What kind of person will he work well with?

Effectively the "Personal Profile Analysis" assesses an individual's behavior on four characteristics: "Dominance" "Influence Inducement" 'Steadiness, and Compliance, Competence, which can be represented as a behavioral grid. However, a position on the grid does not imply any value judgements. Since all traits are seen to have positive and negative connotations, a personnel manager must ignore superficial biases. During the recruitment of management their profile can be prepared by giving the "MAP" Test and FIRO-B. The example is enclosed. This helps us in identifying the future executives to Man the Top positions.

PROFILE OF A MANAGEMENT TRAINEE

(This is the analysis of Trainee after analyzing "MAP" Test and FIRO-B)

Age

Sex

Qualifications

Total Work Experience

Experience in Current Job

Highlights

Extrovert, Socially gregarious, warm and affilliate

High leadership ability

Very good interpersonal skills

High customer service-orientation

Moderate stress-tolerance and somewhat anxious

Conscientious and Reliable

Strengths

Extrovert

Friendly, warm, open, concerned, approachable & optimistic.

Self-assured, socially bold and active, lively and spontaneous

High Leadership ability as he is sociable, assertive and self-assured

Is more influenced by facts than feelings-and is bold, decisive and enterprising.

Has high control of himself. Is conscientious, reliable and would confirm to expectations of others and self.

High customer service-orientation

High Social-Intelligence.

Is fairly self-reliant and in many ways independent-minded; however, he would make a good team member as his social needs are stronger than individualistic aspirations.

Moderate level of adjustment and emotional stability to handle stress

Opportunities

He is simple and not very tactful or emotionally mature to resolve conflicts while maintaining emphasis on getting things done.

Somewhat easily trusting of others. . Intellectually not very bright, nor very creative; but his confidence in social situations would make him highly effective in a hospitality environment.

Has certain anxieties and apprehensions, which reduce his overall adjustment and stress-tolerance. (Please See Bio-data)

Recommendations

Needs to be more discreet and tactful.

His Anxieties/worries need to be resolved/counseled. That will greatly enhance his overall effectiveness.

Needs to recognize the boundaries of Professionalism are displaying closeness to others.

Needs to understand that others may put less importance on group membership than him.

Allow others to get as much attention as he enjoys getting. . It is prudent to expect a less personal relationship from subordinates.

Interpersonal-Orientation

Trainee initiates warm, close relationships and is comfortable when others do that to him-values warm and friendly one-to-one relationships.

Likely to have a genuine interest in others

Likes to do considerate things, showing appreciations to others and expecting the same in return from them.

Doesn't like to get cut off from information and updates.

Doesn't make much distinction between work or social gathering.

Anxious when relationships are impersonal or emotionally distant.

Role in Teams

Finds involvement with others enjoyable and satisfying. Works best in a group, interacting with others. . Likes to work on teams to solve problems through discussion.

Social life and group membership are important to him for contact, identity, recognition and attention they provide. .

As a team member, would build the ego or status of others and build rapport with other team-members early on.

Develop inter-dependencies for information and action.

Likes to head team efforts, either in his work or personal life, that enable him to use his leadership yet allows to share the responsibility and rewards.

Leadership

Trainee is not driven by a desire to lead, nor does he generally try to control others-needs to have influence and experience accomplishment. Hence probably well suited to leadership roles.

Is confident and comfortable in making decisions and assuming responsibility.

As a leader, he would:

Encourage and Support others.

Minimize conflict and integrate divergent interests.

Invite feedback

Respect honest communication.

While he is able to accept direction from others, he wants very little guidance, and if consistently denied influence or decision-making responsibilities, he may feel frustrated.

He would be least satisfied by a leader who focuses too much on structure, task deadlines and sticking firmly to decisions

Best-matched leader for him would be one who focuses on developing human resources and strives to increase employee satisfaction.

Potential Pitfalls

May have ambivalent feelings about people in authority.

May neglect to consult other people in his life on important issues.

May be hesitant to set challenging goals that stretch him and others.

May have difficulty controlling interruptions at work.

Due to his high need for social closeness he would consider any distance from others as a personal loss and any rejection as devastating.

Preferred-Work Environment

Where getting to know people and showing personal interest in them is valued.

Wants to get involved in activities to make others feel comfortable, welcome, or valuable.

Works best where there is healthy outlet for his social needs.

Likes feedback, reassurance, support and praise and would tend to motivate others in the same way.

Likes to resolve conflict and encourage others.

Where he can take an active part in group discussions and where his ability to make and maintain a network of contacts is useful and valued.

Jobs that require working alone are likely to be frustrating, and also those where he is expected to sit back and be a less active participant.

Attention and recognition are likely to stimulate enthusiasm and job satisfaction.

Likely to become bored and unmotivated if there are no opportunities to express his own influence and leadership abilities.

Likes to seek recognition and endorsement from colleagues and superiors.

Generally likes a moderate amount of structure and clarity around authority in order to accomplish tasks

How Candidate Measures up

By maintaining a balance between the pros and the cons, a HR Director can use the PPA to plot a profile of the individual on a "Bell-Shaped Curve" which depicts exactly how the candidate measures up in terms of strengths and weakness. Often, the process also helps in pinpointing areas that may need to be addressed. The next step is the "Human Job Analysis" which, by comparing the skill sets behavioral patterns that the job demands with those that the candidate possesses, ascertains the job to person fit. While the potential employee goes through a battery of tests, it is the task of the human resource manager to draw up the "Human Job Analysis" of the post through a series of structured interactions with the new recruits would be supervisor. Depending on the results the gap between the two can then be determined and the training inputs to effect behavioral changes are worked out for the new recruit.