

PERSONNEL SELECTION TECHNIQUES IN MAHINDRA INTERNATIONAL LTD



**Mahindra
INTERNATIONAL**

VIBHAVARI ASHOK KHAVLE

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Concentration, dedication and application are necessary but not sufficient to achieve any goal. They must be awarded by guidance, assistance and cooperation of some people to make it enable.

Gratitude is short lived but when put it blank and white; one hopes it to enjoy a longer life. Many people have given their valuable time and ideas to enable us to complete our project and project report. I am deeply indebted to all for their ideas and assistance, and I bear the entire responsibility for weaknesses in the project, if any.

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Lastly I would like to thank all those, who have, directly or indirectly, helped me in making the project.

CERTIFICATE FROM THE GUIDE

This is to certify that the Project work titled **Personnel Selection Techniques** in Mahindra International Ltd is a bonafide work carried out by **Vibhavari Khavle (Roll No. DPGD / JL06 / 0320)**, a candidate for the Post Graduate Diploma examination of the Welingkar Institute of Management under my guidance and direction.

Signature of Guide :

Name : Chandrakant Kamthi
Designation : Sr. Manager HR
Address : Mahindra International Ltd.
3rd flr, Mahindra Tower,
Worli, Mumbai - 18.

Date:

Place:

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EXECUTIVE SUMMARY

People are the most powerful assets of the company and the ability to choose the right people is most strategic for any company, today. Companies across the globe lay critical emphasis on human resources and in the process, newer methods have evolved to enable them right people for the right job at the right time.

Since Mahindra International Limited (MIL) is the new, evolving organization, its success depends greatly on its employees. Personnel Selection Technique is the important tool which helps in searching the right candidate for the right post. Therefore, Mahindra International Limited lays utmost importance to it.

MIL has incorporated very recently & as a result entire HR team was engaged in setting the SOP for all HR functions. My role in that was to benchmark personnel selections techniques & implements the best one in MIL. For that I was supposed to study the process followed by other Mahindra Group Companies. After that discussing these processes with my Project Guide, Mr. Kamthi & my HOD, Mr. Banerjee, we did benchmarking for each function & implemented the same in MIL.

For this huge data collection, I prepared one questioner & met all the Process HR of M&M Ltd, AS to understand their process. After that I made a summary of this data in excel file & discussed it with my Project guide & HOD, who helped me to select the best one. Immediately after that we started implementing those processes in our HR functions. We also came across with some drawbacks while implementing the same. But we manage to make corrections as per our needs.

Apart from this my focus was also on resource management. As a result I interacted with all the HODs & key people of the organisation. Over all it has been a great learning experience as it helped me to learn human as well as commercial aspect of an organisation in depth.

INTRODUCTION TO THE COMPANY

HISTORY

Few groups can identify as closely with India's destiny and industrial progress as the Mahindra Group. In fact, Mahindra is like a microcosm of India. Both were born around the same time, had the same aspirations and both experienced the inevitable troughs and crests in the journey towards their goals. And both continue to march on the path to progress and global recognition.

The birth of Mahindra & Mahindra began when K.C. Mahindra visited the United States of America as Chairman of the India Supply Mission. He met Barney Roos, inventor of the rugged 'general purpose vehicle' or Jeep and had a flash of inspiration: wouldn't a vehicle that had proved its invincibility on the battlefields of World War II be ideal for India's rugged terrain and its kutcha rural roads?

Swift action followed thought. The Mahindra brothers joined hands with a distinguished gentleman called Ghulam Mohammad. And, on October 2nd, 1945, Mahindra & Mohammad was set up as a franchise for assembling jeeps from Willys, USA.

Two years later, India became an independent nation and Mahindra & Mohammad changed its name to Mahindra & Mahindra. Ghulam Mohammad migrated to Pakistan post-partition and became the first Finance Minister of Pakistan.

Since then, Mahindra & Mahindra has grown steadily in size and stature and evolved into a Group that occupies a premier position in almost all key sectors of the economy. The Group's history is studded with milestones. Each one taking the Group forward. In fact, today, its total turnover is about 4.5 billion dollars

These days, Mahindra is a group in a hurry, engaged in an ambitious, sustained and prolonged penetration into the global arena.

CORE VALUES

- Our core values are influenced by our past, tempered by our present and are designed to shape our future. They are an amalgam of what we have been, what we are and what we want to be. These values are the compass that will guide our actions, both personal and corporate. They are:
 - **Good corporate citizenship**

As in the past, we will continue to seek long term success that is in alignment with our country's needs. We will do this without compromising on ethical business standards.
 - **Professionalism**

We have always sought the best people and given them the freedom and the opportunity to grow. We will continue to do so. We will support innovation and well-reasoned risk-taking, but will demand performance.
 - **Customer first**

We exist and prosper only because of our customers. We will respond to their changing needs and expectations speedily, courteously and effectively.
 - **Quality focus**

Quality is the key to delivering value for money to our customers. We will make quality a driving value in our work, in our products and in our interactions with others. We will do it "first time right".
 - **Dignity of the individual**

We value individual dignity, uphold the right to express disagreement and respect the time and efforts of others. Through our actions, we nurture fairness, trust and transparency.

CORE PURPOSE

Indians are second to none in the world. The Founders of our nation and of our company passionately believed this. We will prove them right by believing in ourselves and by making **Mahindra & Mahindra Ltd.** known worldwide for the quality, durability and reliability of its products and services

MAHINDRA GROUP

The US \$6 billion Mahindra Group is among the top 10 industrial houses in India. Mahindra & Mahindra is the only Indian company among the top three tractor manufacturers in the world. Mahindra's Farm Equipment Sector has recently won the Japan Quality Medal, the only tractor company worldwide to be bestowed this honour. It also holds the distinction of being the only tractor company worldwide to win the Deming Prize. Mahindra is the market leader in multi-utility vehicles in India. It made a milestone entry into the passenger car segment with Logan.

The Group has a leading presence in key sectors of the Indian economy, including the financial services, trade and logistics, automotive components, information technology, infrastructure development and After-Market.

With over 62 years of manufacturing experience, the Mahindra Group has built a strong base in technology, engineering, marketing and distribution which are key to its evolution as a customer-centric organization. The Group employs over 50,000 people and has several state-of-the-art facilities in India and overseas.

The Mahindra Group has ambitious global aspirations and has a presence on five continents. Mahindra products are today available on every continent except Antarctica. M&M has one tractor manufacturing plant in China, three assembly plants in the United States and one at Brisbane, Australia. It has made strategic acquisitions across the globe including Stokes Forgings (UK), Jeco Holding AG (Germany) and Schoneweiss & Co GmbH (Germany). Its global subsidiaries include Mahindra Europe Srl. based in Italy, Mahindra USA Inc. and Mahindra South Africa.

M&M has entered into partnerships with international companies like Renault SA, France, and International Truck and Engine Corporation, USA. Forbes has ranked the Mahindra Group in its Top 200 list of the World's Most Reputable Companies and in the Top 10 list of Most Reputable Indian companies. Mahindra has recently been honoured with the Bombay Chamber Good Corporate Citizen Award for 2006-07.

OUR BUSINESSES

Automotive Sector

- Domestic Operations
- International Operations
- Mahindra Renault
- Mahindra International

Farm Equipment Sector

- Domestic Operations
- International Operations
- Mahindra Gujrat Tractor
- Mahindra Agribusiness
- Mahindra Powerol

Trade and Financial Service Sector

- Mahindra Finance
- Mahindra Insurance Brokers
- Mahindra Rural Housing
- Mahindra Intratrade
- MMESS

- Mahindra Steel Service Centre
- Mahindra Logistics
- Mahindra Retail

Infrastructure Development Centre

- Mahindra Holidays and Resort
- Mahindra Lifespaces
- Mahindra World City
- Mahindra Infrastructure Developers
- Acres Consultancy Engineers

Information Technology Sector

- Tech Mahindra
- Bristlecone
- Mahindra Logisoft
- Special Service Group

Systech Sector

- Mahindra Engineering
- Mahindra Sourcing
- Mahindra Forging
- Mahindra Gears
- Mahindra Composites
- Mahindra Steel Products.

After Market Sector

- Mahindra First Choice
- Mahindra First Choice Services Ltd
- Mahindra Spares Business

Specialty Business

- Mahindra Ashtech
- Mahindra Defence Systems
- Spares Business Unit
- Mahindra Engineering & Chemical Products Ltd

MAHINDRA INTERNATIONAL LIMITED

Mahindra International Limited is the Joint Venture between Mahindra & Mahindra and ITEC (International Trucks And Engineering Corporation) of US. ITEC is the biggest manufacturer of Trucks in North of America. Very soon this JV is planning to come up with M&HCV i.e. Medium & Heavy Commercial Vehicles. This plan would be successful by mid of 2009. It has been registered & it operates in 3 different cities i.e. Mumbai, Pune and Zaheerabad. Pune has Departments - Vendor Development and Product Development. It's a basically a R&D centre. In Zaheerabad we have Manufacturing Centre. Currently MIL is taking support from M&M for production.

Mahindra International Ltd is a 51:49 joint venture between M&M and International Truck & Engine Corporation, USA (ITEC), to manufacture trucks and buses in India.

MIL uses M&M's distribution network in India and has already appointed 140 dealers for the purpose. Presently Light Commercial Vehicles (LCV) are manufactured under a contract manufacturing arrangement with Mahindra & Mahindra at the Zaheerabad plant. A new plant is being separately set up to manufacture the medium & heavy commercial vehicles.

Mahindra International Limited has three businesses:

- To manufacture trucks and buses in India for sale in India and export market.
- To provide engineering services for the design and development of truck and bus products for International Truck and Engine Corporation globally and the joint venture.
- To enable International Truck and Engine Corporation to use India as a significant supply base for sourcing components and materials.

Mahindra International will produce a new range of commercial trucks and buses starting in 2007 at one of the Group's automotive plants. The factory will have the capacity to produce a wide range of commercial vehicles, and will include cab assembly, vehicle assembly, and a paint shop.

Mahindra International will produce a new range of commercial trucks and buses starting in 2007 at one of the Group's automotive plants. The factory will have the capacity to produce a wide range of commercial vehicles, and will include cab assembly, vehicle assembly, and a paint shop. The vehicles will have 90% local content from the start due to the easy availability of quality parts and materials from Indian suppliers.

In addition, Mahindra & Mahindra Limited has contributed its existing light commercial vehicle business to Mahindra International Limited. This will leverage the Automotive Sector's extensive distribution network to rapidly launch a full range of medium and heavy commercial vehicles based, in part, on International Truck and Engine Corporation's existing product line and adapted for the Indian market.

Mahindra International is also expected to export vehicles through its own distribution channel, as well as International Truck and Engine Corporation's and Mahindra & Mahindra's overseas networks.

M&M Group Aspiration

To be a significant player in every segment of Automobile Vehicle Market

- Utility vehicles
- Three wheelers
- Passenger Cars
- Commercial Vehicles

Mahindra's Strengths

- Knowledge of Indian market
- Strong supplier base
- Wide distribution channel
- Extensive manufacturing facilities
- Low-cost product development capability

International's Strengths

- World class CV and diesel engine product range.
- Global leader in vehicle & engine development.
- Depth of experience in global markets.

