A PROJECT REPORT

ON

"Recruitment and Selection at AVIVA LIFE INSURANCE"
SUBMITTED TO
UNIVERSITY OF PUNE

BY

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M.P.M. – IIIrd Semester
(2006-08)

CERTIFICATE

This is to certify that **Saumya Mehta** student of **SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION & RESEARCH, Pune** has completed her field work report at AVIVA Life Insurance on the topic of "*Recruitment and Selection*" and has submitted the field work report in partial fulfillment of MASTER IN PERSONNEL MANAGEMENT of the UNIVERSITY OF PUNE for the academic year 2006-08

She has worked under our guidance and direction. The said report is based on bonafide information.

Mr. Anil Chand   **Prof. R Ganesan**

 Project Guide   **Director**

Date:-

Place:-

SINHGAD INSTITUTE OF BUSINESS ADMINISTARATION

AND

RESEARCH, KONDHWA (BK)

DECLARATION

I hereby declare that the project titled "Recruitment and Selection" is an original piece of research work carried out by me under the guidance and supervision of Mr. Anil Chand. The information has been collected from genuine & authentic sources. The work has been submitted in partial fulfillment of MASTER IN PERSONNEL MANAGEMENT of Pune University**.**

Place:

Date: **Saumya Mehta**

ACKNOWLEDGEMENT

The joy of ingenuity!!! This is doubtlessly what this project is about. Before getting to brass tacks of things. I would like to add a heartfelt word for the people who have helped me in bringing out the creativeness of this project.

To commence with things I would like to take this opportunity to gratefully and humbly thank to Mr. Vishal Chaddha, Project guide, AVIVA life insurance, Kanpur, for being appreciative enough by giving me an opportunity to undertake this project in AVIVA Life insurance

Respected guide **Mr Anil Chand,** Faculty, **Sinhgad Institute of Business Administration and Research,** Pune for his undeterred guidance for the completion of the report.

Maj. Gen. (Retd.) Harsh C. Gangoli Senior Director and Prof. R. Ganesan, Director, Sinhgad Institute of Business Administration and Research, Pune, for his continuous support, encouragement and support.

My parent's need special mentions here for their constant support and love in my life.
I also thank my friends and well wishers, who have provided their whole hearted support to me in this exercise. I believe that this Endeavor has prepared me for taking up new challenging opportunities in future.

Executive Summary

The project titled "RECRUITMENT AND SELECTION" Undertaken in AVIVA life insurance.

AVIVA is a UK based insurance group. It has a long history dating back to 1834 and has a joint venture with DABUR groups. **Aviva holds a 26 per cent stake** in the joint venture and the **Dabur group holds the balance 74** per cent share.

It is one of the leading providers of life and pensions products to Europe and has substantial businesses elsewhere around the world.

The project report is about recruitment and selection process that's an important part of any organization. Which is considered as a necessary asset of a company? In fact, recruitment and selection gives a home ground to the organization acumen that is needed for proper functioning of the organization. It gives a organizational structure of the company. It's a methodology in which the particular organization works and how a new candidate could be recruited in such a way that he/she would be fitted for the right kind of career.

There are two types of factors that affect the Recruitment of candidates for the company

- Internal factors
- External factors

The objective of selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates. Selection process or activities typically follow a standard patter, beginning with an initial screening interview and concluding with final employment decision.

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INTRODUCTION

INTRODUCTION

Human Resource is a basic need of any work to be done. According to **ARTHUR LEWIS:**

"There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviors"

The project report is all about recruitment and selection process that's an important part of any organization.

Recruitment highlights each applicant's skills, talents and experience. Their selection involves developing a list of qualified candidates, defining a selection strategy, identifying qualified candidates, thoroughly evaluating qualified candidates and selecting the most qualified candidate.

It is said if right person is appointed at right place the half work has been done. In this project I have tried to cover all the important point that should be kept in mind while recruitment and selection process and have conducted a research study through a questionnaire that I got it filled with all the sales managers of the AVIVA life insurance Kanpur and tried to find out which methods and various other information related to recruitment and selection and tries to come to a conclusion at what time mostly the manpower planning is don't , what the various method used for recruiting the candidates and on what basic the selections is done.

Aviva India has a well-articulated equal opportunity policy, which lays strong emphasis on hiring of individuals irrespective of age, race, caste or gender. As a best practice in recruitment.

OBJECTIVE

OBJECTIVE

1. To study the recruitment and selection procedure followed in AVIVA LIFE INSURANCE

2: To study the various sources of recruitment followed in AVIVA.

3: To learn what is the process of recruitment and selection that should be followed.

4: To search or headhunt people whose skill fits into the company's values.

RESEARCH METHODOLOGY

REASERCH METHODOLOGY

In everyday life human being has to face many problems viz. social, economical, financial problems. These problems in life call for acceptable and effective solutions and for this purpose, research is required and a methodology applied for the solutions can be found out.

Research was carried out at AVIVA LIFE INSURANCE Pvt .Ltd to find out the "Recruitment and selection process".

DATA COLLECTION:

Primary Data:

Primary data was collected through survey method by distributing questionnaires to branch manager and other sales manager. The questionnaires were carefully designed by taking into account the parameters of my study.

Secondary Data:

Data was collected from books, magazines, web sites, going through the records of the organisation, etc. It is the data which has been collected by individual or someone else for the purpose of other than those of our particular research study. Or in other words we can say that secondary data is the data used previously for the analysis and the results are undertaken for the next process.

COMPANY PROFILE

HISTORY

Aviva is UK's largest and the world's fifth largest insurance Group. It is one of the leading providers of life and pensions products to Europe and has substantial businesses elsewhere around the world. With a history dating back to 1696, Aviva has a 40 million-customer base worldwide. It has more than £377 billion of assets under management.

In India, Aviva has a long history dating back to 1834. At the time of nationalization it was the largest foreign insurer in India in terms of the compensation paid by the Government of India. Aviva was also the first foreign insurance company in India to set up its representative office in 1995.

