

PLACEMENT AND INDUCTION

WHAT IS PLACEMENT?

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate. Placement is understood as assigning jobs to the selected candidates. Assigning jobs to employees may involve a new job or different jobs. Thus, placement may include initial assignment of job to new employee, on transfer, promotion or demotion of the present employees.

“Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands (job requirements) and it is matching of what he imposes (in strain, working conditions etc.) and what he offers (in the form of payroll companionship with others, promotional possibilities etc.).” -PIGORS and MYRES DEFINITION OF PLACEMENT

Right placement of workers can have the following advantages:

1. Reduced labour turnover rate.
 2. Reduced absenteeism rate.
 3. Increased safety of workers and lower accidents.
 4. Increased morale of workers.
 5. Better human relations in the organisations.
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While taking the placement decision, the following consideration or principles must be kept in mind:

1. Job Requirements: An employee should be placed on the job according to the requirements of the job such as physical and mental ability, eyesight, hearing, stress etc. The job shouldn't be adjusted according to the qualification and abilities of the employees. Job placement profile charts can be used to match the worker's physical and mental abilities with the job requirements. This profile chart displays an evaluation of both job requirements and worker abilities for key features of the job so that the management can easily determine how well worker fits a job.

2. Suitable Qualifications: The job should be offered to only that person who is suitably qualified. Over qualified and under qualified persons might create problems for the organisation in the long run.

3. Adequate Information to the Job Incumbent:

The employee should be provided with the complete information and facts relating to the job, including the working conditions prevailing in the firm. He should also be made known to the rewards associated with the performance levels.

4. Commitment and Loyalty: While placing the new employee, an effort should be made to develop a sense of commitment, loyalty and cooperation in his mind so that he may realise his responsibilities better towards the job, the organisation and his associates.

5. Flexibility: The placement in the initial period may be temporary as changes are likely after the completion of training. The employee may be later transferred to the job where he can do better justice.

Induction of Employees:

According to Edwin B. Flippo, “Induction is concerned with introducing or orienting a new employee to the organisation. It is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organisation”. It is the first step in a proper communication policy which seeks to build a two-way channel of information between the management and employees.

The new employee, on his joining the organisation, must be helped to get adjusted and acquainted with the fellow employees and the work environment. Rather than leaving him to make his own way through the organisation. It is much better to properly and systematically introduce him to the company, its philosophy, its place in the industry or economy, its major policies etc.

Contents of Induction Programme:

Topics to be covered in induction –

1. Company’s history, mission, vision and philosophy.
2. Products and services of the company.
3. Company’s organisation structure.
4. Location of departments and employee services.
5. Employee’s activities like clubs, credit society.
6. Personnel policies and procedures.
7. Standing orders.
8. Rules and Regulations.
9. Terms and conditions of services.
10. Grievance procedures.
11. Safety measures.
12. Benefits and services for employees.
13. Training, promotions and transfer facility.
14. Career advancement schemes.
15. Counselling facility.

Induction Process:

The following are the steps in induction process:

(1) Welcoming the New Employees:

The first fundamental step in induction is welcoming the new employees as soon as he joins the organizations and is duly placed on the job and gives basic instruction.

(2) Induction with Immediate Superior:

After welcome of the new employees, the next step is to introduce him with his immediate superior or with his colleagues and briefly explains his duties, responsibilities authorities, work procedure and practices.

(3) To Impart Detail Instructions:

The third and last important step in induction is to give detail information about the company such as company policies, plans, targets objectives, goals, products services, future prospects, working environment, future facilities, salary structure promotional opportunities, transfer facilities etc. At this stage a new comer knows his job and forms opinion about it, of course which is positive and starts integrating himself with the organization his job and the environment.

Induction takes place sometimes within one week to six months from the time of the initial hiring and orientation. It is generally conducted either by foreman or a specialist. Its main purpose is to find out whether the employee is reasonably satisfied or not.

Induction Methods:

The following gives us an idea as to how new employees are inducted into the organization:

(1) New employees are shown where they have to work and left to themselves for getting acquainted with fellow workers, company rules, etc.

(2) New employees are taken to the place of work and introduced to the supervisor/departmental heads, who in turn introduce them to their task and fellow workers.

(3) The supervisor informs the new employees about the plant, company rules, nature of product/products, process of production, etc. and

(4) An old experienced employee (sponsor) introduces the new employees to their work and fellow workers.

In many organizations, a booklet is issued, titled as ‘know your company’, or ‘this concerns you’, or aap ki company ki parichay pustika, introducing new employees to the organization and giving relevant information to them.

The information given to various categories of employees at the time of induction is noted to be as follows:

(1) Information about the organization,

(2) Information about the company product/products,

- (3) Information about the working rules and regulations,
 - (4) Information about the company's benefit plans in operation,
 - (5) Information about the company's recreational and educational activities,
 - (6) Information about the union (if the company is unionized).
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SOCIALISATION:

It refers to process of making the new employees get acquainted to the new environment of the organization. This reduces the anxiety of the new hires and allows them to adjust with the other existing employees in the company. In fact, induction is only a part of socialization.

DEFINITION OF SOCIALISATION: - "The process of learning the ropes, the process of being indoctrinated and trained, and the process of being taught what is important in an organization." -Schein

SOCIALISATION AND TRAINING

Many organizations intentionally include socialization as part of an employee's initial training. During the first few days on a new job, as important as it is to train on job duties, it is equally important to provide an opportunity for him to meet colleagues and begin to build relationships. Workplace relationships play a significant role in our experiences and enjoyment at work.