Mahindra International JV- The Opportunities

- Become a Full Range Commercial Vehicle company in India.
- Be a full service provider of Engineering Services to International.
- Establish high-volume Sourcing from India for International

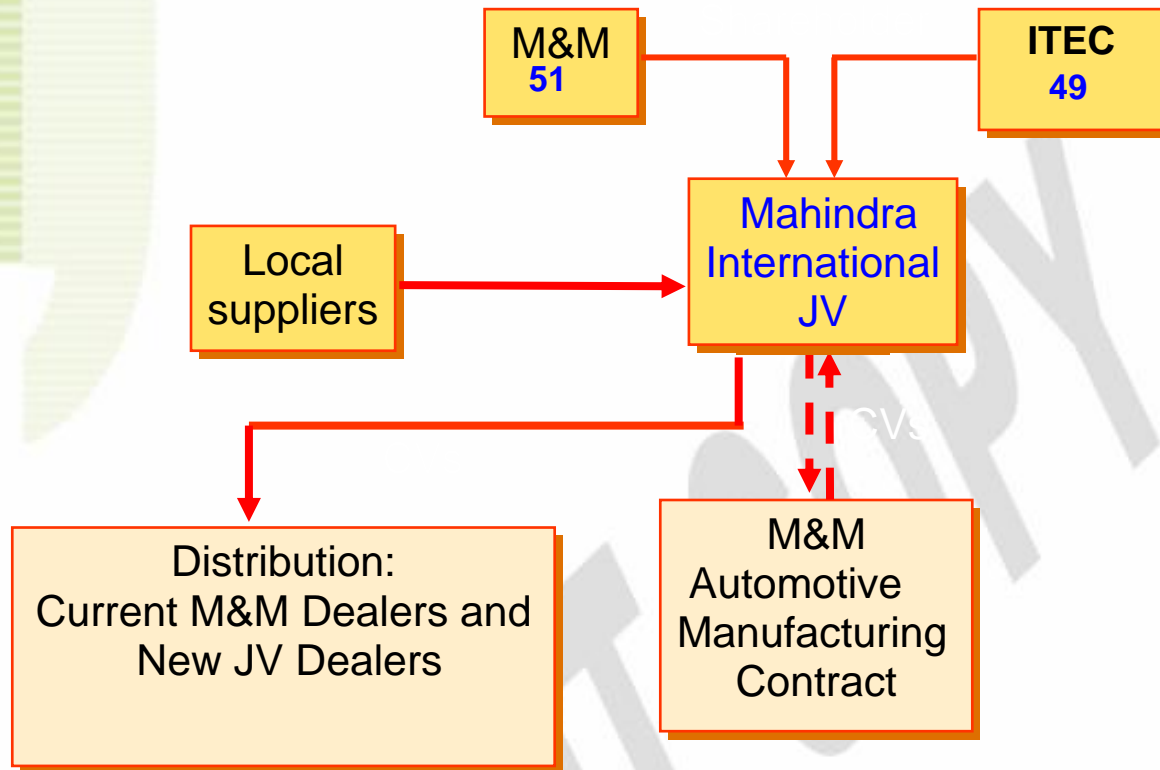
Building a Full Line CV Business

- M&M brings LCV business.
- International's M&HCV platforms modified to Indian cost & application requirements.
- Selling & Distribution in India through existing M&M dealers and new JV dealers.
- Products to be branded as Mahindra International.

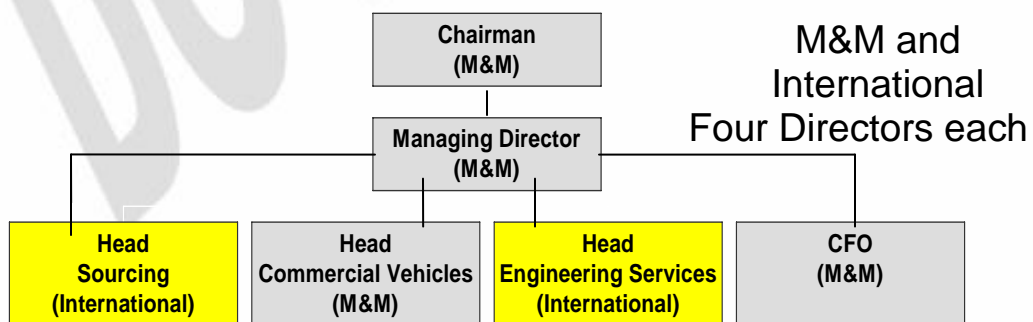
Engineering Services & Sourcing

- Offshore Development Center to be set up in India for International.
- Vehicle Tear-down Center to be set up.
- Parts and aggregate supply from India for International.

JV STRUCTURE



MANAGEMENT STRUCTURE



Salient Points of JV

- Project investment about Rs.400 crores.
- Develop India specific products.
- Start of Production: FY '09
- Localization: 90% at start.
- Engineering services 300 people.
- Sourcing to exceed \$100 Million pa by 3rd year.

Creating Value

- **For International**
 - Entry into high growth Indian CV market.
 - Leverage Mahindra's strength in manufacturing & distribution.
 - Opportunity for cost effective sourcing and engineering.
- **For Mahindra**
 - Become a Full Line Commercial Vehicle company in India.
 - Become a full service provider of Engineering Services.
 - Establish Contract Sourcing business.

INTRODUCTION OF PERSONNEL SELECTION

Personnel selection is the process used to hire (or, less commonly, promote) individuals. Although the term can apply to all aspects of the process (recruitment, selection, hiring, acculturation, etc.) the most common meaning focuses on the selection of workers.

The professional standards of industrial psychologists require that any selection system be based on a job analysis to ensure that the selection criteria are job-related. The requirements for a selection system are knowledge, skills, ability, and other characteristics, known as *KSAO's*. U.S. law also recognizes *bona fide occupational qualifications* (BFOQs) which are KSAOs which are truly required for successful performance (as opposed to requirements that are included maliciously or through incompetence and which adversely discriminate against a protected demographic group (men, women, people of color, etc.)).

The goal of personnel selection, as all business processes, is to ensure an adequate return on investment. In the case of selection, this entails assurances that the productivity of the new hires produce more value than the costs of recruiting, selecting, and training them. Within industrial psychology, the area of utility analysis specifically addresses this issue.

Several screening methods exist that may be used in personnel selection. Examples include the use of minimum or desired qualifications, resume/application review, scored biodata instruments, oral interviews, work performance measures (e.g., writing samples), and tests (cognitive ability, personality, job knowledge).

History and development

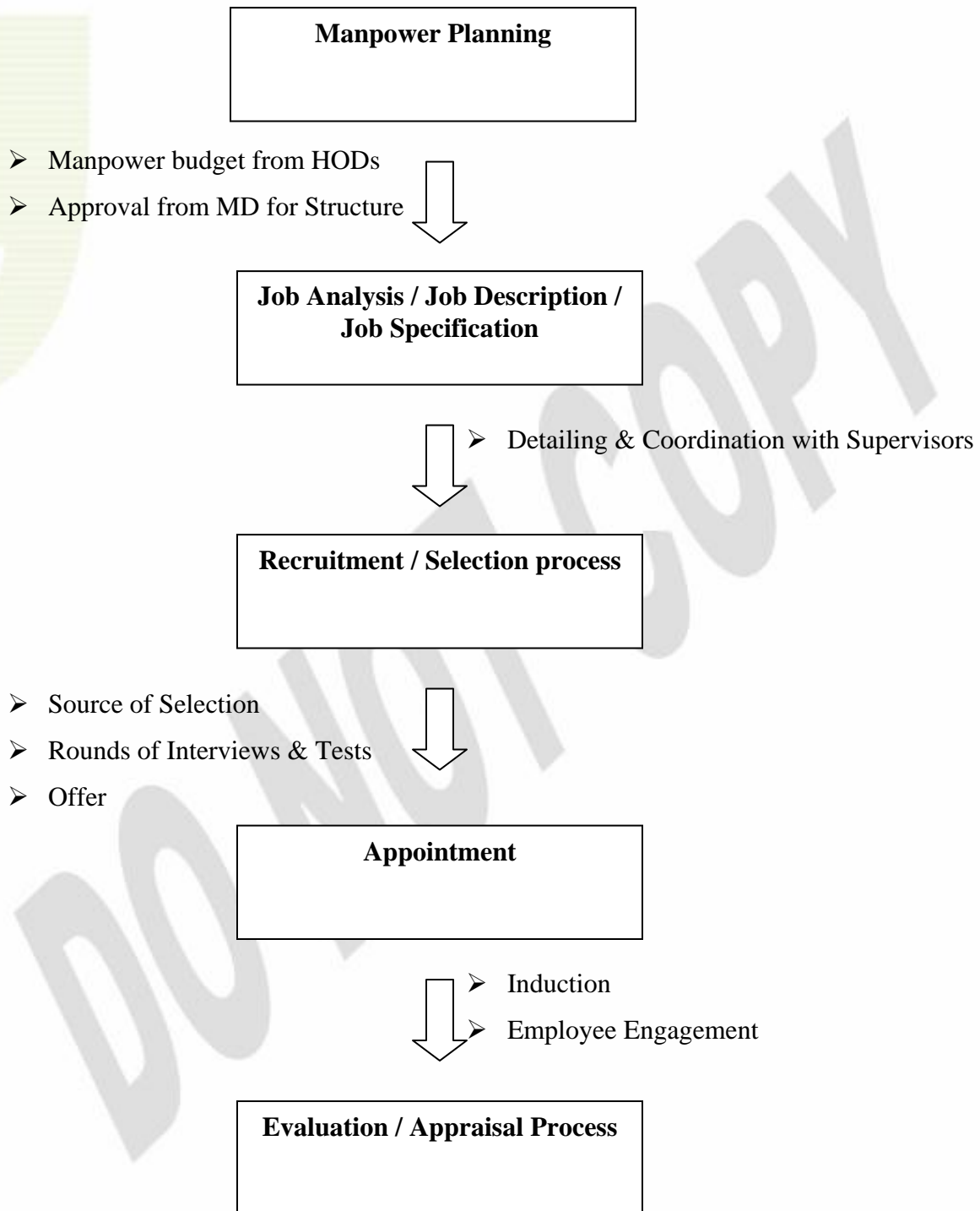
Selection into organizations has as ancient a history as organizations themselves. Chinese civil servant exams, which were established in 605, may be the first documented, modern selection tests. As a scientific and scholarly field, personnel selection owes much to psychometric theory and the art of integrating selection systems falls to human resource professionals.

Much of the US research on selection is conducted by members of the Society for Industrial and Organizational Psychology (SIOP). Research topics include:

- The reliability and validity of various forms of selection procedures
- Methods for demonstrating return on investment for selection systems
- Assessing fairness and making selection systems as fair as possible
- Legal issues and compliance with laws
- The generalisability of validity across different work contexts
- Alternative methods of demonstrating validity, such as synthetic validity
- The predictive validity of non-traditional measures, such as personality

The funnel of responsibility is critical to the efficiency of a smoothly operating business entity in which there is a clearly defined understanding of who is responsible for what. This is what HR does for a company. They provide consultation to a company's management team to identify what the company's core business and culture is about, and proceeds to plan and map the company's organizational infrastructure to support those needs.

FLOW CHART FOR PERSONNEL SELECTION



MANPOWER PLANNING

Personnel management is productive exploitation of manpower resources. This is also termed as 'Manpower Management'. Manpower Management is choosing the proper type of people as and when required. It also takes into account the upgrading in existing people. Manpower Management starts with manpower planning. Every manager in an organization is a personnel man, dealing with people. Definition and importance of manpower Planning:

Planning is nothing but using the available assets for the effective implementation of the production plans. After the preparing the plans, people are grouped together to achieve organizational objectives.

Planning is concerned with coordinating, motivating and controlling of the various activities within the organization. Time required for acquiring the material, capital and machinery should be taken into account. Manager has to reasonably predict future events and plan out the production. The basic purpose of the management is to increase the production, so that the profit margin can be increased. Manager has to guess the future business and to take timely and correct decisions in respect of company objectives, policies and cost performances. The plans need to be supported by all the members of the organization. Planning is making a decision in advance what is to be done. It is the willpower of course of action to achieve the desired results. It is a kind of future picture where events are sketched. It can be defined as a mental process requiring the use of intellectual faculty, imagination, foresight and sound judgment.

It involves problem solving and decision making. Management has to prepare for short term strategy and measure the achievements, while the long term plans are prepared to develop the better and new products, services, expansion to keep the interest of the owners.

Advantages of manpower planning:

1. It is useful both for organization and nation.
2. It generates facilities to educate people in the organization.
3. It brings about fast economic developments.
4. It boosts the geographical mobility of labor.
5. It provides smooth working even after expansion of the organization.
6. It opens possibility for workers for future promotions, thus providing incentive.

7. It creates healthy atmosphere of encouragement and motivation in the organization.
8. Training becomes effective.
9. It provides help for career development of the employees.

Steps in Manpower planning

1. Predict manpower plans
2. Design job description and the job requirements
3. Find adequate sources of recruitment.
4. Give boost to youngsters by appointment to higher posts.
5. Best motivation for internal promotion.
6. Look after the expected losses due to retirement, transfer and other issues.
7. See for replacement due to accident, death, dismissals and promotion.

Factors which affect the efficiency of labor:

1. Inheritance: Persons from good collection are bound to work professionally. The quality and rate of physical as well as mental development, which is dissimilar in case of different individuals is the result of genetic differences.
2. Climate: Climatic location has a definite effect on the efficiency of the workers.
3. Health of worker: worker's physical condition plays a very important part in performing the work. Good health means the sound mind, in the sound body.
4. General and technical education: education provides a definite impact n the working ability and efficiency of the worker.
5. Personal qualities: persons with dissimilar personal qualities bound to have definite differences in their behaviour and methods of working. The personal qualities influence the quality of work.
6. Wages: proper wages guarantees certain reasons in standard of living, such as cheerfulness, discipline etc. and keep workers satisfy. This provides incentive to work.
7. Hours of work: long and tiring hours of work exercise have bad effect on the competence of the workers.

