

3.3SELECTION

The selection process starts when applications are received and screened in the human resource department. The human resource manager goes through the applications to identify potential candidates for interview.

The job application form is one of the most important tools in the selection process. When drafted properly, it can supply enough information about a candidate. In this way, the number of persons who have applied can be reduced to a manageable size for interview.

3.3.1Job application form

The job application forms of different organizations are quite similar. They need to know the applicant's name, father's name, present and permanent address, sex, age, religion, weight, height, physical deformity, if any, educational qualification, experience and participation in extra-curricular activities.

While preparing the job-application form, the following points should be kept in mind:

1. The form should be large enough to provide enough space for writing the desired information.
2. The application form should be printed on good paper.
3. The wording used on the form should not be unclear.
4. Items included in the form should be designed to extract only the required information.
5. It is desirable to include some questions about the previous employers of the candidate to find out his stability at work.
6. One blank page should be attached with every job-application information and the candidate should be asked to write why he is applying for the post.
7. At the end of the form, there should be a place for his signature. The signature should follow two statements:
 - i. I have no objection if any enquiry is made from my past or present employer.
 - ii. I hereby certify that all the information given by me in the form is correct and complete to the best of my knowledge and belief.

A job-application form serves three main purposes:

- a. It enables hospital authorities to weed out unsuitable candidates.
- b. It acts as a frame of reference for the interview
- c. It forms the basis for the personnel record file of the successful candidates. One model

job-application form has been given as follows:

Name and Address of the Hospital
HUMAN RESOURCE DEPARTMENT—PERSONAL INFORMATION FORM

Post applied for

Name

Address Present

Permanent

Father's/Husband's Name His Occupation

Citizenship Religion Sex

Age Date of Birth Physical Deformity, if any

Marital Status: Single Married Divorced Separated Widow(er)

Hobbies

Name and address of relation to be notified in case of emergency

Education: (Including technical/professional qualification, if any)

Please paste
your latest
passport size
photograph here

Degree/Certificate Diploma awarded	Institution Board/University	Year	Division	Subjects

PROCEED

Do you know typing? Yes/No. If yes, what is your typing speed

Do you possess working knowledge of computer? Yes/No.

References (Not relations and employers)

- | | |
|-------------------|-------------------|
| 1. Name | 2. Name |
| Designation | Designation |
| Address | Address |

Are any of your relatives employed in this hospital? Yes/No. If yes,

Name Relationship

Have you had any major illness, operation or accident in the past. If yes, give details

Service Experience (Start with the last employment)

1. Name and address of the employer
From To Your position
Description of duties
Salary and grade Fringe benefits, if any
Reason for leaving Refer to whom?
2. Name and address of the employer
From To Your position
Description of duties
Salary and grade Fringe benefits, if any
Reason for leaving Refer to whom?
3. Name and address of the employer
From To Your position
Description of duties
Salary and grade Fringe benefits, if any
Reason for leaving Refer to whom?

What type of Nursing do you prefer most? OT/Public Health/OPD/Medical/Surgical/
Paediatrics/OrthopaedicOb. & Gyn.
(For nurses only)

Are you currently a member of any professional organization? Yes/No.

If yes, name:

Have you any objection to our making enquiries from your

- (a) Past employers: Yes/No
(b) Present employer: Yes/No

Minimum salary expected

Minimum time required for joining

Have you ever applied earlier? If so, with what result

Have you ever been convicted by a Court of Law

I hereby certify that the statement made by me in answer to the foregoing questions is true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made in the personal information form or any other document requested by the hospital authorities renders a staff member/workman of (name of the hospital) liable to termination or dismissal.

Date

Signature of the Applicant

The human resource manager does not select anyone. His job is to screen and recommend the potential applicants to the department head.

The final decision must rest with the department head.

3.3.2Steps in selection

The steps which constitute the employee selection process are the following:

- i. Interview by human resource department
- ii. Pre-employment tests – written/oral/practical
- iii. Interview by department head
- iv. Decision of administrator to accept or reject
- v. Medical examination
- vi. Check of references
- vii. Issue of appointment letter.

i) Interviewing

Interviewing is the main method of appraising an applicant's suitability for a post. Interviews are often conducted to assess the suitability of candidates.