In India, **Aviva has a joint venture with Dabur**, one of India's oldest, and largest Group of companies. A professionally managed company, **Dabur is the country's leading producer of traditional health care products.**

In accordance with the government regulations **Aviva holds a 26 per cent stake** in the joint venture and the **Dabur group holds the balance 74** per cent share.
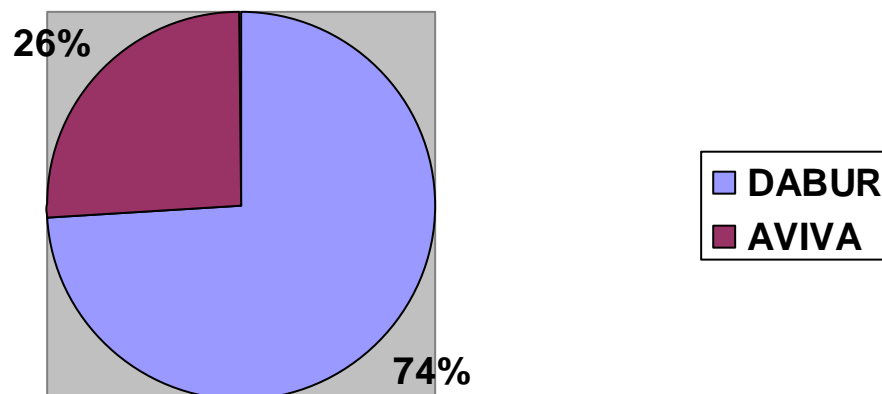
With a strong sales force of over 28,000 Financial Planning Advisers (FPAs), Aviva has initiated an innovative and differentiated sales approach to the business. Through the "Financial Health Check" (FHC) Aviva's sales force has been able to establish its credibility in the market. The FHC is a free service administered by the FPAs for a need-based analysis of the customer's long-term savings and insurance needs. Depending on the life stage and earnings of the customer, the FHC assesses and recommends the right insurance product for them.

Aviva pioneered the concept of Bancassurance in India, and has leveraged its global expertise in Bancassurance successfully in India. Currently, Aviva has Bancassurance tie-ups with ABN Amro Bank, American Express Bank, IndusInd Bank, Centurion Bank of Punjab, The Lakshmi Vilas Bank Ltd. and Punjab & Sind Bank, Co-operative Banks in Gujarat, Rajasthan, Jammu & Kashmir, Bihar, West Bengal, Andhra Pradesh and Maharashtra and regional Banks.

When Aviva entered the market, most companies were offering traditional life products. Aviva started by offering the more modern Unit Linked and Unitised With Profit products to the customers, creating a unique differentiation. Aviva's products have been designed in a manner to provide customers flexibility, transparency and value for money. It has been among the first companies to introduce the more modern Unit Linked products in the market. Its products include: whole life (LifeLong), endowment (LifeSaver, EasyLife Plus, LifeSaver Plus), child policy (Young Achiever, SaveGuard Junior, Aviva Little Master) single premium (LifeBond and LifeBond Plus), Pension (PensionPlus), Term (LifeShield), fixed term protection plan (Freedom LifePlan) and a tax efficient investment plan with limited premium payment term (LifeBond5). Aviva products are modern and contemporary unitised products that offer unique customer benefits like flexibility to choose cover levels, indexation and partial withdrawals.

Aviva's Fund management operation is one of its key differentiators. Operating from Mumbai, Aviva has an experienced team of fund managers and the range of fund options includes Unitised With-Profits Fund and four Unit Linked funds: - Protector Fund, secure

Fund, balanced Fund and Growth Fund.

Aviva has 176 Branches in India (including rural branches) supporting its distribution network. Through its Bancassurance partner locations, Aviva products are available
in close to 500 towns and cities across India
Aviva is also keen to reach out to the underprivileged that have not had access to insurance so far. Through its association with Basix (a micro financial institution) and other NGOs, it has been able to reach the weaker sections of the society and provide life insurance to them.

Aviva has been felicitated with the "Bronze Award for Excellence in People Management" by Grow Talent Company Limited and Businessworld. This honour is given to Aviva based on the ranks received in top 25 list of the Great Place to Work India studies conducted in the last four years. Aviva was ranked 12th in 2003, 14th in 2004 and 13th in the year 2005.

JOIN VENTURE

Dabur

Founded in 1884, Dabur is one of India's oldest and largest group of companies with consolidated annual turnover in excess of Rs 1,899 crores. A professionally managed company, it is the country's leading producer of traditional healthcare products.

Aviva

Aviva is UK's largest and the world's fifth largest insurance Group. It is one of the leading providers of life and pensions products to Europe and has substantial businesses elsewhere around the world. With a history dating back to 1696, Aviva has a 40 million customer base worldwide. It has more than £377 billion of assets under management.

Competitors of AVIVA LIFE INSURANCE

- LIC

- ICICI PRUDENTIAL.

- BIRLA SUN LIFE

- BAJAJ.ALLIANZE

- S.B.I LIFE INSURANCE

- HDFC STANDARD LIFE

- TATA AIG

- MAX NEWYORK

- MET LIFE

Comparison between the share of LIC and other Private Players in Indian Market

Management team

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AVIVA's Vision

Aviva - where exceeding expectations through innovative solutions is "our" way of life

This is the compelling vision that Aviva India has created through the active contribution of its employees. These lines not only define the way they live and work but also serve as a reminder to deliver the best to their customers, shareholders, colleagues, partners & employees at all times.

Embedded in this vision are the core values of Integrity, Customer centricity, Passion for winning, Innovation and Empowered team that they have collectively defined and committed to working towards.

Partners

Aviva has committed to help its customers get **'Kal par Control'** and make the most out of their lives. It is their constant endeavor to ensure that their customers have easy access to AVIVA products and services at all times.

.Aviva has pioneered bancassurance in the country through its tie-ups with 22 leading private and nationalised Banks in the country. Aviva also focuses on bancassurance worldwide and has a proven track record of successful bancassurance relationships. It has 40 major partnerships with leading banks across the globe. Aviva is a leading bancassurer in countries such as France, Italy, Spain, Australia and New Zealand.

- **ABN AMRO Bank**
- **American Express Bank**
- **The Lakshmi Vilas Bank Ltd**
- **Canara Bank**
- **Punjab & Sind Bank**
- **Centurion Bank of Punjab**
- **IndusInd Bank**

Locations

EAST – 27

WEST- 29

NORTH – 26

SOUTH – 21

AVIVA GUIDING PRINCIPLES

> - Recruit the best
> - Accept personal responsibility
> - Build an empowered team
> - Building a shared vision and purpose
> - Leadership Development
> - Reward and Recognition

Recruit the best

Aviva India has a well-articulated equal opportunity policy, which lays strong emphasis on hiring of individuals irrespective of age, race, caste or gender. As a best practice in recruitment, they deploy identified **psychometric tools** such as SHL and Belbin and designate **ability tests** to eliminate any biases in the resourcing process and facilitate hiring of diverse profiles (vis-à-vis gender, background, experience levels and competencies). The focus is on competence-based credentials rather than past experience or length of service.

"AVIVA does not follow a very descriptive hierarchy – you have transparency at each level, unlike most other organizations, where managers

and senior management don't 'look' after their subordinates. Here you feel comfortable talking with your seniors"

At Aviva they have an **Employee Referral Programme**, which seeks to encourage employees to be brand ambassadors of the Company and actively contribute to the resourcing process by recommending candidates with relevant competencies and potential, thereby facilitating in strengthening domain expertise within the Organization.