Downsizing of manpower:

Downsizing of manpower gives the correct picture about the number of people to be employed to complete given task in the predetermined period. It is used for achieving fundamental growth in the concern. It can work out the correct price by the resource building or capacity building. It aims at correct place, correct man on a correct job.

Thus manpower planning is must to make the optimum utilization of the greatest resource available i.e. manpower for the success of any organization.

JOB ANALYSIS - JOB DESCRIPTION - JOB SPECIFICATION

Following definitions will help you to understand the concept of job analysis better:

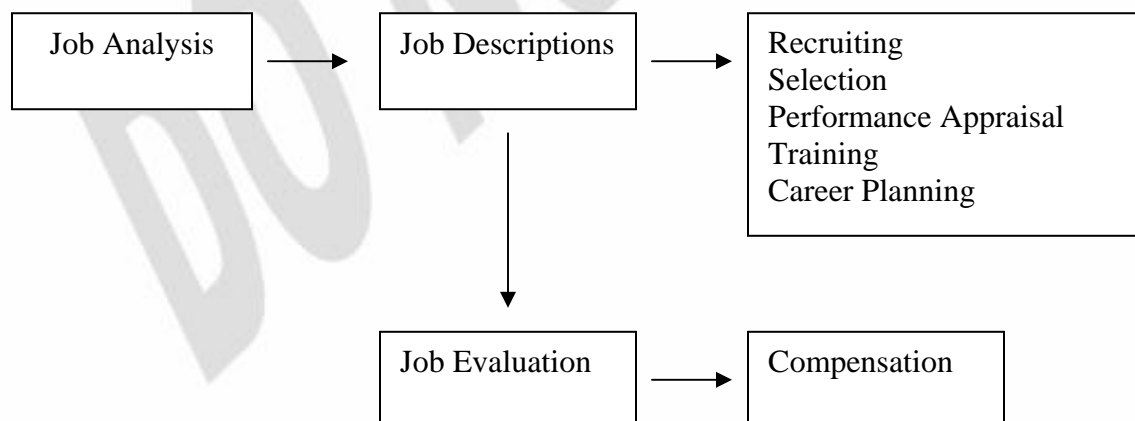
- A defined data collection and analysis procedure through which information about job tasks and job requirements are obtained.
- Job analysis is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

Job analysis is a systematic procedure for studying jobs to determine their various elements and requirements. The job analysis for a particular position typically consists of two parts.

- ❖ **JOB DESCRIPTION** is a list of the elements that make up a particular job.
- ❖ **JOB SPECIFICATION** is a list of the qualifications required to perform particular job.

JOB DESCRIPTION vs. JOB SPECIFICATION

- ✚ **Job Description** - written narrative describing activities performed on a job; includes information about equipment used and working conditions under which job is performed.
- ✚ **Job Specification** - outlines specific skills, knowledge, abilities, physical and personal characteristics necessary to perform a job - What about physical and personal characteristics? Strength, patience, intestinal fortitude, risk-taker.



JOB EVALUATION

The aim of job evaluation is to provide a systematic and consistent approach to defining the relative worth of jobs within a workplace, single plant or multiple site organisation. It is a process whereby jobs are placed in a rank order according to overall demands placed upon the job holder. It therefore provides a basis for a fair and orderly grading structure.

Job evaluation does not determine actual pay. That is a separate operation, normally the subject of negotiation between management and employees or their trade union representatives. Only the job is evaluated, not the person doing it. It is a technique of job analysis, assessment and comparison and it is concerned with the demands of the job, such as the experience and the responsibility required to carry out the job. It is not concerned with the total volume of work, the number of people required to do it, the scheduling of work, or the ability of the job holder.

Several techniques of job evaluation have developed, varying in approach. Some involve an examination of jobs according to criteria such as skill, responsibility and working conditions. Others are less complex.

Why introduce job evaluation?

- It can be beneficial when the existing grading structure is in need of review
- It can help establish or maintain the credibility and acceptability of a grading system
- Job evaluation facilitates the accommodation of new or revised jobs into the grading structure
- It can be used by organisations as a basis for job matching and external pay comparisons

ALTERNATIVE JOB EVALUATION APPROACHES

TYPE SYSTEM	ADVANTAGES	DISADVANTAGES
RANKING	<ul style="list-style-type: none"># The simplest approach# Quick and inexpensive to administer# Uses job-to-job comparison	<ul style="list-style-type: none"># Little guidance provided to evaluators# Basis for comparing jobs not spelled out# Difficult to justify results to employees# Assigns value differences to jobs, but does not provide how much value difference is valid
CLASSIFICATION	<ul style="list-style-type: none"># Relatively simple and inexpensive# Predetermined scale of values is provided# Measures of skill attainment can become easily identifiable criteria for determining job worth	<ul style="list-style-type: none"># Difficult to define levels of overall job worth# Different class definitions must be developed for each type of work involved# Grade assignments may be made on factors that are not relevant to the true compensable worth

FACTOR COMPARISON	<ul style="list-style-type: none"> # Job-to-job comparison # Limited number of factors # Avoids internal inconsistencies arising from different evaluators using different criteria 	<ul style="list-style-type: none"> # Complexity # Time consuming # "Halo" effect may cause individual judgements on factors to parallel on overall ranking judgment
POINT FACTOR	<ul style="list-style-type: none"> # Factor definition provides consistency among different evaluators # Shows which job is worth more and by how much 	<ul style="list-style-type: none"> # Extremely complex # Difficult to maintain # Appears overly scientific and may discourage managerial input # Details are difficult to explain
MARKETING PRICING	<ul style="list-style-type: none"> # Development and maintenance time is minimal # Easy to understand and communicate # Market data is more effective than subjective evaluation decisions 	<ul style="list-style-type: none"> # Survey data may not be valid # Benchmark jobs may reflect unusual or temporary market conditions # Market data may not coincide with perceived internal values
CAREER PATH COMBINATION	<ul style="list-style-type: none"> # Combines the advantages of market pricing and ranking with the concepts of job families and career paths. 	<ul style="list-style-type: none"> # Relies heavily on management judgements # Is perhaps the easiest for employees to understand and accept

RECRUITMENT & SELECTION

Recruitment is always initiated by Departmental Head for all positions. The initiator shall send the manpower requisition form to HRD and discuss with HR Head on possible sources. Any difference in job specifications compared to that in database would also be discussed. HRD and the Department Head would agree on methods and end dates for recruitment depending on the urgency. The department has the option of keeping a vacancy in abeyance. The recruiting and selecting process can best be envisioned as a series of hurdles.

Specifically, recruiting and selecting require:

1. Doing employment planning and forecasting to determine the duties of the positions to be filled.
2. Building a pool of candidates for these jobs by recruiting internal or external candidates.
3. Having the applicants fill out application forms and perhaps undergo an initial screening interview.
4. Utilizing various selection techniques such as tests, background investigations and physical exams to identify viable job candidates.
5. Having the candidate go through one or more selection interviews with the supervisor and other relevant parties for the purpose of finally determining to which candidate an offer should be made.

Organizations need individuals to carry on with its operations. We must know that normally an organisation can fill up its vacancies either through promotion / transfer of people available in the organisation or through the selection of people from outside. Thus, there can be two sources of supply of manpower-external and internal. For all recruitment, a 'preliminary question of policy considers the extent to which it will emphasise external and internal sources. The question is not of 'either or' but is one of relative importance of both sources because every organisation has to fill up some vacancies through promotion and in the same way, every organisation has to fill up some vacancies through outsiders. Selection of a particular source of manpower supply depends on several factors enumerated below:

We must not forget that the policy of taking candidates from inside and outside affects the attitudes and actions of people in the organisation.

- Filling up a position through internal promotion has a favorable reaction among employees. They are likely to associate themselves with the organisation as they see their future secured in the organisation through promotion.
- However, this may result into mediocre performance, as the guarantee of promotion itself will bring complacency.

The level of socialization required and time taken for that determines the inside or outside sources of recruitment. If the socialization process for an organisation operating in a particular industry takes substantial time, it can prefer internal source of recruitment. People selected from outside take time to socialise themselves with an organisation. For certain jobs, this process may take considerably longer time. For example, marketing executive of a consumer product company will take less time in socializing in another consumer product company but more time in capital goods industry. It is the case with production people but finance people may take same time in spite of the differences and similarities of organizations.

The need for originality and new ideas also affects recruitment policy. The organizations, which place high importance on these factors, go for outside sources. Similarly, the organisations, which grow through diversification, give more importance to outside sources, as existing people may not be fully equipped to handle new business.

Therefore we should not forget to consider these factors while determining the sources of recruitment. While vacancies through internal sources can be filled up either through promotion or transfer, recruiters tend to focus their attention on outside sources.

External Sources

Therefore, we must understand that the first problem is to identify outside sources. Normally, following external sources are utilized for different positions.

Advertisement –

Advertisement is the most effective means to search potential employees from outside the organisation. Employment advertisement in journals, newspapers, bulletins, etc., is quite common in our country. By means of advertisement, the organisation is able to communicate its requirement of people some of whom may be its prospective employees. An advertisement contains brief statement of the nature of jobs, the type of people required, and procedure for applying for these jobs.

Employment Agencies –

Many organizations get the information about the prospective candidates through employment agencies. In our country, two types of employment agencies are operating: public employment agencies and private employment agencies.

Though both of these perform activities regarding employment suggestions to their clients, often they differ considerably.

Public Employment Agencies –

There are employment exchanges run by the government almost in all districts. The employment seekers get themselves registered with these exchanges. Normally, such exchanges provide candidates for lower positions like semi-skilled and skilled workers, and lower-level operatives like clerks, junior supervisors, etc.

Private Employment Agencies –

There are many consultancy and employment agencies like Brainhunt Consultants, ABC Consultants, A.F. Ferguson and Company, Personnel and Productivity Services etc., which provide employment services particularly for selecting higher level and middle level executives. These agencies also undertake total functions of recruiting and selecting personnel on behalf of various organizations. They charge fees for this purpose.

On Campus Recruitment –

Many organizations conduct preliminary search of prospective employees by conducting interviews at the campuses of various institutes, universities, and colleges. This source is quite useful for selecting people to the posts of management trainees, technical supervisor, scientist,

and technicians. The organizations hold preliminary interviews on the campus on the predetermined date and candidates found suitable are called for further interviews at specified places.

Deputation –

Many organizations take people on deputation from other organizations. Such people are given choice either to return to their original organisation after a certain time or to opt for the present organisation. At the initial development of public sector organizations, this source was quite common for filling managerial vacancies in these organizations. People from civil and defense services were put on deputation in these organizations. Organizations promoted by various industrial groups also use this source to fill up higher managerial positions. People working in one organisation are deputed in another belonging to the same industrial house.

Employee Recommendations –

Employee recommendations can be considered to employ personnel particularly at the lower levels. The idea behind employee recommendations as a source of potential applicants is that the present employees may have specific knowledge of the individuals who may be their friends, relatives, or acquaintances. If the present employees are reasonably satisfied with their jobs, they communicate these feelings to many persons in their communities.