The employment interview can be divided into four parts;

- a. Warm-up stage,
- b. Drawing-out stage,
- c. Information stage,
- d. Forming-an-opinion stage

The employment interview is aimed at obtaining certain basic information. It is normally conducted by the human resource manager and the concerned department head.

The candidate is asked about his education, job experience, minimum salary acceptable, etc. sometimes, he is asked why he is applying for job in that hospital or why he is leaving his present job.

3.3.3Phone interview

These days, human resource manager interview outstation and out of country applicants on phone. The interviewer and the interviewee do not meet face to face.

Instead, they talk on telephone and the interviewer interviews the interviewee, the result of which determines whether the candidate can be invited to meet the human resource manager or not.

3.3.4Main objectives of an interview

The main objectives of an interview are:

1. For the employer to obtain all the information about the candidate to decide about his suitability

for the post;

2. To give the candidate a complete picture of the job as well as of the organization;
3. To demonstrate fairness to all candidates.

3.3.5 The interview letter

When calling a candidate for an interview, the time, date and place must be specifically mentioned. Other conditions such as requirements of passport size photograph, certificates, and testimonials, etc. should also be mentioned. The model interview letter is as follows:

Name and Address of the Hospital
INTERVIEW LETTER

Address Date

.....
.....
.....

Dear,
With reference to your application dated for the post of, I am pleased to call you for an interview at on in the human resource department.
You are required to fill up the enclosed job-application form and bring it with you at the time of the interview.
You will be/will not be paid travelling allowance to report here for the interview.
Please bring your original certificates and testimonials with you. We look forward to seeing you.

Your sincerely,
(Human Resource Manager)

Encl: 1

Preparation before the interview

There are several points to be taken care of before the interview.

1. Plan carefully before interview.
2. Inform the receptionist so that candidates called for the interview are correctly directed to the place of interview.
3. Make sure that the waiting arrangements are satisfactory.
4. Explain the process of selection to the candidates about the hospital.
5. Ensure that all candidates feel at ease before and during interview.
6. Have a plan of questions so that assessment is comprehensive.

During interview

Encourage the candidates to talk frankly. Privacy during the interview is essential.

A written appraisal of the candidates should be made by the interviewer after the interview.

Interviewing functions of the Human Resource Manager

There is always some confusion about the responsibilities of the department head and of the human

resource manager.

It can be clarified by stating that the human resource manager helps the department head in the selection of the candidates who meet the job requirements.

The department head, on the contrary, is able to visualize the applicant as a part of his own department and will question him more specifically as to his adaptability to the position to be filled. The responsibilities of the human resource manager are:

1. To screen the application of the candidate;
2. To give information about:
 - (i) General nature of work,
 - (ii) Hours of work,
 - (iii) Pay-scale, allowances and starting total salary,
 - (iv) Fringe benefits,
 - (v) Leave policy, and
 - (vi) Brief information about the background of the hospital;
3. To discover any differences in the expectations of the hospital and the candidate.

Concluding the interview

Once the interviewer has secured a clear idea of the applicant's basic strengths and limitations, he should bring the interview to a close with a brief summary of what has been discussed and give indications to the applicant of the next step. At the end of the interview, the interviewer should fill up his evaluation form/recommendation sheet.

ii) Pre-employment tests

For certain categories of posts, there is need for testing the professional capability of the candidates because there are several characteristics which cannot be properly assessed either during the interview or investigating the background of the candidates.

These tests can broadly be divided into four types:

- a) Tests of general ability – intelligence tests
- b) Tests of specific abilities – aptitude tests
- c) Tests of achievement – trade tests
- d) Personality tests – tests of emotional stability, interest, values, traits, etc.

a) Tests of general ability

These tests can give a useful indication of a candidate's mental ability. It has been observed that for various professions, there is an optimum level of I.Q.