They have a robust **Campus Programme**, which is aimed at hiring students fresh from key B-Schools and providing them with structured inputs and an environment for their personal and professional growth. The Summer Trainee Program is designed to expose people to the vibrancy of a complex and competitive business environment, challenge you intellectually and encourage people to find innovative solutions.

They aim at providing a business perspective and Summer Trainees work on live projects, which form the core of our business strategy. Not only do they get the freedom to experiment and make decisions, but also spend quality time with their Project Guide or mentor, who provides them the perspective of the 'bigger picture'. The programme thus gives them a unique opportunity to integrate their classroom learning with the realities of real business, in a live yet safe environment.

Accept Personal Responsibility

"Apart from professional development, AVIVA also looks after the personal development of employees"

They believe that dealing with diversity is an ongoing phenomenon that facilitates the process for a Company to adapt to and capitalize on today's increasingly complex marketplace. Specific action plans have been formulated to ensure the mandated gender ratio is achieved at the recruitment stage for a new position or through job enhancement/ job rotation opportunities for existing roles.

*"The organization has tremendous respect for the individual - which it demonstrates by **doing what it says**"*

Build an Empowered Team

To institutionalize an open and honest environment with shared goals and participative decision-making, they have various open forums, one such initiative being the Town Hall(s). These are conducted on a monthly basis by the Managing Director and designate leadership team members.

To share information on celebrations, events and people across locations, a quarterly newsletter 'Buzz' is circulated to all members of the Aviva team. It features a message from the Managing Director, celebrates achievements and

Milestones of individuals and teams and updates employees on new and ongoing initiatives and highlighting news of past and futures events

"Employees are not working with AVIVA, they are living in AVIVA "

 In line with their vision statement and one of Aviva's key values - Innovation, the Company introduced the popular 'Ideas 4 Aviva' scheme. This is an enriching programme in which every member of Aviva has an open invitation to influence any aspect of business by giving suggestions and ideas on how to work smarter and better.

Build Shared Vision and Purpose

"You feel as if you are part of the system when you are included in all the decisions being made for your function."

As a Company, they encourage self-starters. Given their dynamic environment, one is expected to deliver from day one. Somewhere between adjusting to the new environment and proving their worth they forget to ASK. Ask basic questions

About the facilities, infrastructure, processes, key people and dynamics of the Organization etc. Information, which if provided on time can be very useful. This is how the **'Buddy Programme'** was envisaged. Launched in July 2003, it addresses the need of a new employee in terms of extending a friendly hand apart from the support provided by the Line and HR managers. The objective is simple: To facilitate a semless transition of the new hire into the Aviva family.

Career Management

Campus Programme

They have a robust Campus Programme, which is aimed at hiring students fresh from key B-Schools and providing them with structured inputs and an environment for their personal and professional growth. The Summer Trainee Programme is designed to expose them to the vibrancy of a complex and competitive business environment, challenge intellectually and encourage them to find innovative solutions.

Leadership Development

To strengthen entrepreneurial capabilities required to operate in a fiercely competitive and dynamic insurance market environment and plan effective succession planning by building futuristic leadership competencies, various initiatives are taken by the Aviva Group

Reward and recognize performance

To build a meritocratic environment, they have implemented a robust value based performance management process wherein they recognize significant contributions made by their employees in an objective and transparent manner and on demonstrated competence levels. Further, they also recognize people who 'walk that extra mile' in living the Aviva values.

Products & Services

They have a full range of transparent, flexible and value for money products that include whole life (LifeLong), endowment (LifeSaver, EasyLife Plus, LifeSaver Plus), child policy (Young Achiever, SaveGuard Junior, Aviva Little Master) single premium (LifeBond, LifeBond Plus), Pension (PensionPlus), Term (LifeShield), fixed term protection plan (Freedom LifePlan) and a 5 year recurring premium investment cum protection plan (LifeBond5). Aviva products are modern and contemporary unitised products that offer unique customer benefits like flexibility to choose cover levels, indexation and partial withdrawals.

They also offer customer a choice of investment options. They can choose between their unit linked fund or our with profit fund.

With Profits Fund guarantees that the selling price of the units will never fall. The unit value of this fund is increased by crediting bonuses on a daily compounding basis. The fund provides investment security to the capital.

The Unit Linked Fund is designed to provide relatively more progressive capital growth wherein customer automatically receive the benefit related to the investment performance of the fund.

Under Unit Linked Fund, on some of our products they offer a choice of fund options:

- **Protector Fund**
- **Secure Fund**
- **Growth Fund**
- **Balanced Fund**

LITRATURE SURVEY

Meaning of HUMAN RESORCE MANAGEMENT

Human Resource plays a crucial role in the development process of the modern economics. **ARTHUR LEWIS observed**

"There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviors"

Human resource management is the management of employee's skill, knowledge abilities, talent, aptitude, creativity, ability etc. different terms are used for denoting Human Resource Management. They are labour management, labour administration, labour management relationship, employee –employer relationship, industrial relationship, human capital management, human assent management etc. Though these terms can be used differently widely, the basic nature of distinction lies in the scope or coverage and evolutionary stage. In simple sence, human resource management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements.

Functions of HUMAN RESOURCE MANAGEMENT

Administration:

Strategic planning, organizational evaluation, County Board relations, policy recommendations, supervision of department staff

Benefits:

Health insurance, dental insurance, life insurance, disability insurance, retirement benefits, vacation, sick leave, paid holidays, section 125 plan, donor program, educational incentive, uniform allowance, and others.

Compensation:

Salary and benefit surveys, job evaluation, job descriptions evaluation, job descriptions

Employee relations:

Disciplinary processes, incident investigations, complaint/grievance procedures, labor-management relations.

Employee services:

Enrollment in benefits, employee discounts for recreational spots, resolution of enrollment or claim problems, employee newsletter. Educational assistance, employee service awards

Fiscal:

Staffing budgets, departmental budget, accounts payable, insurance receivables, insurance fund management, total package costing. Insurance receivables, insurance fund management, total package costing.

Health and safety:

Employee assistance, workers compensation claims, drug testing, safety compliance and training.

Leaves of absence:

State and/or Federal Family and Medical Leave rights, County approved leaves of absence, rights upon return to work, light duty assignments for temporary periods.

Payroll administration:

Computer-based or manual evaluation systems, supervisory training, compliance with timeliness standards

Performance appraisal:

Employee files, litigation files, payroll records, safety records and other administrative files

Record-keeping:

Job posting, advertising, testing administration, employment interviews, background investigations, post-offer employment testing.