Labour Unions –

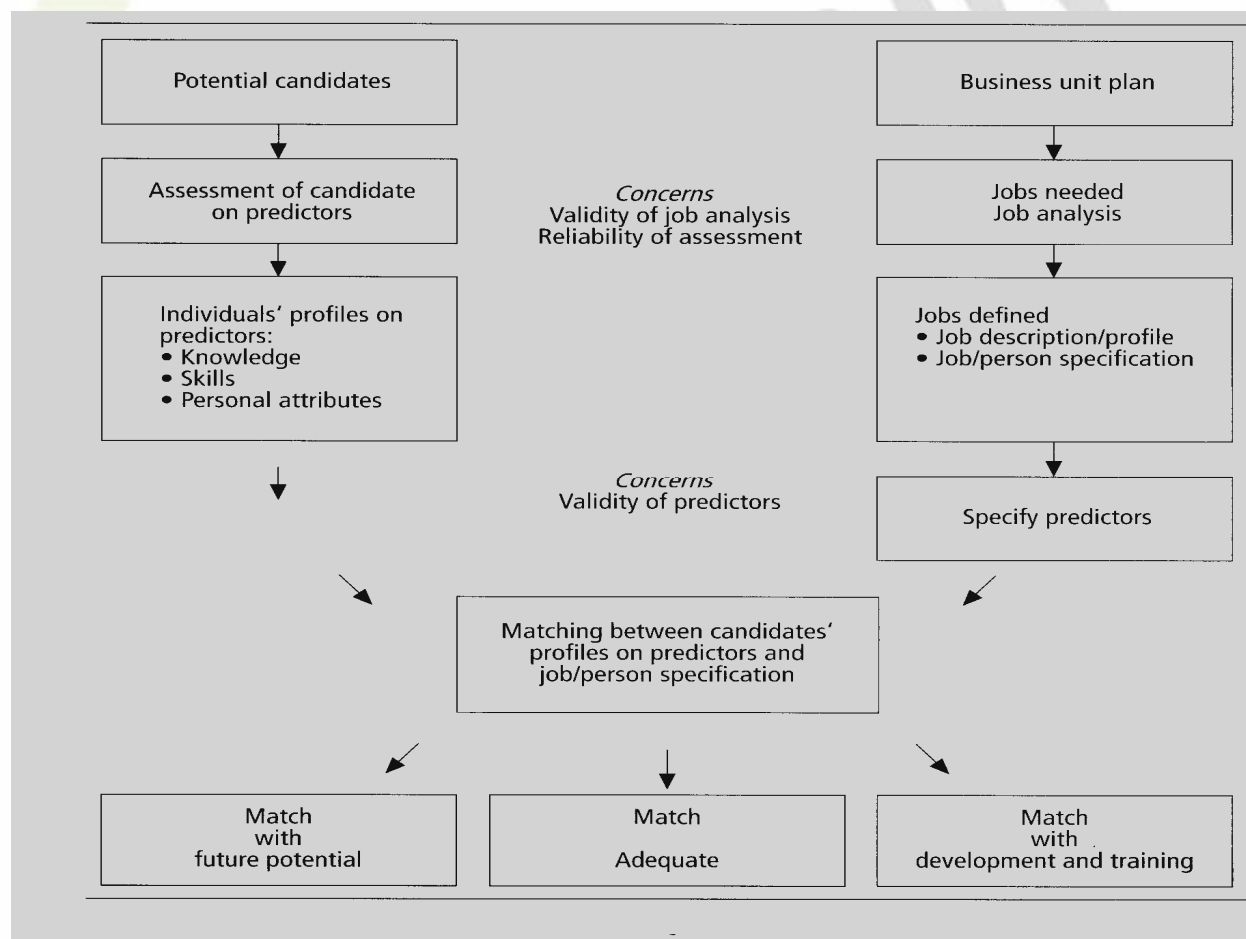
In many organizations, labour unions are used as source of manpower supply, though at the lower levels. Many such union leaders whose styles are cooperative and constructive can be promoted to supervisory level. In many organizations, unions are asked to make recommendations for employment of people as a matter of goodwill and cooperation.

Gate Hiring –

The concept of gate hiring is to select people who approach on their own for employment in the organisation. This happens mostly in the case of unskilled and semi-skilled workers. Gate hiring is quite useful and convenient method at the initial stage of the organization when large number of such people may be required by the organisation. It can be made effective by prompt disposal

of applications, by providing information about the organization's policy and procedures regarding such hiring and providing facilities to such gate callers.

Hence it is important to understand that it is not necessary that a particular organisation will utilized all sources to employ people of all types. Some of the sources are more useful for a particular category of employees. For example, advertisement and deputation are more useful for employing managerial personnel. Similarly, labour unions and gate hiring are more suitable to employ labour and unskilled personnel.



SELECTION INTERVIEWS

Interviews are very widely used in the selection process, as demonstrated by successive CIPD surveys of recruitment practices. The 2007 survey shows that interviews based on the contents of the curriculum vitae/application form are found to be the most frequently used selection method (77%) followed by competency-based interviews.

There is a range of tools which may be used to distinguish between candidates but interviews remain the most common and the interview process is expected by both candidates and managers. This is because as well as providing information to predict performance, interviews also give an opportunity for the interviewer and interviewee to meet face to face and exchange information.

For the candidate, the interview is an opportunity to:

- ask questions about the job and the organisation
- decide if they'd like to take the job.

For the organisation, the interview is an opportunity to:

- describe the job and the responsibilities the job holder would need to take on in more detail
- assess candidates' ability to perform in the role
- discuss with the candidate details such as start dates, training provisions and terms and conditions such as employee benefits
- give a positive impression to the candidate of the company as a 'good employer' (who they'd like to work should they be offered the position).

A poorly conducted interview may leave the candidate with an unfavourable impression of the organisation that they are likely to share with other potential applicants and customers.

Limitations of the interview

Research evidence highlights the limitations of the traditional interview as a poor predictor of a candidate's performance in the job. Information is gathered from the interview in a relatively

unsystematic manner, and judgements may be made on candidates for a variety of reasons. Anderson and Shackleton draw on a wide variety of studies to summarise the reasons why interviews have been criticised in this way. These include:

- ❖ **The self-fulfilling prophecy effect.** Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages.
- ❖ **The stereotyping effect.** Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups.
- ❖ **The halo and horns effect.** Interviewers sometimes rate candidates as ‘good’ or ‘bad’ across the board and thus reach very unbalanced decisions.
- ❖ **The contrast effect.** Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.
- ❖ **The similar-to-me effect.** Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.
- ❖ **The personal liking effect.** Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

Structuring the interview can also help improve its ability to predict performance in the job and a growing number of employers are now taking this approach.

A ‘STRUCTURED INTERVIEW’ means that:

- questions are planned carefully before the interview
- all candidates are asked the same questions
- answers are scored using a rating system
- questions focus on the attributes and behaviours needed in the job.

There is a risk, however, that this means an overly rigid approach in which there is little opportunity to ask the candidate supplementary questions and the candidate does not feel at their ease.

A looser ‘semi-structured’ approach can allow more opportunity for follow up questions for interviewer, and involves them covering a planned series of topics with the candidate.

INTERVIEW FORMATS

Interviews can take a range of formats, and can be carried out by one or more interviewers.

One to one interviews

One to one interviews have the advantage of putting the candidate more at their ease, but make it more difficult for the interviewer to concentrate on and consider the interviewee’s responses. They also make it more likely for unfair bias to occur as the interviewer will not have to justify their opinions to anyone else.

This can be partly addressed by using two interviewers, or carrying out a panel interview. However, this is more likely to be a formal and intimidating situation where the candidate will find it difficult to act naturally.

It is also possible to carry out a sequence of interviews where several people interview the candidate but never more than one or two at a time. For this to be successful, it is important for interviewers to agree in advance which areas they are planning to cover so the candidate is not asked the same question many times. This requires careful planning and building additional time into the selection process.

Telephone interviewing

Our 2007 recruitment survey¹ found that over half (61%) of organisations now make some use of telephone interviews. Telephone interviews can be helpful:

- as a pre-selection tool when undertaking high volume recruitment
- when seeking to fill vacancies where telephone manner and customer contact is a major part of the role
- when recruiting for senior positions internationally.

They are frequently used as part of a first stage screen of applications, with a brief series of key questions. But telephone interviewing is generally not a substitute for a face-to-face interview and is rarely used in isolation. It would be very unusual for a final interview to be over the telephone.

Before undertaking telephone interviews, organisations should confirm the validity of telephone interviewing as part of the selection process. They should then monitor the process to ensure that it remains a fair method of selection.

Where companies are recruiting from overseas there are some examples of video link being used as part of the recruitment process.

INTERVIEW QUESTIONS

General tips for asking questions include:

- Avoid asking closed questions to which the candidate can simply answer ‘Yes’, ‘No’, or ‘That’s right’.
- Ask open questions, such as those starting with ‘what’, ‘when’, ‘why’, ‘where’ and ‘how’.
- Avoid asking questions that give away the answer you are looking for.
- Ask one question at a time. Asking multiple questions will confuse the candidate.

Some different types of questioning styles are given below, but not all questions fit neatly into a category. It can be helpful to ask some more chatty questions at the beginning of the interview to help put the candidate at their ease.

Hypothetical questions

Hypothetical questions involve asking candidates how they would react or behave in specific situations, for example those that might be encountered in the job in question. For example, 'How would you deal with a customer who is complaining loudly about sloppy service?' With this type of question there is a danger that candidates will think quickly about the 'best' or expected answer: the interviewer has to decide how closely this might match with reality.

Behavioural questions

Behavioural questions focus on past events in a candidate's life and are designed to focus on 'critical incidents'. The interviewer is hoping to hear of occasions when the candidate has demonstrated the abilities or behaviours most relevant to the job for which they are applying. For example, 'Tell me about a time when you had to take a particularly difficult decision'. The interviewer can then ask more probing supplementary questions to establish, for instance, the circumstances, the candidate's reaction and what action they personally took.

In posing the question above, the interviewer is looking for evidence that candidates have acted decisively in the past. The assumption is then made that, put in a similar situation, they would display the same behaviour in the future.

It is important that questions of this kind are based on person specifications for the job which have been agreed – and ideally discussions with the current holder of the job. This type of interviewing can be linked to competencies.

Stress questions

Stress questions should be used with great caution, as they involve asking a question that is disparaging or aggressive. Some interviewers argue these are necessary in order to see how the candidate reacts in a situation that is stressful or uncomfortable. As the candidate is already in an unfamiliar situation (the interview) this type of question is likely to be unfair, as the candidate

will not have been able to prepare for the situation or consider their options in advance. There is also a danger that this style of interviewing could create a bad impression of the organisation on the candidate.

PREPARING FOR INTERVIEWS

Some of the basic steps that need to be taken in preparing to interview candidates are listed below. While many of the points may seem obvious, they are frequently handled poorly or forgotten altogether. The key points are the need to prepare questions that are clearly relevant to the job for which the candidate is applying, and the need, at all times, to be concerned about the image of the organisation in the potential recruit's mind.

When inviting candidates to an interview:

- Specify the date, time and place of the interview. Also include a location map with details of access for cars and pedestrians, parking and public transport. You should if interview candidates have any special requirements (for example if they have a disability).
- Outline the likely duration of the interview and the format the interviewee can expect (such as panel, one-to one).
- Include the names and job titles of the interviewers.
- Give details of other aspects of the proceedings so that nothing takes candidates by surprise. Will there be other parts of the assessment process they also need to know about, for example tests, in-tray exercise?
- State what documents applicants need to bring with them (for example proof of qualifications, driving licence, indemnity insurance certificate, proof of right to work in the UK).
- Ask candidates to confirm their intention to attend the interview at the stated time and place.
- End by giving a name (not an illegible signature) and methods by which candidates can make contact (address, phone number, email etc).

Preparing for the interview itself:

- Base interview questions on a comprehensive, accurate and up-to-date job description.
- In framing questions for unstructured and semi-structured interviews, refer to the CV or application form so that any inconsistencies or omissions can be followed up.
- Give active consideration to the current environment and to any important business issues of relevance to the vacant job. This background material should be used in the question design and can also be imparted to candidates during the interview so that they can answer questions as effectively as possible.
- Consider in advance how information collected at the interview will be used to assess the performance of candidates. Will a scoring system be used to help make comparisons? Will the interview be used alongside other activities as part of the selection process?
- Allow time during each interview for candidates to ask questions and make sure that the interviewer has sufficient information about the job to answer any reasonable question.
- Take brief notes during the interview but not at the expense of the dialogue; allow time in the schedule to write longer notes immediately after each interview.
- Try to let the candidate know the timescale for informing them of the outcomes of the interview.

PSYCHOLOGICAL TESTS

Psychological tests aren't magic, so let's get that clear right at the beginning. They assess and evaluate information that you give to the examiner, which is why the formal name of psychological testing is psychological assessment. You give this information either in the form of answers to interview questions or as answers on paper—or on a computer—to specific questions. Ultimately, a test's accuracy depends on how carefully and seriously you answer the questions you're asked.

What is Psychometrics?

- Psychometrics literally means mental measurement
- Psychometric tests are measurement devices
- The measurement is used to gain an understanding of an individual so as to be able to predict behavior & provide a basis for future action

Tests are classified into five types. They are:

- (i) Aptitude tests
- (ii) Achievement tests
- (iii) Situational tests
- (iv) Interest tests
- (v) Personality test

Aptitude Tests:

These tests measure whether an individual has the capacity or latent ability to learn a given job if given adequate training. Aptitudes can be divided into general and mental ability or intelligence and specific aptitude such as mechanical, clerical, manipulative capacity etc.

Intelligence Tests:

These tests in general measure intelligence quotient of a candidates. In detail these tests measure capacity for comprehension, reasoning, word fluency, verbal comprehension, numbers, memory and space .Other factors such as digit spansâ both forward and backward, information known, comprehension, vocabulary, picture arrangement and object assembly.

Though these tests are accepted as useful ones, they are criticized against deprived sections of the community. Further, it is also criticized that these tests may prove to be too dull as a selection device.