While selecting individuals for a particular job, the human resource manager should ensure that he selects individuals who have I.Q.s within the required optimum range.

b) Tests of aptitude

Aptitude tests measure whether an individual has the capacity or hidden ability to learn a new job, if given adequate training.

These tests measure skills and abilities that have the potential for later development in the person tested.

c) Tests of achievement

Tests of achievement measure the present level of experience that a person has achieved. In hospitals, these tests can be used for typists, stenographers, laboratory technicians, radiographers, etc. These tests can also be used at the end of training programmes to evaluate the level of experience.

d) Personality tests

Personality tests are used to evaluate certain personality characteristics.

These tests are used in selecting candidates for sales jobs, supervisory jobs, management trainees, etc., because certain personality characteristics are essential to succeed in such jobs

iii) Interview by department head

The responsibilities of the department head are:

1. To review the job-application form to check relevant data on experience;
2. To evaluate the professional ability of the candidate;
3. To give a detailed picture of the job requirement to the applicant;
4. To advise the human resource manager if he thinks that the previous training or experience or both of the applicant justifies a higher starting salary.

iv) Decision of administrator to accept or reject

In some hospitals, the selection committee consists of one person each from the human resource department head/supervisor of the concerned department and representative of the head of the hospital.

After interviewing all the candidates, the selection committee submits its recommendations for approval to the head of the hospital, who is generally the hiring and firing authority.

Different hospitals adopt different policies according to their own convenience for the selection of their employees. However, final approval of selection or rejection of the candidates rests with the head of the institution.

v) Medical examination

The medical examination of a potential employee is a help both to the employee and to the management. The selection of the right type of employee who can give his best and be most happy requires

a through knowledge of his physical capacities and handicaps.

This necessitates a complete medical examination by a doctor who understands the job requirements. Therefore, no employee should be placed on the job unless he has been declared medically fit by a qualified medical officer.

The purpose of the medical examination is threefold:

1. It is for the protection of the applicant himself to know whether that job will suit him or not from the medical point of view.
2. It is for the protection of the other employees so that they are not at risk of any communicable or other disease which the prospective employee may have.
3. It is for the protection of the employer as well, so that he may avoid selecting a medically unfit person.

vi) Check of references

The references provided by the applicant should be cross checked to find out his past performance and to obtain relevant information from his past employer and others who have knowledge of his professional ability.

Reference forms are generally checked by the employees of the human resource department who have comparatively little knowledge about the applicant.

The reference letters should be brief and should require as little writing as possible by the person to whom it is sent.

Model letter for sending to persons whose names have been given by applicants

Name and Address of the Hospital

REFERENCE LETTER

(To check antecedents from a person whose name has been given by the candidate)

Address

.....
.....
.....

Dear Sir/Madam,

Mr./Mrs./Miss has applied for a position of in our hospital. In his/her application, he/she has mentioned your reference. We would appreciate it very much if you please comment on Mr./Mrs./Miss’s character, dependability, integrity and provide any other information that you may wish to pass on to us.

Please be assured that any communication received from you will be treated as strictly confidential.

Yours sincerely,

Human Resource Manager

vii) Issue of appointment letter

The next step is to send an offer of appointment to the selected candidate. The model offer letter is as

Name and Address of the Hospital
OFFER LETTER

Address Date:
.....
.....
.....

Dear,

With reference to your application datedand the subsequent interview held on, I have been directed by the Administrator/Medical Superintendent of our hospital to offer you the post of in the pay scale of Rs..... at Rs..... P.M. as basic pay, Rs. P.M. as dearness allowance, Rs..... P.M. as house rent allowance and Rs..... P.M. as city compensatory allowance. (Mention any other allowance, if any).
Total Rs..... P.M.

You will be on probation for months/year. This offer is subject to your medical fitness declared by the medical officer of our hospital.

If this offer is acceptable to you, please report for the medical examination at a.m. on in our hospital.

Yours sincerely,
(Personnel Manager)

follows:

.