Recruitment:

Recruitment is defined as a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures fir meet the requirement of the staffing schedule and to employ to employ effective measures for attracting the manpower in adequate numbers to facilitate effective selection of an effective workforce.

Selection:

After identifying the sources of human resources, searching for prospective employees and stimulation helps too apply for jobs in an organization, the management has to perform the function of selecting the right man at right job and at the right time.

Separations and terminations:

Rights upon termination of employment, severance benefits, unemployment compensation, exit interviews.

Training and development:

County-wide needs assessment, development of supervisory and management skills, employee training and workshops. Benefits orientation for new and transferring employees, Supervisory newsletter.

Salary and benefits:

Salary/wage plans, employee benefits

Importance of Human Resource Management

1: Attract highly qualified and competent people

2: Ensure that's the selected candidate stays longer with the company.

3: Make sue that there is match between cost and benefit.

4: Helps the organization to create more culturally diverse workforce

Whereas, the poor quality of selection means extra cost on training and supervision. Furtherionmore , when recruitment fails to meet organizational needs for talent, a typically response is to raise entry level pay scales . This can distort traditional wages and salary relationship in organization, resulting in unavoidable consequences. Thus the effectiveness of the recruitment process can play a major role in determining the resources that must be expended on other HR activates and their ultimate success.

Scope of HRM at organisational level

Human resorce of
employers,experts of
other organisation.

core of organisational
Human Resouces i.e
of all employes at all levels
in an organisations.

Hr that effects the
employess negatively

HR that effects the
employees positively
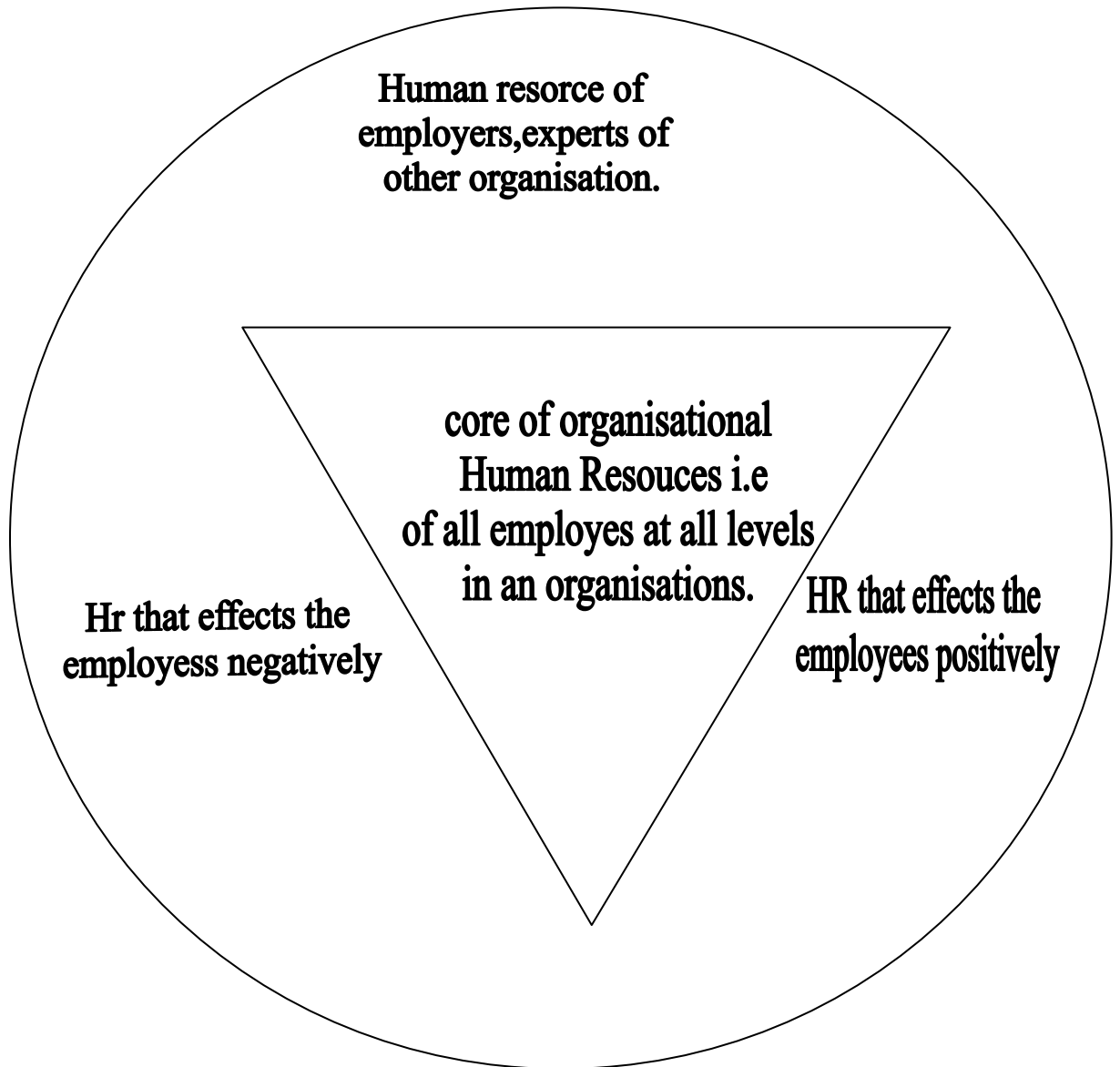
Human Resource department at

AVIVA LIFE INSURANCE

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                    ┌─────────────────────┐
                    │  Human resource     │
                    │   department        │
                    └─────────────────────┘
        ┌───────────────────┼───────────────────┐
┌──────────────┐   ┌──────────────────┐   ┌──────────────┐
│ Recruitment  │   │ Resource         │   │ Training and │
│ and          │   │ allocation       │   │ development  │
│ selection    │   │                  │   │              │
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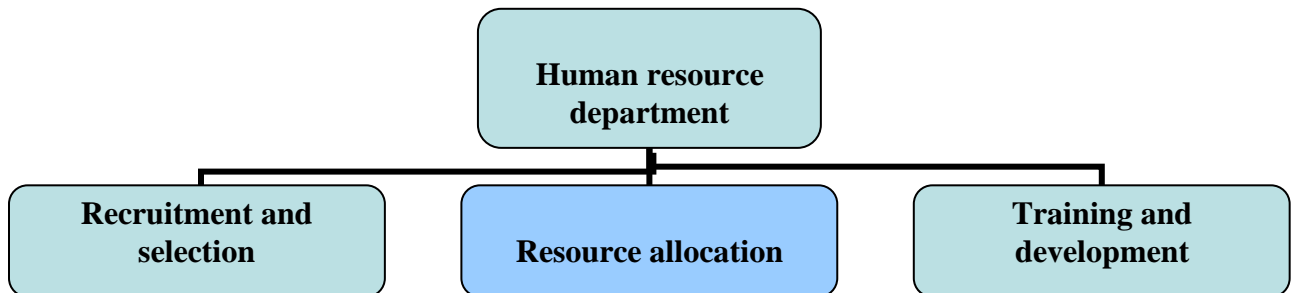
Human resource development

This department looks after the needs and Requirement the present employees. This Department includes number of function which are as
Follows:

1. Training and Development –it includes technical, soft skills and process related to training

2. Process and policies –it contains all the rule and regulations that need to be followed by the employees.

3: Appraisal and increment- it is in the formal feedback to the employees about their performance and the conduct of work.