Mechanical Aptitude Tests:

These tests measure the capacities of spatial visualization, perceptual speed and knowledge of mechanical matter. These tests are useful for selecting apprentices, skilled, mechanical employees, technicians etc. Psychomotor Tests: These tests measure abilities like manual dexterity, motor ability and eye-hand coordination of candidates. These tests are useful to select semi-skilled workers and workers for repetitive operations like packing, watch assembly. Clerical Aptitude Tests: Measure specific capacities involved in office work. Items of this test include spelling, computation, comprehension, copying, word measuring etc.

Achievement Tests:

These tests are conducted when applicant claims to know something as these tests are concerned with what one has accomplished. These tests are more useful to measure the value of specific achievement when an organization wishes to employ experienced candidates. These tests are classified into: (a) Job Knowledge test; (b) Work sample test.

Job Knowledge Test:

Under this test a candidate is tested in the knowledge of a particular job. For example, if a junior lecturer applies for the job of a senior lecturer in commerce, he may be tested in job knowledge where he is asked questions about Accountancy principle, Banking, Law, Business Management etc. Work Sample Test: Under this test a portion of the actual work is given to the candidates as a test and the candidate is asked to do it. If a candidate applies for a post of lecturer in Management he may be asked to deliver a lecture on Management Information System as work sample test.

Thus, the candidate's achievement in his career is tested regarding his knowledge about the job and actual work experience.

Situational Test:

This test evaluates a candidate in a similar real life situation. In this test the candidates is asked either to cope with the situation or solve critical situations of the job.

(a) Group Discussion: This test administered through group discussion approach to solve a problem under which candidates are observed in the areas of initiating, leading, proposing valuable ideas, conciliating skills, oral communicating skills, coordinating and concluding skills.

(b) In Basket: The candidate, in this test, is supplied with actual letters, telephone and telegraphic message, reports and requirements by various officers of the organization, adequate information about the job and organization. The candidates is asked to take decisions on various items based on the in basket information regarding requirements in the memoranda.

Interest Test:

These tests are inventories of the likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities. The purposes of this test is to find out whether a candidate is interested or disinterested in the job for which he is a candidate and to find out in which area of the job range/occupation the candidate is interested. The assumption of this test is that there is a high correlation between the interest of a candidate in a job and job success. Interest inventories are less faked and they may not fluctuate after the age of 30.

Personality Tests:

These tests prove deeply to discover clues to an individual's value system, his emotional reactions and maturity and characteristic mood. They are expressed in such traits like self-confidence, tact, emotional control, optimism, decisiveness, sociability, conformity, objectivity, patience, fear, distrust, initiative, judgment dominance or submission, impulsiveness, sympathy, integrity, stability and self-confidence.

(a) Objective Tests: Most personality tests are objective tests as they are suitable for group testing and can be scored objectively.

(b) Projective Tests: Candidates are asked to project their own interpretation of certain standard stimulus situations basing on ambiguous pictures, figures etc, under these tests.

Personality tests have disadvantage in the sense that they can be faked by sophisticated candidates and most candidates give socially acceptable answers. Further, personality inventories may not successfully predict job success.

Benefits of Psychometrics Tests

- Maximizing an organization's performance by improving accuracy of selection
- Improving employee retention by better matching individuals to jobs
- Avoiding the financial and personal costs associated on both sides, with poor recruitment decisions
- Optimizing the use of people's capacities by helping focus development activity
- Achieving better career management by matching individual aspirations to organization's opportunities

How tests are used in selection

- In selection, tests are used as part of a chain of activity, but their positioning in the chain may vary. E.g. At one end, they may be used as an early-stage screening process in procedures like apprenticeship or graduate recruitment.
The idea here is to pass on those with higher chances of success for further examination
- At another end, they be used at a later stage of selection to be applied to shortlist candidates to extend information already available on them

Psychometrics & development diagnosis

- One special type of development activity where psychometric tests are used often is a Development center or in an Assessment center
- A second type is a further set of exercises & activities where performance is evaluated by assessors, which gives participants a chance to explore & evaluate their potential & developmental inclinations, under guidance

EMPLOYEE EVALUATION & PERFORMANCE APPRAISALS

Most companies have a formal performance appraisal system in which employees job performance is rated on a regular basis, usually once a year. A good performance appraisal system can greatly benefit an organisation. It helps direct employee behavior toward organizational goals by letting employees know what is expected of them & it yields information for making employment decisions, such as those regarding pay raises, promotions, discharge etc.

Developing & implementing an effective system is no easy task, however. For instance, one study found that a majority of companies (65%) are dissatisfied with their performance appraisal systems. Analysts have found that a fairly low degree of reliability & validity remains a major bug in most appraisal systems. Many such systems are met with considerable resistance by those whose performance is being appraised, thus hampering the possibilities for effectiveness. While accurate & informative appraisal systems can be a major asset to a business, they are too often & unrealised goals.

There are three major steps in the performance appraisal process: Identification, measurement & management. With identification, the behaviours necessary for successful performance are determined. Measurement involves choosing the appropriate instrument for appraisal & assessing performance. Management, which is the ultimate goal, is the reinforcing of good performance & the correction of the poor performance. Management By Objective (MBO), which involves evaluating performance without a traditional performance appraisal, is described below.

MANAGEMENT BY OBJECTIVE (MBO)

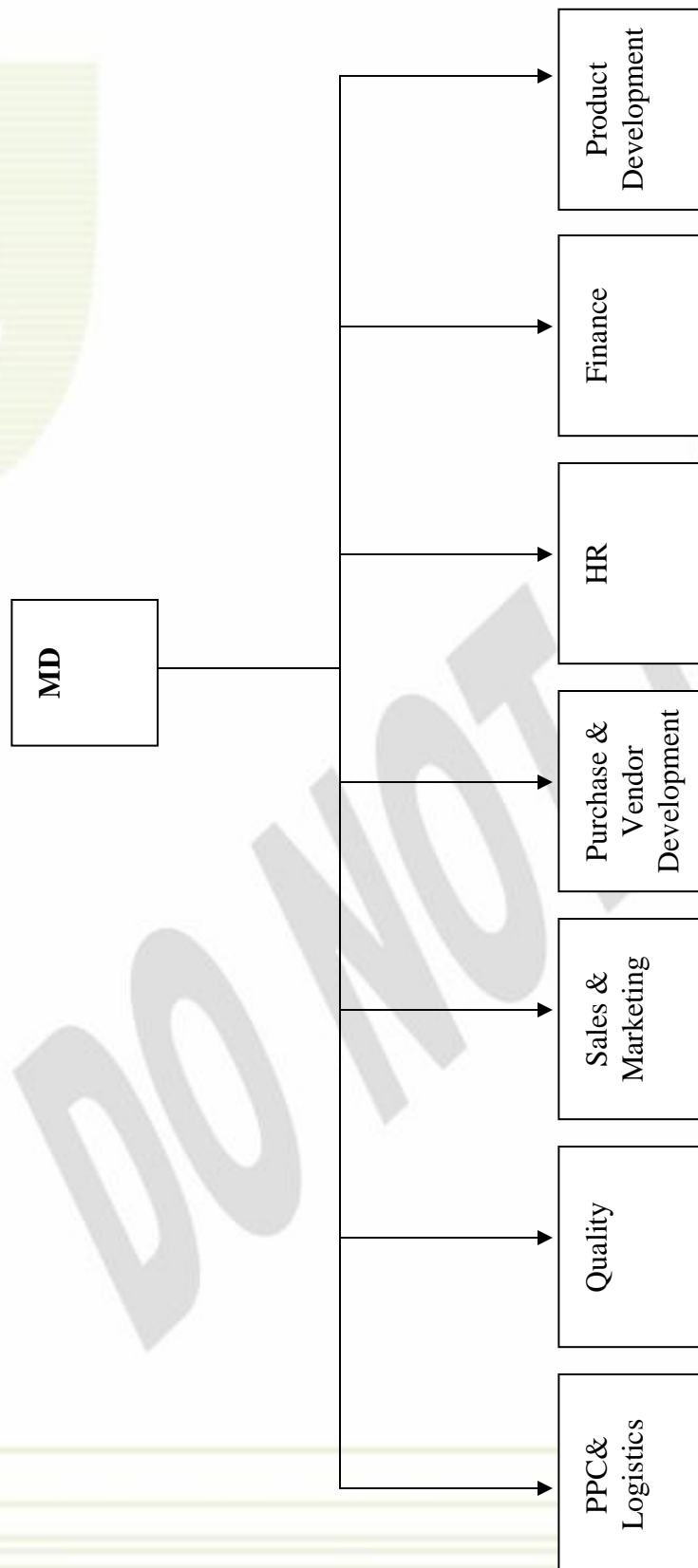
MBO is a management system designed to achieve organisational effectiveness by steering each employee's behaviours towards the organisation's mission. MBO is often used in place of traditional performance appraisals. The MBO process includes Goal Setting, Planning & Evaluation. Goal Setting Starts at the top of the organisation with the establishments of the organisation's mission statements & strategic goals. The goal setting process then cascaded

down through the organizational hierarchy to the level of the individual employee. An individual's goals should represent outcomes that, if achieved would most contribute to the attainment of the organisation's strategic goals. In most instances, goals are mutually set by employees and their supervisors, at which time they also set specific performance standards & determine how goal attainment will be measure.

As they plan employees & supervisors work together to identify potential obstacles to reaching goals & device strategies to overcome these obstacles. The two parties periodically meet to discuss the employee's progress to date & to identify any changes in goals necessitated by organizational circumstances. In the evaluation phase, the employee's success at meeting goals is evaluated against the agreed – on performance standards. The final evaluation, occurring annually in most cases, serves as a measure of the employee's performance effectiveness.

MBO is widely practiced through out the US. The research evaluating its effectiveness as a performance appraisal tool has been quite favourable. These findings suggest that the MBO improves job performance by monitoring & directing behaviour; that is serves as an effective feedback device, & it lets people know what is expected of them so that they can spend their time & energy in ways that maximize the attainment of important organizational objectives. Research further suggests that employees perform best when goals are specific & challenging, when workers are provided with feedback on goal attainment and when they are rewarded for accomplishing the goal.

ORG STRUCTURE OF MAHINDRA INTERNATIONAL



PROCESSES & TECHNIQUES FOLLOWED BY MIL

Till now we have understood the general terms & practices in personnel selection. Now we will focus on the processes & techniques used by MIL.

Manpower Planning at MIL

As per the MIL structure shown earlier (pg. no.), Mr. Rakesh Kalra, MD of MIL heads the 7 departments. Each department is headed by one HOD. Total employee strength of MIL as on date is around 350.

To start with, HR department takes the requirement from each HOD. This requirement consists of following details:

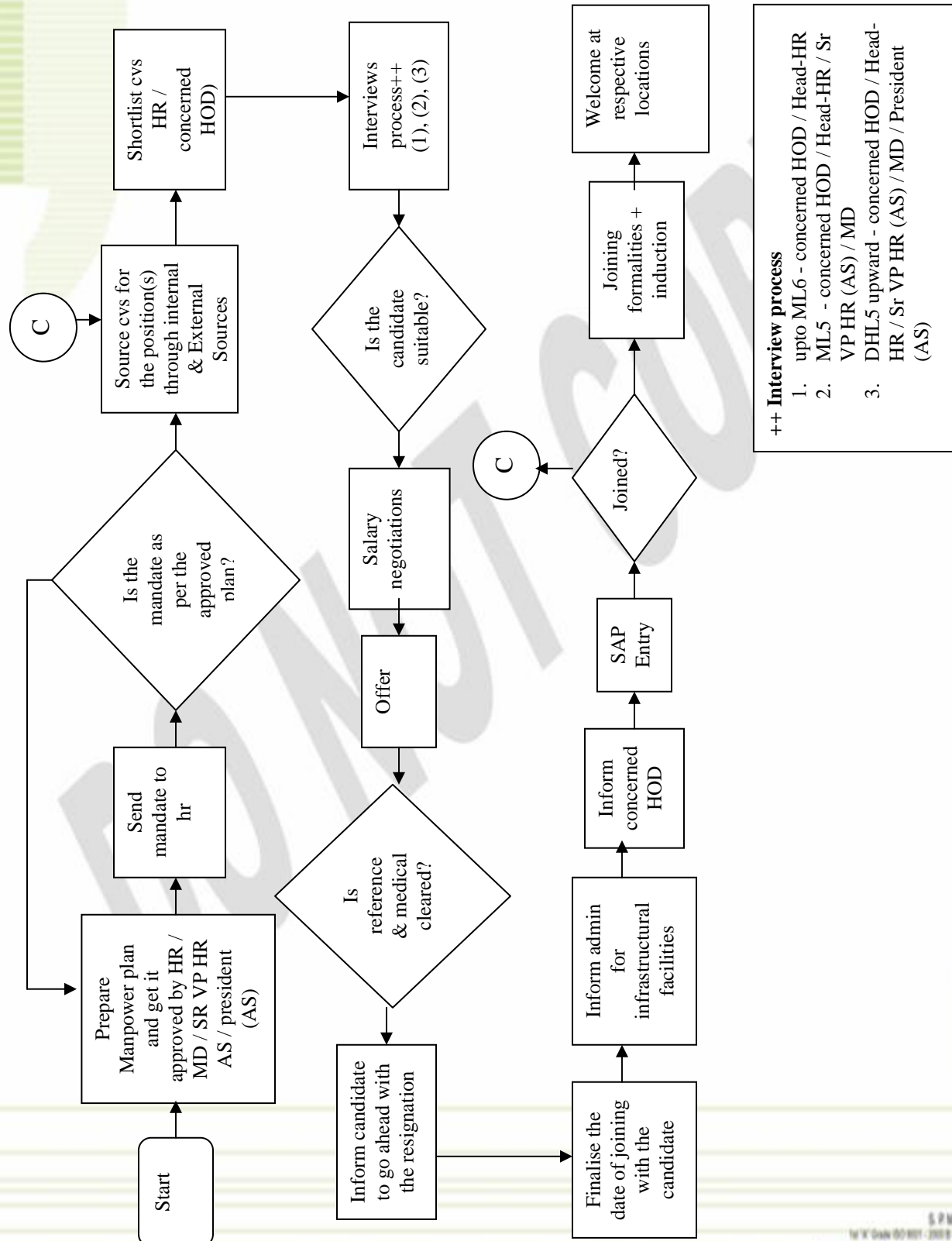
1. Total no of Manpower required for the financial year – Permanent & contract
2. No of Graduate Engineer Trainees / Management Trainees required
3. Band wise break up of manpower required. i.e. DH / M / O
4. Requirement of Summer / Winter trainees, if any.

