

"The world of corporate business is no place for the weak kneed but rather, we need people who take charge and hit the road running and emerge victorious. "

..... R. Kannan CEO, Careersindia

Welcome to Careersindia's news update

Assessment Pulse is a monthly newsletter from the Careersindia team, which brings to you the most relevant happenings in the area of human capital assessment. We welcome your feedback and suggestions on how we can improve.

Here are this months highlights: -

- Employee Fitment
 - Recruitment Stage
 - On-boarding



Productive employment in an organization is like long distance swimming; it does not pay to jump into the pool and start thrashing about

Employee Fitment

Modern organizations are complex entities with a personality as diverse and varying as any animal on the planet. Strip them of their glass and steel facades and they are human organizations with as many idiosyncrasies, cultural norms, informal codes and right-wrong mores as any tribal society or religious commune. The DNA of organizations as defined by these unique characteristics is not easy to understand; much less get used to. It is this fact the underscores the importance of 'Role Fitment' of new employees.



The right 'Fit' for the job is ensured at two stages – **Recruitment** and **Onboarding**.

Careersindia provides a range of assessments for Selection of talent across functions and levels. Industry Specific tools are available for IT, Retail, ITES, Manufacturing, Financial Services.



Recruitment - To identify the right fit for the job most organizations go through the following steps.

Step 1 Base Criteria- This is the first step of any new candidate search process – wherein resumes are filtered on the basis of basic requirements like – Educational Degree, Work Experience, Industry, etc.

Step 2 Assessing Ability – There are various methods used to assess the intellectual ability of a person. Most companies use abilities and skill-based tests. Some companies supplement this with group discussions and technical interview panels. To know more about Careersindia ability and skill-based assessments please [mail us](#).

Step 3 Behavioral Fitness - Traditionally behavioral assessments were handled by having a psychologist on the interview panel. Nowadays psychometric tests are used to assess the behavioral fitness of a candidate. This provides an unbiased and scientific route of finding out which candidate has a better fitment to the given job role. To know more about Careersindia psychometric assessments please [mail us](#).

Step 4 Interviews – The most important and crucial step in the employee fitment process. Not only does the organization get its first impression of the candidate but the candidate also sees the face of the organization. This is normally the final decision making round for both parties involved.

On-boarding/Induction

The effectiveness of induction depends not so much on the amount of factual information conveyed to the new comer.

Nowadays companies use technology to communicate to new employees through multimedia presentations and online tutorials. All these are effective in educating the newcomer about the company, its products, customers, job requirements and policies. An employee signs a contract with a company formally on appointment terms. The implicit terms are an even more important agreement – a psychological contract between the employee and the organization. A mutually beneficial psychological contract is of paramount importance, whilst a badly understood and executed psychological contract is the starting point for all the ills of a badly managed workforce.

What an organization spends on behavioral fitness and induction becomes an investment.



There are **two aspects to an On-boarding** - **hard** facts and information and **softer**, intangible messages welcoming, accepting and embracing the newcomer. The first part can be impersonal and communicated via technology and systematic procedures, whilst the latter requires a personal touch and a deeper understanding and acceptance of needs. Here are some effective process steps.

- On-boarding process needs to involve as many people as possible. – colleagues, HR specialists and senior company officials.
- On-boarding material should include stories of achievements and struggles.
- The main job of HR specialists is to ensure that all those involved are selected carefully for their understanding of organization and its culture.
- Front office staff and others likely to come in contact with the newcomer need training as rigorous as in the hospitality industry.
- HR specialists should be able to argue convincingly and obtain necessary resource commitment from the managers for the time and effort needed.
- An on-boarding program is not a one-shot affair and should have follow-ups and feedback sessions or even employee events exclusively for newcomers.
- Organizations may assign mentors for every newcomer to help them settle them
- An important aspect of a top manager's job is marketing the organization even for internal stakeholders – the employees. Their personal involvement and time enhances the program manifold.

Money spent on induction comes back as more productive and committed employees and pays back as savings on selection, recruitment and training costs.

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