4: Induction-involves the information to the new employees about the company, job, departments etc

5: Motivational activities and entertainment- involves motivating the employees to improve their productivity.

6: Roles and responsibilities-that every individual employee needs to fulfil

7: Key Result Area (KRA) –it is the measurement quantifiable of output for the roles of responsibilities.

8: Employee separation-includes resignation and dismissal.

9: Joining formalities- take place when a new employee joins the company.

10: Computerization

12: Helpdesk

13: Employee verification-take place at the time of joining of the new   employee.

14: Surveys

15: Project trainees

16: Counselling and grievance handling-both are different as counselling is basically helping out in personal problems whereas, grievances Handling involves the handling of complains that the employees has towards the management.

All the above head are included in the human resource development and involves the over all development of individual employees which in turn increases the over all profit of the company.

RecruitmentProcedure overview

Manpower Requisition Form

⇩

Recruitment Plan

⇩

Budget

⇩

Sourcing

⇩

Selection Process

⇩

Joining

⇩

Post Recruitment Data Updating

RECRUITMENT

RECRUITMENT

Recruitment is "hiring" of employees from outside. Recruitment has been regarded as the most important function of the HR department , because unless the right type of people are hired, even the best plans, organization chart and control system would not do much good.

Recruitment is the discovering of potential applicant for actual or anticipated organizational vacancies. Accordingly the purpose of recruitment is to locate sources of manpower to meet the job requirements and job specification.

It is defined as ' a process to discover the sources of manpower to meet the requirements of staffing schedule and to apply effective measures for attracting the manpower to adequate number to facilitate effective selection of an effective workforce'

Yoder points out that recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce.

Edwin B Flippo defines recruitment as 'the process of searching for prospective employees and stimulating them to apply for the jobs in the organization.'

"It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their application are submitted. The result is a pool of applicants from which new employees are selected."

Methods of Recruitment

Dunn and Stephens summaries the possible recruiting methods into three categories, namely

1: Direct method
2: Indirect method
3: Third party method

DIRECT METHOD

The direct method includes sending of the recruiters to different educational and professional institutions, employees contact with public, and mannered exhibits. One of the widely used methods is sending the recruiters to different colleges and technical schools. This is mainly done with the cooperation of the placement office of the college. Sometimes, firms directly solicit information form the concerned professors about student with an outstanding records.

Other direct methods include sending recruiters to conventions and seminars, setting up exhibits at fairs, and using mobile offices to go the desired centers.

INDIRECT METHOD

Indirect method involves mainly advertising in newspapers, on the radios, in trade and professional journals, technical magazines and brochures.

Advertisements in newspapers and or trade journals and magazines are the most frequently used methods. Senior post is largely filled with such methods. Advertising is a very useful for recruiting blue color and hourly worker, as well as scientific, professional, and technical employees.

Local newspaper can be good sources of blue collar workers, clerical employees, and lower level administrative employees.

The main point is that the higher the position in the organization the more dispersed advertisement is likely to be. The search for the top executive might include advertisement in a national periodical, whereas the advertisement of the blue color jobs usually confine to the daily newspaper.

According to the **Advertisement tactic and strategy in personnel Recruitment**, three main points need to be borne in the mind before an advertisement in inserted.

First, to visualize the type of applicants one is trying to recruit.

Second, to write out a list of advantages the company offers, or why should the reader join the company.

Third, to decide where to run the advertisement , not only in which area, but also in which newspaper having a local, state or a nation- wide circulation.

THRID PARTY

These include the use of commercial or private employment agencies, state agencies, and placement offices of schools colleges and professional associations recruiting firms, management consulting firms, indoctrination seminars for college professors, and friends and relatives.

Private employment agencies are the most widely used sources. They charge a small fee from the applicant. They specialize in specific occupation; general office help, salesmen, technical workers, accountant, computer staff, engineers and executives.

State or public employment agencies are also known as the employment or labour exchanges, are the main agencies for the public employment. Employers inform them of their personnel requirement, while job seekers get information for them about the type of job are referred by the employer.

Schools and colleges offer opportunities for recruiting their student. They operate placement services where complete biodata and other particular of the student are available.

Professional organization or recruiting firms maintain complete information records about employed executive. These firms maintain complete information records about employed executives. These firms are looked upon as the 'head hunters' , 'raiders', and 'pirates' by organization which loose their personnel through their efforts.

Evaluation of the recruitment method

The following are the evaluation of the recruitment method

1: Number of initial enquires received which resulted in completed application forms

2: Number of candidates recruited.

3: Number of candidates retained in the organization after six months.

4: Number of candidates at various stages of the recruitment and selection process, especially those short listed.

Objective of recruitment

1: To attract with multi dimensional skills and experience that suite the present and future organization strategies.

2: To induct outsider with new perspective to lead the company.

3: To infuse fresh blood at all levels of organization.

4: To develop an organizational culture that attracts competent people to the company.

5: To search or headhunt people whose skill fit the company's values.

6: To seek out non-conventional development grounds of talent

7: To devise methodology for assessing psychological traits.

8: To search for talent globally not just with in the company.

9: To design entry pay that competes on quality but not on quantum.

10: To anticipate and find people for position that doesn't exists yet.

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals come to know about the company and eventually decide whether they wish to work for it.
The recruitment process should inform qualified individuals about the job so that applicant can make comparison with their qualification and interest.

Factors affecting Recruitment

There are two types of factors that affect the Recruitment of candidates for the company.

1: **Internal factors**: These includes

- Company's pay package
- Quality of work life
- Organizational culture
- Company's size
- Company's product
- Growth rate of the company
- Role of trade unions
- Cost of recruitment

2: **External factors**: These include

- Supply and demand factors
- Employment rate
- Labour market condition
- Political, legal and government factors
- Information system

Factors to be undertaken while formulating recruitment policies

The following factors should be undertaken while formulating the policies -

- - Government polices
- - Recruitment sources
- - Recruitment needs
- - Recruitment cost
- - Organizational and personal policies

Theories Regarding Recruitment

Recruitment is two way street: it takes a recruiter has a choice whom to recruit, same way the prospective employee also has taken the decision whether or not to apply for the given job vacancy. The individual take the decision usually on three different basic:

1: The objective factors

2: The critical contact

3: The subjective factor

The objectives theory views that the process of organizational choice as being one of weighing and evaluating set of measurable characteristic of employment offers, such pay, benefits , location, opportunity for advancement, the nature of job to performed, and education opportunities.