Once the required manpower number is collected then HR will analyse the same & ask for the justification in case of increase or decrease in the manpower as compared to previous year's manpower. After that HR will compile the data & formalize one structure. It will be put forward to the approval of Managing Director of MIL & Sr. VP Human Capital of M&M Auto Sector. Thus a formal structure of entire organisation gets sanctioned before March every year.

Job Descriptions at MIL

Once the manpower is frozen, HR has to list down the Unique & Critical positions in each department. 'Unique positions' are those whose work profile is unique i.e. completely different from all others. 'Critical Position' is the position which will have significant impact on the business manning of this position is absolutely essential for the business. MIL uses two formats for description. We use "Hay's format" for all Critical Positions & "One page format" for rest all. Please find these formats attached in Annexure I.

Recruitment & Selection at MIL



As per the flowchart, MIL has 3 tier interview process.

Officer to Manager	- 1 st Round	- Supervisor
	- 2 nd Round	- HOD & HR
Sr Manager	- 1 st Round	- Superior
	- 2 nd Round	- HOD & HR
	- 3 rd Round	- MD, MIL & Sr VP HR, AS
DGM & above	- 1 st Round	- Superior & HOD
	- 2 nd Round	- HR & MD, MIL
	- 3 rd Round	- Sr. VP HR, AS & Chairman, AS

Psychometrics Tools used by MIL

MIL makes use of two psychometric tools. Details of the same are listed below.

(I) Thomas Profiling Systems

Thomas International was founded in the United States by Dr. Thomas Hendrickson, Ph.D. in the early 1960s. Since that time, Thomas has become a leading international managerial aid to recruiting, selecting, training, counselling, career planning, team bonding and team management. The Thomas systems identify and utilize individual strengths and enable employers to release the full potential of their people. The use of the Thomas systems assists managers to motivate, stimulate and energize individuals in the work environment and both directly and indirectly raise their self-esteem, confidence and enthusiasm.

Global Presence of Thomas International:

30,000 clients

Offices in over 50 countries

49 languages

Over 350 consultants and growing

Thomas International provides enterprise-wide solutions for assessing, managing, training and developing human resources and is the originator of a battery of standardised assessment

instruments. The battery includes the Personal Profile Analysis (PPA), the Human Job Analysis (HJA), the Team Assessment System (TAS), and Assessments for Selection and Training (TST).

Foundations:

Thomas Profiling work has its roots in the postulates of Prof. Marston's "theory of Emotions of Normal People". According to Prof. Marston's theory, there are four fundamental behavioural characteristics in every individual. These are Dominance (D), Influence (I), Steadiness (S) and Compliance (C) -- DISC. These characteristics are present in different proportions in each individual. These DISC factors are used in the Thomas System as the basis for a comprehensive work related, behavioural inventory.

Thomas Profiling is based on the fundamental premise that effective work performance is a derivative of three parameters – Intellect, Skills and Behaviour. The Thomas Profiling System provides the link between the behavioural needs for a particular job (as determined by the organisation) and the behavioural traits of the jobholder or candidate for the job.

The system includes five simple elements:

1. Personal Profile Analysis (PPA)

Please find PPA form attached in Annexure I. This short form, which takes 5 to 7 minutes to complete, is filled out by the employee or job candidate, and is used to identify the behavioural characteristics of the individual.

The Personal Profile Analysis represents a breakthrough in the analysis of a person's ability to handle a job. It forces the person being evaluated to select the words most / least describing himself or herself at work. By analysing the responses scientifically, it is possible to gain an insight into how this individual will behave in the job and in the work environment. Also, it helps in understanding how this person copes with this environment and in turn gives a key to his / her attitude and possible performance levels.

While the PPA provides an accurate understanding of a person's work behaviour profile, what

makes this profile effective or otherwise is an understanding of how this profile compares with the behavioural dimensions of the job. This is determined by the Human Job Analysis (HJA)

2. Human Job Analysis (HJA)

This is a form, which is completed by two or three members of the management team in order to identify and establish the behavioural characteristics required for a specific job role taking into account the prevalent corporate culture.

The Human Job Analysis is a pictorial representation of the profile of the job on the four basic behavioural traits. Twenty-four statements describing elements, which exist to a greater or lesser extent in all the jobs, are listed. The people analysing the job are asked to determine the relative importance of each of these factors in the successful performance of the job. The Human Job Analysis is generated by reconciling the responses of the supervisor, one person who has excelled in the job in question and a third person who is extremely familiar with the intricacies of this job. This Prime HJA indicates the ideal behavioural requirements of the job in question.

3. Team Audit

A relatively recent introduction from Thomas Profiling is the powerful Team Audit. Starting with the Team Analysis questionnaire, which is filled out by the team leader (or the team collectively) in the context of the team's objectives over a 12-month period, the Team Audit develops the Preferred Team Culture profile drawing on the tenets of DISC and Role theory. Against this, the composite culture of the existing team (derived from the PPAs of team members) is compared to arrive at a carefully constructed gap analysis. Each team member's contribution to the team is analysed in detail and a development plan is also drawn up to arrive at the Preferred Team Culture.

4. The Thomas Competence Review System

The Thomas competence review part is made up of three parts:

Functional Competences: Allows the organisation to set standards for the overall function and job and then assess candidate against the overall needs.

Soft Competences: allows the organisation to breakdown the three key items of the functional needs and to assess both the job requirements and the applicant against the key items.

Personal Quality Module: makes it possible for the assessor to take in depth look at the candidate's behavioural weaknesses and to assess any management problem that may occur.

5. Tests for Selection and Training (TST)

The Thomas TST is an example of the very latest and most advanced normative aptitude tests available. The original research was conducted by the civil services. (UK)

The tests were subjected to numerous (documented) reliability and validity studies, which were completed over a ten-year period.

TSTs maintain all the positive attributes of traditional IQ tests. Whereas IQ is an education-based indicator, TSTs have been developed specifically for the work place and are able to measure Fluid Intelligence and indicate learning ability. The TST system is relevant to work roles at all levels. The TST battery establishes an individual's ability in

- Feature Detection
- Reasoning
 - Number Speed and Accuracy
- Working memory
- Orientation – Logic and Problem solving

Each of these tests does not take longer than 5 minutes. The results are then translated into a report highlighting the individual's intellectual strengths. A High overall TST score may indicate good concentration spans, a quick ability to learn complex tasks and willingness to take risks. Conversely such a person may become intolerant and have a tendency to become easily

disillusioned. A Low overall TST score could indicate a preparedness to do routine, repetitive jobs and a need for intensive training.

6. Personal Assessment and Development Centers

Thomas Profiling also works on the construction and delivery of customized assessment and development centers to aid in sharp focused assessment of key human resources.

Putting Thomas Profiling to work for you

Thomaskey Software: Thomas systems are easy to work with and cost effective. The system is applied through a user-friendly software called “Thomaskey” which makes people assessment quick and accurate. The software incorporates over 100 million combinations of behaviour and has been validated across more than 10 million assessments during the last 20 years.

From the Personal Profile, a range of 16 different reports can be obtained from the Thomaskey software on each individual. These reports are:

Individual Reports

- PPA Profile
- Strengths and Limitations Summary
- How to Manage
- Compatibility report
- Career Guidelines
- Executive summary
- Candidate Feedback
- Training Needs analysis
- Functional Audits
- Management Capabilities audit
- Sales Potential audit
- Administrative Behavioural Audit
- Call Centre Audit
- Customer Service Audit

Penetrating Questionnaires

- Management interview Questionnaire
- Sales Interview questionnaire
- General Questionnaire

The Human Job Analysis (HJA) uses multiple inputs to effectively define the “ideal” behaviour for a job to be done well. Using the Thomaskey software and HJA inputs, two more useful reports can be generated:

- A Behavioural Job description
- Job Compatibility – Person to Job match

The Thomaskey software is also used to develop Team Audit reports and TST reports. Using PPA and HJA inputs provides managers with powerful insights for:

- Effective Recruiting
- Training Needs Analysis and Monitoring Training Effectiveness
- Appraisals
- Career Management and Succession Planning
- Culture Mapping
- Mapping Functional Competence

While the PPA and HJA provide a measure of compatibility, the Thomas TST provides a reliable measure of Ability. By applying these measures together, it is possible to strategically benchmark human resources into four key quadrants along compatibility and Ability dimensions. While these are wide spread and popular applications, Thomas systems are robust and have been used as an aid in addressing a wide range of issues ranging from team construction, customer service orientation, sales effectiveness, top management sensitisation etc.

(II) MBTI

Isabel Briggs Myers wrote Introduction to Type® for clients to use after they have attended an introductory feedback session explaining psychological type and their results on the Myers-Briggs Type Indicator® (MBTI®) personality inventory. Her purpose was to equip clients with the information they need to reflect on their own psychological type and to begin integrating that knowledge into their everyday lives. Her intent was that everyone introduced to type and the MBTI receive this basic resource.

Using Introduction to Type

This new edition maintains the integrity of Isabel Myers' original presentation of psychological type while adding knowledge from decades of experience in introducing type. Changes and additions include the following:

- New formatting to make the information more accessible to readers
- Revised type descriptions based on research and increased knowledge about type development
- Suggestions for applying type in a variety of settings
- An outline of the dynamic and developmental theory underlying the MBTI
- Additional information about type combinations
- Practical ethical guidelines for using type
- Recommendations for further reading

Introduction to Type, Sixth Edition, is designed for use during an introductory feedback session and for further exploration following the session. It provides the initial information necessary to make constructive use of the MBTI and also offers a gateway to lifelong personal and professional development. It is the foundation for the Introduction to Type series, which leads MBTI users into increasingly deeper levels of the Jungian model of human personality and into applications of psychological type:

Psychological type model of personality

- Introduction to Type Dynamics and Development by Katharine D. Myers and Linda K. Kirby
- In the Grip: Understanding Type, Stress, and the Inferior Function by Naomi L. Quenk

Applications of psychological type

- Introduction to Type in Organizations by Sandra Krebs Hirsh and Jean M. Kummerow
- Introduction to Type and Careers by Allen L. Hammer
- Introduction to Type in College by John K. DiTiberio and Allen L. Hammer
- Using Type in Selling by Susan A. Brock
- Introduction to Type and Teams by Sandra Krebs Hirsh
- Introduction to Type and Coaching by Sandra Krebs Hirsh and Jane A. G. Kise

The Myers-Briggs Type Indicator is a self-report questionnaire designed to make Jung's theory of psycho-logical types understandable and useful in everyday life.

MBTI results identify valuable differences between normal, healthy people, differences that can be the source of much misunderstanding and miscommunication.

Taking the MBTI inventory and receiving feedback will help you identify your unique gifts. The information enhances understanding of yourself, your motivations, your natural strengths, and your potential areas for growth. It will also help you appreciate people who differ from you. Understanding your MBTI type is self-affirming and encourages cooperation with others.

Development of the MBTI

The authors of the MBTI, Katharine Cook Briggs (1875-1968) and her daughter, Isabel Briggs Myers (1897-1980), were keen and disciplined observers of human personality differences. They studied and elaborated the ideas of Swiss psychiatrist Carl G. Jung (1875-1961) and applied them to understanding people around them. Prompted by the waste of human potential in World War II, Myers began developing the Indicator to give a wide range of individuals access to the benefits she found in knowing psychological type and appreciating differences.

The MBTI Today

After more than 50 years of research and development, the current MBTI is the most widely used instrument for understanding normal personality differences. Because it explains basic patterns in human functioning, the MBTI is used for a wide variety of purposes including the following:

- Self-understanding and development

- Career development and exploration
- Organization development
- Team building
- Management and leadership training
- Problem solving
- Relationship counselling
- Education and curriculum development
- Academic counselling
- Diversity and multicultural training

More than two million Indicators are administered annually in the United States. The MBTI is also used internationally and has been translated into more than 30 languages.

A simple questionnaire to identify your type:

I. Introvert/ Extrovert

1. When speaking to strangers I Sometimes hesitate I find it quite easy
2. When I am in a new group I tend more to Listen Talk
3. People would call me Quite and reserved Open and easy to know
4. When learning about a new subject I like to Read about it Hear about it
5. When it comes to money I am inclined to Save Spend
6. When planning a dinner I prefer having 4 people /12 people

Try to decide whether you are more introverted or extraverted. After identification of the type you can move on to the 4 functions, which describe the different kinds of introversion and extraversion. These Jung called thinking, feeling, sensation and intuition.

II. Sensation & Intuition

Sensation & Intuition are the opposite ways of perceiving. Sensation is the perception of the immediate and tangible reality around us by way of seeing, hearing, touching etc. Intuition is also a perception, but of what is in the background, i.e. the hidden possibilities and implications

which is similar to the way we understand inspirations and hunches. We perceive something, but we are not aware of how we got to that perception.

Common behavioural patterns

1. Sensation:

- Details of the environment are noticeable, for e.g. clothes of other people. Physical objects around capture the attention.

2. Intuition:

- When he meets another what counts is not the present moment, but the possibilities the relationship offers.

- Futuristic. (today is ok, but tomorrow; always tomorrows would be better)

A simple questionnaire to identify your type:

Intuition / Sensation

- 1) I tend to Get excited about the future Savour the present moment
- 2) When I have set plans I feel somewhat tied down I am comfortable with them
- 3) If I were to work for a manufacturer I would prefer Research and design Production and distribution
- 4) I am inclined to Get involved in many projects at once Do one thing at a time
- 5) If people were to complain about me they would say I have my head in the clouds I am in a rut
- 6) People would call me Imaginative Realistic
- 7) When I find myself in a new situation I am more interested in What could happen What is happening

III. Thinking & Feeling

Thinking and feeling go together as a pair of opposite ways of making judgements. Thinking is the way of judging about the nature of things by means of our ideas, which concerns itself with the question of truth or falsity. (not the same as intelligence) Feeling is limited to a sense of rapport or lack of it by which we decide whether we like or dislike something, feel it is good or bad. (not the same as emotion)

Thinking type is someone who could proceed logically, never got flustered, always knew how to analyse a problem, and was above all rational. Feelings on the other hand meant something unstable, something you didn't have much control over, something that couldn't be analysed.

For Jung thinking and feeling were both equally valid and were alternative ways of making judgements. Feeling type person would say "I like it because it feels right to me", thinking type might throw up their hands in exasperation.

A simple questionnaire to identify your type:

Thinking / Feeling

1. People would consider me Reasonable Warm and sympathetic
2. When people argue I want them to Come up with a solution Stop
3. When someone has a problem my first reaction is to Help them work it out Sympathize
4. When it comes to making a decision I favour My head /My heart
5. Sensation tells you that something exists; thinking tells you what it is. Feeling tells you whether it is agreeable or not, and intuition tells you whence it comes and where it is going.

Conclusion

The above is the base for Analytical psychology. There is a variety of personality analysis based on this foundation, namely Keirsey Temperament analysis and Myers Briggs Personality Tests. These analyses can be used to identify our strengths and weaknesses and to understand various solutions for handling or coping with various people and problematic situations we face in our life.

Role of Psychometric Tests in Recruitment

The usage of Psychometric tools not only in Recruitment but also in assessments is in large these days. The reason is the fastest way to know about a candidate's personality and some of his behavioural traits, which cannot be found with a short time.

The psychometric tools should be used very carefully and so by the one who has the knowledge

about them and their validity also to be taken into count. If the tool is not valid there are chances of losing a right candidate.

Never should be a Psychometric report be used as a final decision in recruitment. They should be used as a tool to get some details about the candidate.

Most of the fresher will be good in regional languages and not too bad in English also but they don't have skill in UK or USA English. Most of the Psychometrics tests are products of US or UK and the English is of their level.

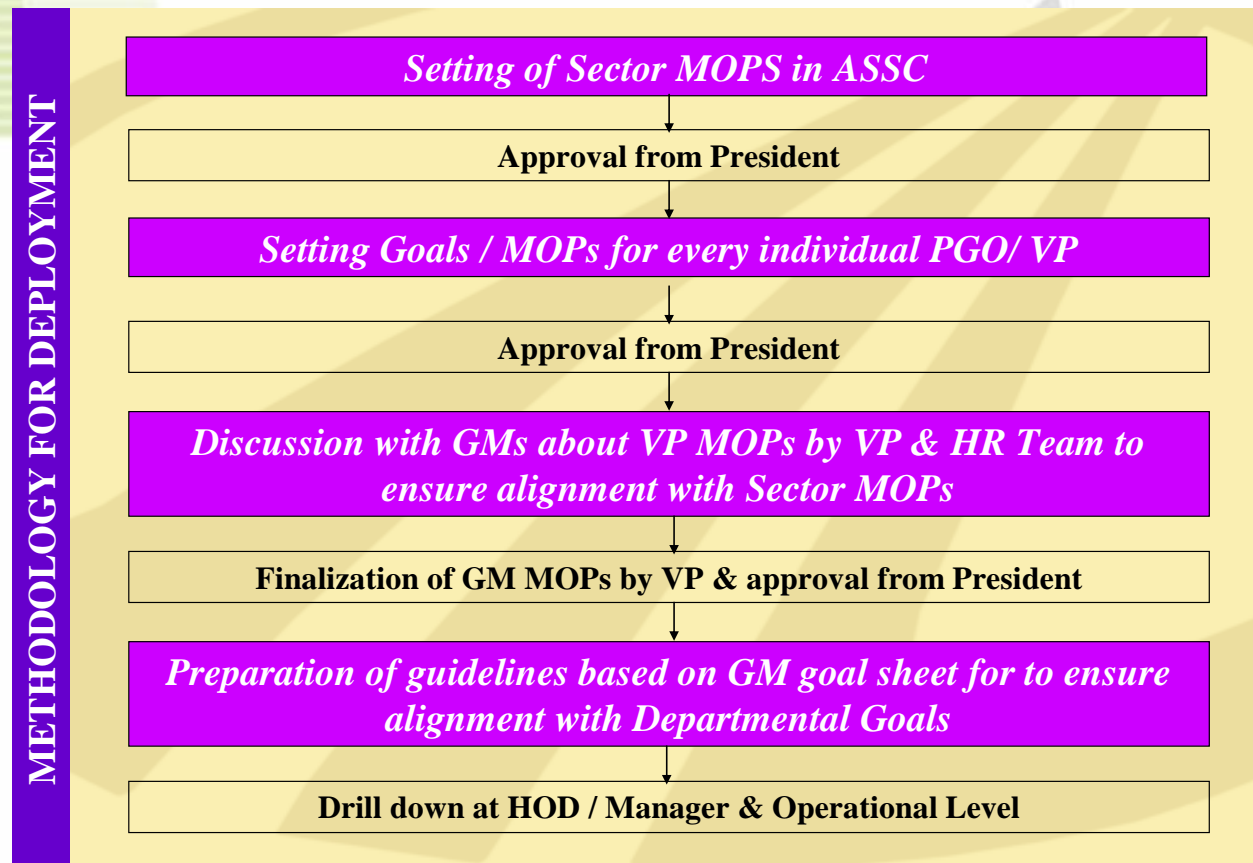
When those psychometric tests are administered, most of them just fill them blindly, if they don't understand those words. The result is a wrong report. If the company depends on the report as a final call, then they have the chance of losing a good candidate.

We can use the psychometric tests as a tool to get additional information. It's better if Aptitude test along with the technical test is used in the recruitment procedure as the deciding factor.

Employee Evaluation / Performance Management System in MIL

Goal Setting at MIL

Have a look at the below give flow chart of Goal Setting system followed by MIL.



Mid Year Performance Review

Purpose of Mid Year Performance Review:

- (i) Review of individual performance wrt goals set & Results achieved to identify
 - Reinforcement in Resources , Training & development etc.
 - Change in action plan
- (ii) Provide Behavioural Performance feedback to employee related to
 - Fulfilling joint accountability,
 - Adherence to organizational values etc.
 - Operating within particular context & environment,

- Dealing with people & other soft skills displayed (Initiative, Inquiry , Advocacy, conflict resolution, decision making, critique)

Mid Year Performance Review helps to

- Monitor & Revise action plans for individuals & sector
- Provide reinforcement to organizational values & culture
- Find out strength & weakness in organizational capability to deliver annual targets & overall business strategy.
- To monitor “how” part of performance (Process followed by employees to achieve goals)

Performance Assessment

- Performance assessment is an annual process carried out in the month of May / June / July.
- Employee fills up the appraisal form based on which the assessment is carried out.
- Performance appraisal is a one to one discussion between the appraiser & the appraisee.
- Employee comment on the process of appraisal feedback is recorded, to gauge quality of feedback given.
- There is discussion between appraiser & reviewer to jointly arrive at overall rating of the employee.
- There is validation & moderation from sector committee
- Approval by Management Board
- Distribution of letters to all employees (1 st August)

Performance Appraisal

At the end of the appraisal process the appraisee will get the following:

Overall rating: This will be used for future decisions on Promotions & Compensation revision.

Performance pay: The amount will be paid based on the actual performance for the financial year.

Performance Feedback: Feedback in terms of strengths & Weaknesses & the identification of training needs.

- The appraiser and the reviewer jointly arrive at a final overall rating
- The overall rating is given taking in account appraisee's task performance (on job, efforts taken, and overall performance throughout the year) as well as his / her competencies.
- Overall rating is used as one of the inputs for career related decisions.
- Five point rating scale is used namely:
 - ES - Expectation Surpass**
 - S - Superior**
 - G - Good**
 - MI - Must Improve**
 - U - Unacceptable**

Performance Pay Calculations at MIL

The performance pay for an individual is calculated based on two parameters:

- **Sector performance** - Based on Sector performance wrt selected parameters
- **Individual performance**- Based on goals set & results achieved by individual during the financial year.

Distribution of Sector & Individual Share

- Distribution of sector & individual performance varies from band to grades or at each level.
- At senior level , degree of influence on business results is more. Hence sector share in total performance pay is also more.
- At junior level individual is more responsible for his / her performance. Hence Individual share is more.

Summary

MIL's PMS is

- **Goal Setting based on MBR -**
 - To create alignment with sector goals

- Way of working together and promoting most effective use of human resources.
- **Mid Year Review** - for reviewing effectiveness of action plan to achieve performance
- **Annual Appraisal** to
 - Determine performance awards objectively.
 - Provide performance feedback & development plan for individual.

DO NOT COPY

CONCLUSION

I am highly privileged that I got an opportunity to work with Mahindra International Limited, which is a new and evolving organization. Here I got to learn a lot about my project which is on Personnel Selection Techniques. I am really happy that I got an opportunity to have a deep knowledge about the subject.

It has been a great learning experience. For my project I had interacted with different departments, understand their working, their contribution and MIL as a whole. Somewhere or the other, it has directly helped a lot in my confidence building because in the process I got to interact with all the Senior Level people from all the departments.

Inspite of me being from HR, my project has enhanced the knowledge of different departments. This project gave me the practical knowledge of Organization structure, proper reporting structure and also the growing trend of flat organization. It even helped me in understanding attitude & behaviour of the employees across the levels.

As a world is moving at a very fast pace so to have an edge over others in this competitive era we too have to move at tremendous speed. Thus finding the right person for the Right job is very essential. One's decision to recruit an employee will not have been taken lightly and one may have gone through a time-consuming and expensive process to find the right person and in this process Personnel Selection Techniques play a very important role.