Whereas, **the critical contact theory** suggests that the typical candidates is unable to make a meaningful differentiation of organization's offers in terms of objective or subjective factors, because of his limited or very short contact with the organisation. Choice can be made only when applicant can readily perceive the factors such as the behaviour of the recruiters, the nature of the physical facilities, and such as the efficiency in processing paper work association with the application.

On the other hand, **the subjective theory** emphasizes the congruence. Here the choices are made on highly personal and emotional basis.

Recruitment Process

The actual steps involved in recruitment follow a well defined path:

Application shortlist: In this step, we shortlist the resume received from various sources based on the suitability for the requirement.

Preliminary Assessment: The short listed candidates go through a preliminary round of interviews. This interview lays more emphasis on functional competencies. To have more data on the functional skills, the candidates may be given a business case for analysis and presentation (This is done for certain positions only).

Final interview: Here the candidates who successfully clear the first round of interview go through another round of interview with one or more of the functional heads.

Medical Evaluation: Candidates who are selected by Colgate are asked to undergo a medical test.

Process

Plan For Hiring

Analyzing vacancies and recruitments

Vacancy due to attrition

New Position

Due diligence & internal evaluation

Present as a business case for Chairman Approval

Recruitment approval process

Decision: Should the position be retained?

Job positions Merged

Recruitment approval guidelines

- Engineer/MBA's
- NO simple graduates
- Stable work retention history
- Salary hike 15-20 %
- Age as per average team age

Circle HR sends recruitment format to entity

```
                            ( )
                             |
              ┌──────────────────────────────┐
               \    Entity HR discusses      /
                \   with Business Head      /
                 └────────────┬───────────┘
                              │
                  ┌───────────────────────┐
                 /    Corporate HR        /
                /     for approval       /
               └───────────┬───────────┘
                           │
              ┌────────────────────────────┐
             <   Approval for Hiring:       >
              <  Preparation starts        >
               └────────────┬────────────┘
                            │
                   ┌──────────────────┐
                   │    Sourcing      │
                   └───┬────┬─────┬───┘
              ┌────────┘    │      └────────┐
```

Employee Referrals indicating Employee ID, Designation

Short-listing of profiles

- **Timesjobs.com**
- **Naukri.com**

Minor deviations to be indicated in the interview assessment sheet comment box in BOLD.

 # Salary less than 50 % of minimum salary.

Preliminary interview circle HR and at circle level

Major deviation to be indicated separately as a non-hiring condition

Final interview at DAKC

Compensations & job offers recommended by Circle to DAKC

1. **Qualifications not as per laid norms.**
2. **Salary expected higher than max band.**
3. **Experience less than laid norms.**

Pre joining reference & medical checks

```
        ⬭
        │
┌───────────────────────────┐
│  Job offer, Appointment letter &  │
│  Confirmation letter              │
└───────────────────────────┘
```

Evaluation of recruitment process

The following are the evaluation of the recruitment process:

1: Return rate of application sent out.

2: Number of suitable candidates for selection.

3: Retention and performance of the candidate selection.

4: Cost of recruitment

5: Time lapsed data.

6: Comments on image projected.

PHILSOPHIES OF RECRUITEMT

Basically there are two Philosophies of recruitment. These are as follows:

1: REALISTIC JOB PREVIEWS (RJP)

Realistic Job Previews provides complete job related information to the applicants so that they can make the right decision before taking up the jobs. It includes positive and the negative aspects of the job.

2: JOB COMPATIBILITY QUESTIONNAIRE: (JCQ)

Job compatibility Questionnaire was developed to determine whether an applicant's preference for the work match the characteristic of the job. The JCQ is designed to collect information on all aspects of the job which have a bearing in on employee performance .absenteeism, turnover and job satisfaction. The underlying assumption of JCQ is that, greater the compatibility between an applicant's preference for the job and characteristic of the job as perceived by the job seeker, the greater the probability of employee effectiveness and longer the tenure.

SELECTION

SELECTION

Selection is a negative process and involves the elimination of candidates who do not have the required skills and qualification for the job proposed. Also it is a process of differentiating between applicants in order to identify and hire those with grater likelihood of success in job.

The objective of selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates. It is the system of function and devise adopted in a given company to ascertain whether the candidate's specifications are matched with the   job specifications and recruitment or not.

Selection process or activities typically follow a standard patter, beginning with an initial screening interview and concluding with final employment decision. The traditional selection process includes: preliminary screening interview, completion of application form, employment test, comprehensive interview, background investigation, physical examination and final employment decision to hire.

Organization for selection

Until recently the basic hiring process was performed in a rather unplanned manner in many organizations. In some companies, each department screened and hired its own employees. Many mangers insisted on screening their own employees as they thought no one else could do that as efficiently as they themselves.

But now selection is centralized and handled by the Human Resource Department. This type of arrangement is also preferred due to some of these advantages:

- It is easier for the application because they can send their applications to a single centralized department.
- It facilitates contact with applicants because issues pertaining to employment can be cleared through one central location.
- It helps operating managers to concentrate on their operating responsibilities. This is especially helpful during the chief hiring period.
- It can provide for better selection because hiring is done by specialist trained in staffing techniques.
- The applicant is better assured of consideration for a greater variety of jobs.
- Hiring cost is cut because duplication of efforts is reduced.
- With increased governmental regulation on selection process, it is important that people who know about these rules handle a major part of the selection process.

Ideally, a selection process involves mutually decision making. The organization decides whether or not to make a job offer and how attractive the job offer should be.

BARRIERS TO EFFECTIVE SELETION

The main objective of selection process is to hire people having competence and commitment towards the given job profile. But due to some reason the main purpose of effectively selecting candidates is defeated. These reasons are:

1: **<u>Perception or the Halo effect</u>**: Many a times the interviewer selects a candidate according to the perception he has or he made up while talking or looking at the individual. This way he does not see through the caliber or the efficiency of the individual and many times it leads to the selection of the wrong candidates.

2: **<u>Fairness</u>**: During the selection process the interviewer does not select the individual on the basis of his knowledge and hence the right type of the candidates is not selected.

3: **<u>Pressure</u>**: The people from the HR department and also have a lot of pressure from the top management and from other top class people for selecting the candidates they want. This ways the purpose of effective selection process of effective selection process is defeated as they have to select that individual whether or not he is capable of the job. that is being offered.

<u>ESSENTIAL OF SELECTION PROCEDURE</u>

- Someone should have the authority to select.
- There must be sufficient number of applicants from whom the required number of employees to be selected.
- There must be some standards of personnel with which a prospective employee may be compared.

FACTORS EFFECTING SELECTION DECISION

Includes:

- Profile matching
- Organization and social environment
- Multi correlations
- Successive hurdles

MY JOB AT AVIVA

My Job at AVIVA LIFE INSURANCE

I started my job as HR Trainee. My job profile was to handle **RECRUITMENT** in my project. The senior sales manager narrated me the whole procedure. My job profile was to generate resumes from the various job sites such as Naukri.com, Timesjobs.com etc. according to the requirements of the company. After generating the resumes from the sites the next step is to shortlist the resume which best suite the requirements.

Now the short-listed candidates have to be given a phone call in order to find out their interests and schedule them for interview. There are 2 forms of interview that a candidate can appear for:

1. **Personal Interview.**

2. **Telephonic Interview.**

PERSONAL INTERVIEW

This is regarded to be the **BEST FORM** of interview. In such form of an interview the candidate personally appears in front of the interviewer and gives his interview. This is regarded to be the best form of interview as the interviewee has the best chances of making his points clear in front of the interviewer.

TELEPHONIC INTERVIEW

Sometimes an interview is taken on the phone. A telephonic conversation is done between the interviewer and the interviewee where the interviewer calls up the candidate via phone and conducts the interview.

The Job profile

Selling insuarance and building customer relations.

Qualification

Entry level opening: Graduates in any stream preferred can be. 10th or 12th standard pass, according to the irda stipulation, depending on region of operation. Additional communication skills and ability to interact with people will help.

Middle level opening: Professional in finance or marketing with the experience in service industry. (As asst sales manager)
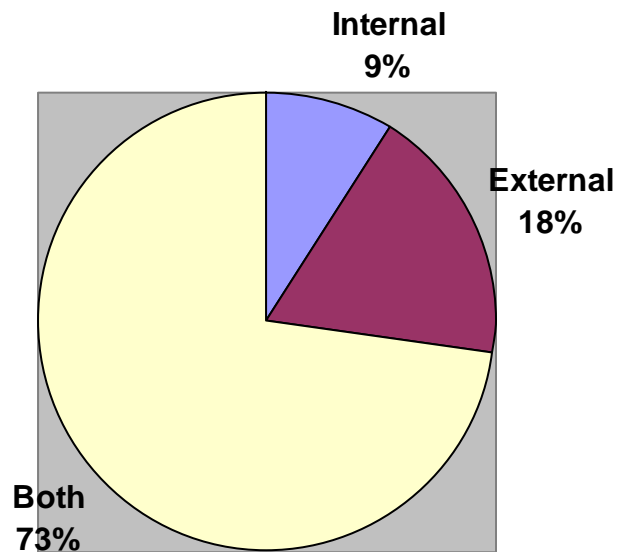
Senior sales openings: Senior professional with experience of handling junior staff preferred (CEP/Senior consultant

DATA ANALYSIS

DATA ANALYSIS

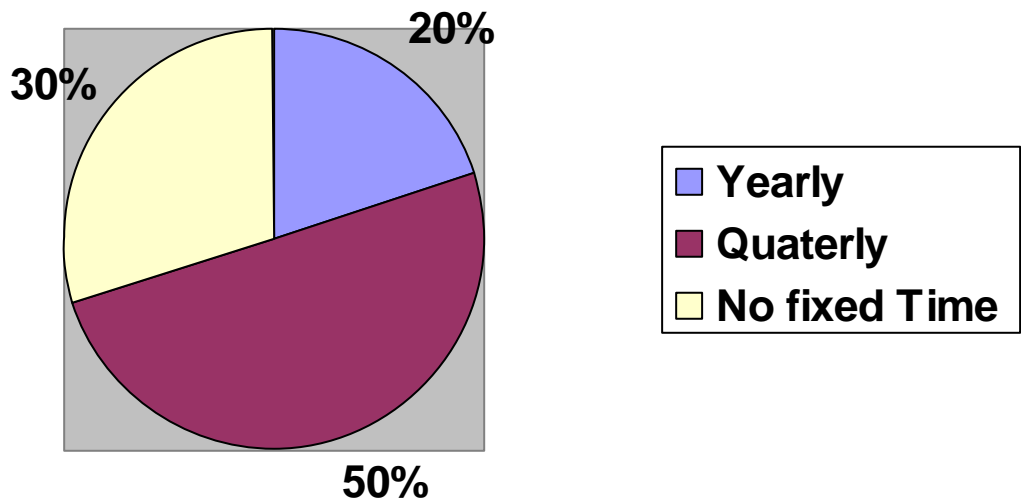**QUESTION:** **What are the sources for recruitment and selection?**

About 75% of the manager say that they prefer both internal as well as external source for recruitment and selection where as only 9% go for internal source and 18% go for external sources.

Question: **Which method do you mostly prefer for recruitment and selection preferred way of recruitment?**

Third party 3%

Indirect 32%
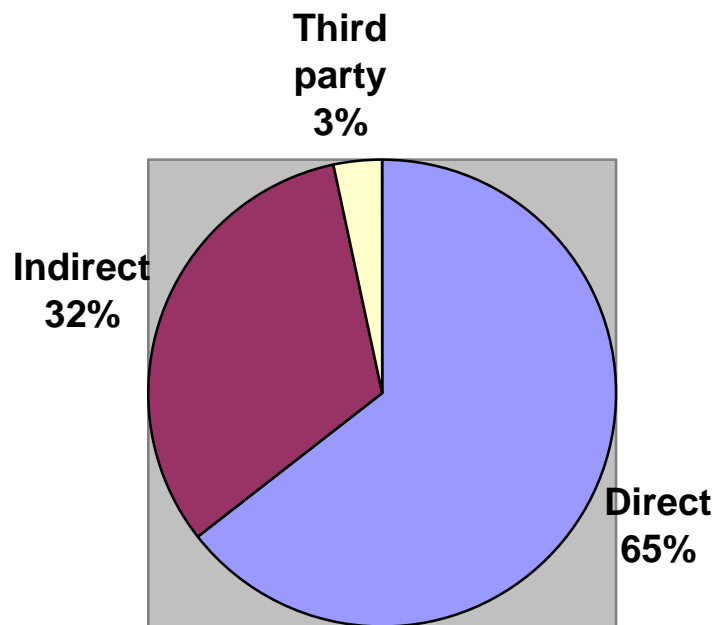
Direct 65%

About 65% of the mangers go for direct recruitment and selection and 32% go for indirect and only 3 % go for third party recruitment way.