I hope I should work with full diligence so that I can give some useful information which could be of value to this HR department.

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ANNEXURE I

1. Application Blank Used by MIL (6pgs form)

Mahindra International Limited

MAHINDRA TOWERS, 3rd FLOOR, DR.G.M. BHOSLE MARG, WORLI, MUMBAI 400018
TEL: (022) 2493 1441 FAX: (022) 24951702

APPLICATION FORM FOR EMPLOYMENT

Position desired:

Name of the Consultant / Employee referred by _____

PERSONAL INFORMATION

1. Name in full: MR./MS. _____

(FIRST NAME) (MIDDLE NAME) (SURNAME)

2. Present address: _____

Tel no.(Resi) _____ PIN _____

3. Permanent address: _____

Tel no.(Resi) _____ PIN _____

4. Email address:

5. Mobile No.:

6.

Date of birth:	Place of birth:
-----------------------	------------------------

7. Marital status: single ☐ married ☐ widowed ☐

8. Date of Marriage:

9. Blood group:

10. About your family:

	NAME	DOB	AGE	QUALIFICATION	OCCUPATION & ORGANIZATION
FATHER					
MOTHER					
SPOUSE					
CHILDREN					

11. Health:

(A) Details of any major illness/s since birth

(B) Any major illness in the past two years

(C) Have you any physical disability?

12. Are you related to any employee/s now employed by this company? If yes, please give their particulars.

SR. NO.	NAME	DEPARTMENT
1.		
2.		

13. Previously, have you been in our employment at any time? If yes, please give details.

14. Have you been interviewed by us in the past? If yes, give details.

15. Languages known:

SR.NO.	LANGUAGE	SPEAK	READ	WRITE
1.				
2.				
3.				
4.				
5.				

16. Residence:

At present you are staying in (please tick)

- ☐ Own home/ apartment ☐ Company Accommodation
☐ Company Leased Accommodation ☐ Rental Accommodation
☐ With Parents/ Relatives

17. Do you own a vehicle? If yes, give details.

18. Are you willing to accept temporary employment?

Yes ☐ No ☐ Not applicable ☐

19. How soon can you join us?

20. Do you have any location preference? Please mention in detail.

21. Please give details about your areas of interest/ hobbies and extra curricular activities.

EDUCATION/ TRAINING

1. Education (Beginning with S.S.C/ I.C.S.E/ C.B.S.E)

DEGREE/ DIPLOMA	Duration of the course		SCHOOL/ COLLEGE/ UNIVERSITY	% OF MARKS	NO. OF ATTEMPTS	DIV./CLAS S/GRADE	MAIN SUBJECTS
	From DD/MM/YY	To DD/MM/YY					

2. Give particulars of any prizes/ medals/ scholarships/ honours received by you.
3. Research:
If you have done any research or invented any tool/ machinery/ gadget, please give the details here
4. Give details of any research, article, or any other work done by you and which has been published.
5. Membership of professional bodies/ social, educational & cultural organizations. Give particulars.
6. Training/ Practical Experience (Other than regular employment)

EMPLOYMENT DETAILS

1. Give details in chronological order (beginning with the last job) accounting for all times, including periods of unemployment, if any.

DATES		NAME & ADDRESS OF EMPLOYER	KIND OF BUSINESS	POSITION	EMOLUMENTS	REASONS FOR LEAVING
From DD/MM/YY	To DD/MM/YY					

2. Please give the salary details of the last employment (per annum)

Total CTC _____ **Expected CTC** _____

3. Describe in brief the nature of your present / last job, specifying the major areas of responsibility

4. Kindly draw the Organogram/ structure of your current/ last Organization, indicating your position in the same.

5. Specify some of your major accomplishments in your career, to date.

6. Give some of your key career objectives, both short term and long term.

7. Describe a creative/ innovative idea which led to a significant contribution to the outcome of an activity or project.

8. References:

Give the names of three persons, other than relatives, whom we may write to, for references.

SR.NO.	NAME	OCCUPATION	ADDRESS	TEL.
1.				
2.				
3.				

9. Additional information, if any.

10. Present CTC details

Sr.No.	Description	Per Month	Per Annum
1	Basic Pay		
2	CDA		
	Total Basic (A)		
3	Executive Allowance		
4	HRA		
5	Furnishing Allowance		
6	Transport / Convey All		
7	Special Allowance		
8	Driver Subsidy		
9	LTA		
10	Flexi Payment		
11	Edn All		
12	HLIS		
	Total Flexi (B)		
13	Gratuity		
14	Superannuation		
15	Provident Fund(Contributory/General)		
	Total Retirals (C)		
16	Performance Pay		
17	Perf Bonus		
18	Sales Incentive		
	Total (D)		
	Total (A+B+C+D)		
19	Telephone/ Mobile #		
20	Canteen Facility *		
21	Medical		
22	Co Car		
	Additional Facilities (G)		
	Grand Total		

DECLARATION

I hereby declare that all information contained in this form is true to the best of my knowledge. I understand that, if any of the contents/ information furnished herein are found to be false, I shall be liable to be terminated from the services of this company.

Place:

Date:

(Signature of the Applicant)

2. Reference Check Format (2pg form)

Name of the Candidate	Position Interviewed For
Name of the Referee	Designation of the Referee
Relationship with the Candidate	Organization
Phone	Email

QUESTION	RESPONSE
<i>How long have you worked with this candidate?</i>	
<i>What position did the candidate held in his /her role?</i>	
<i>How would you describe the individual's technical skills?</i>	
<i>Did the individual make sound and timely decisions?</i> <i>How good and fast were his / her decisions?</i>	
<i>How good is the candidate in empowering the people in his / her department?</i>	
<i>How was his inter-departmental relationship within the company?</i>	
<i>How would you describe the candidate's effectiveness in carrying out his/her main responsibilities?</i> <p style="text-align: center;"><u>On a scale of 1 to 5</u></p> <p>1 Poor 2 Fair 3 Average</p> <p>4 Good 5 Excellent</p>	

What in your view has been his/her major achievement? Alternatively, any example of when the individual had performed exceptionally?	
What according to you are candidates key Strengths & Development areas (Weaknesses)?	
What according to you are the reasons for his / her separation?	
If you had a position vacancy in your organization, would you hire this individual?	
Did you ever observe or notice in this individual a tendency towards unethical personal practices?	
How would you describe Individual's over all performance? <u>On a scale of 1 to 5</u> 1 Poor 2 Fair 3 Average 4 Good 5 Excellent	
Comments, if any	

NAME	DESIGNATION	SIGNATURE	DATE
------	-------------	-----------	------

3. Thomas Profiling - PPA

THE PERSONAL PROFILE ANALYSIS

PLEASE PRINT

DATE _____

FORENAME _____ SURNAME _____ TITLE (Mr, Ms, Mrs, etc) _____

POSITION APPLIED FOR _____

PRESENT / LAST POSITION HELD _____

ADDRESS _____

TEL. NO. (Work) _____ TEL. NO. (Res) _____

PPA PLUS

EXAMPLE

DIRECTIONS: Each of the following boxes contains four descriptive words/phrases. Examine the words in the first box and give your first spontaneous reaction. Place an M in the box to the right of the word if that is what you are most. Place an L in the box to the right of the word if that is what you are least. For every four words you should have one M and one L. The individual in the example to the right perceives him or herself as most creative and least gentle of the four descriptive words. Mark clearly.

REMEMBER:

1. The analysis is not a test. There are no 'right' or 'wrong' answers.

2. The profile must be completed in isolation and without interruption.

3. Be certain you complete the Personal Profile thinking of yourself in your current job; if you are not working, then think of yourself in your last job. If you have not worked, then think of yourself at home.

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Thomas Assessments Pvt. Ltd.
203, Sophia's Choice, St. Marks Road,
Bangalore - 560 001.
Tel : 080 - 51120217, 22222012, Fax : 080 - 22861504
Email : rvpshangalore@touchtelindia.net

51-A, Bhageshwar Bhavan, 2nd Floor, Lt. Dilip Gupta Road,
Shivaji Park, Mahim (W), Mumbai - 400 016, India.
Tel : 022-24460048, 24452001
Telefax : 022-24448431
Email : rvpbomboy@vsnl.com

Website : www.thomasinternational.net

	gentle <input type="checkbox"/> L	can get others to agree with me <input type="checkbox"/>	modest <input type="checkbox"/>	creative <input type="checkbox"/> M
1.	gentle <input type="checkbox"/>	can get others to agree with me <input type="checkbox"/>	modest <input type="checkbox"/>	creative <input type="checkbox"/>
2.	attractive <input type="checkbox"/>	Willing to co-operate <input type="checkbox"/>	stubborn <input type="checkbox"/>	Easy going <input type="checkbox"/>
3.	easily led <input type="checkbox"/>	Bold <input type="checkbox"/>	Trustworthy <input type="checkbox"/>	Like people <input type="checkbox"/>
4.	open - minded <input type="checkbox"/>	Try to please others <input type="checkbox"/>	Have will power <input type="checkbox"/>	Cheerful <input type="checkbox"/>
5.	Full of fun <input type="checkbox"/>	Do things accurately <input type="checkbox"/>	Have courage <input type="checkbox"/>	Even tempered <input type="checkbox"/>
6.	Like to compete <input type="checkbox"/>	Considerate <input type="checkbox"/>	Happy <input type="checkbox"/>	Will try to avoid conflict <input type="checkbox"/>
7.	Fussy <input type="checkbox"/>	Obedient <input type="checkbox"/>	Want to win <input type="checkbox"/>	Playful <input type="checkbox"/>
8.	Dare to get involved <input type="checkbox"/>	Encourage others <input type="checkbox"/>	Willing to submit <input type="checkbox"/>	Timid <input type="checkbox"/>
9.	Sociable <input type="checkbox"/>	Patient <input type="checkbox"/>	Depend on myself <input type="checkbox"/>	Speak in a mild manner <input type="checkbox"/>
10.	Willing to take a risk <input type="checkbox"/>	Receptive to suggestions <input type="checkbox"/>	Friendly <input type="checkbox"/>	Calm <input type="checkbox"/>
11.	Talk a lot <input type="checkbox"/>	Self controlled <input type="checkbox"/>	Do things in a usual way <input type="checkbox"/>	Make decisions quickly <input type="checkbox"/>
12.	Polished <input type="checkbox"/>	Daring <input type="checkbox"/>	Tactful <input type="checkbox"/>	Satisfied <input type="checkbox"/>
13.	Like to take charge <input type="checkbox"/>	Mix easily with people <input type="checkbox"/>	Can be taken advantage of <input type="checkbox"/>	Cautious in taking chances <input type="checkbox"/>
14.	Avoid trouble <input type="checkbox"/>	Set on doing something <input type="checkbox"/>	Can convince others <input type="checkbox"/>	Good natured <input type="checkbox"/>
15.	Ready to help others <input type="checkbox"/>	Eager <input type="checkbox"/>	Agreeable <input type="checkbox"/>	Full of life <input type="checkbox"/>
16.	Believe in myself <input type="checkbox"/>	Feel sorry for others <input type="checkbox"/>	Tolerant of others <input type="checkbox"/>	Stand up for my rights <input type="checkbox"/>
17.	Well disciplined <input type="checkbox"/>	Willing to share <input type="checkbox"/>	Lively <input type="checkbox"/>	Finish assignments <input type="checkbox"/>
18.	Worthy of praise <input type="checkbox"/>	Kind <input type="checkbox"/>	Resigned <input type="checkbox"/>	Determined to get results <input type="checkbox"/>
19.	Show respect <input type="checkbox"/>	Like to take a chance <input type="checkbox"/>	Positive about everything <input type="checkbox"/>	Unselfish <input type="checkbox"/>
20.	Will argue a lot <input type="checkbox"/>	Will consider alternatives <input type="checkbox"/>	Relaxed <input type="checkbox"/>	Like to have fun <input type="checkbox"/>
21.	Trust people <input type="checkbox"/>	Contented <input type="checkbox"/>	Confident & optimistic <input type="checkbox"/>	Peaceful <input type="checkbox"/>
22.	Make friends easily <input type="checkbox"/>	Tend to behave properly <input type="checkbox"/>	Have a lot of energy <input type="checkbox"/>	Understanding & forgiving <input type="checkbox"/>
23.	Want to be a friend <input type="checkbox"/>	Like things to be correct <input type="checkbox"/>	Say what is on my mind <input type="checkbox"/>	Tend to hold back <input type="checkbox"/>
24.	Get bored quickly <input type="checkbox"/>	Like to help others <input type="checkbox"/>	Want to be liked & admired <input type="checkbox"/>	Faithful <input type="checkbox"/>