**Question**: **When do you prefer to go for manpower planning?**

Around 50% of the managers go for Quarterly manpower planning and 20 % do not follow any pattern they don't have any fixed time where as 20% go for yearly.

**Question:** **What are the sources for external recruitment are preferred?**
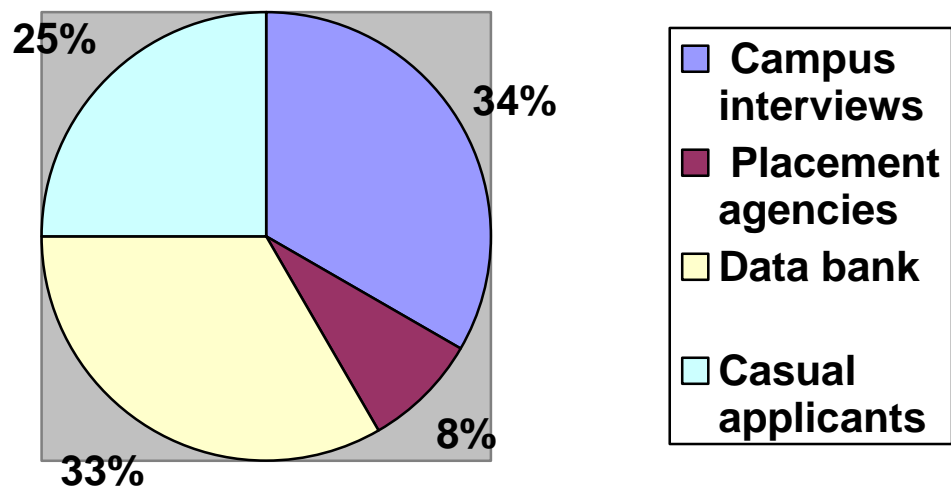
In AVIVA 34% of manager go for campus interviews, 33% go for data bank, 25% from the casual application that are received and only 8% go for any placement agencies.

Question: **What form of interview did you prefer?**
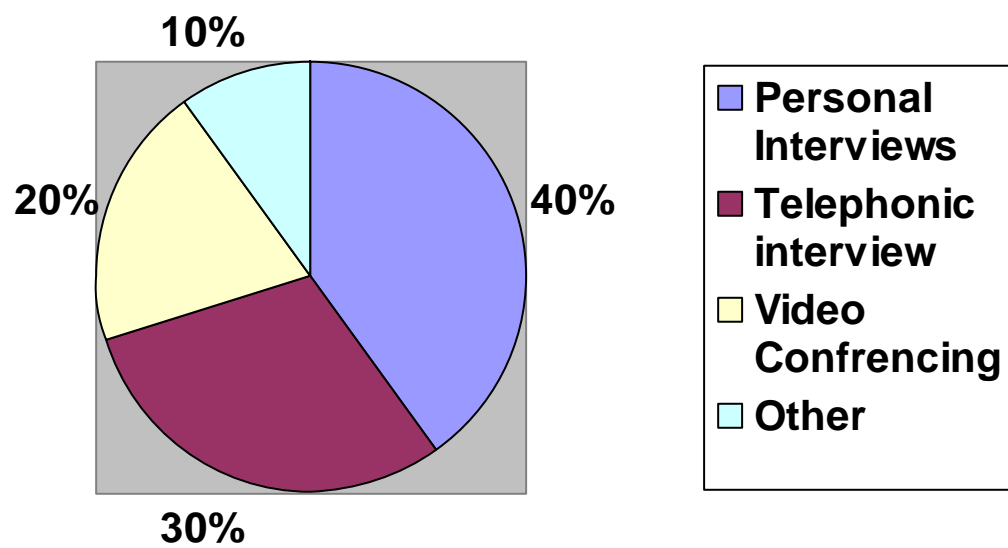
Most of the manager Prefer Personal interviews, 30% prefer to take telephonic interviews where as only 20% go for video conferencing and rest 10% adopt some other means of interviews

Question: How do you rate the HR practices of the company?
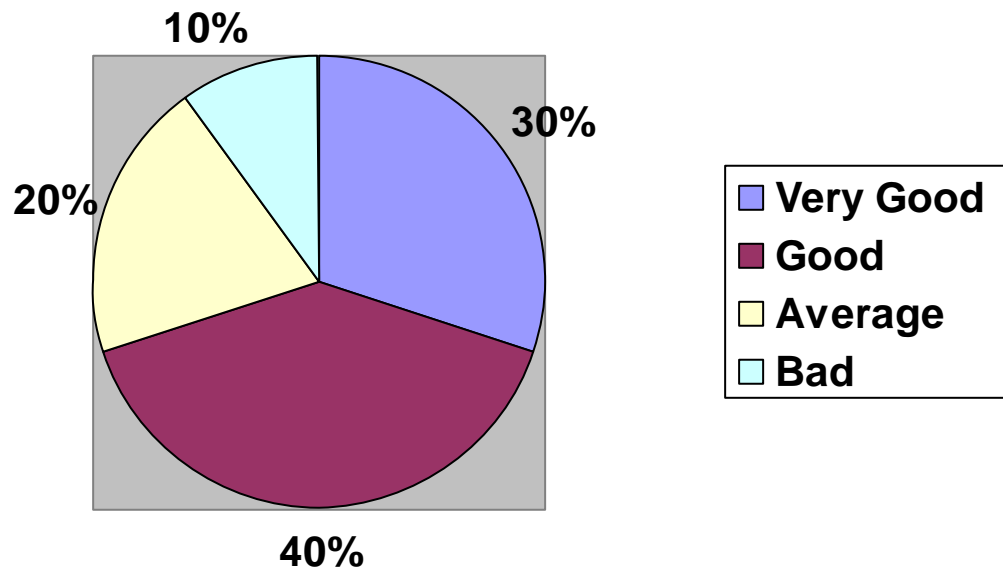
50% of the managers feel that HR department is good where and 30%say that's its very good where as 20% says its average and only 10% manager feel it's bad.

FINDINGS

FINDINGS

In AVIVA life insurance most of the employees feel that's the HR department is good. About 75% of the managers says that they prefer both internal as well as external source for recruitment and selection. About 65% of the mangers go for direct recruitment and selection and less number for mangers prefer indirect or third party. Mostly the manpower planning is done Quarterly and 20 % do not follow any pattern they don't have any fixed time. Aviva prefers to go for campus interviews and even casual application that are received for recruitment but they hardly prefer placement agencies.

Most of the manager Prefer Personal interviews, 30% prefer to take telephonic interviews where as only 20% go for video conferencing and rest 10% adopt some other means of interviews

CONCLUSION

CONCLUSION

This presents the summary of the study and survey done in relation to the Recruitment and Selection in AVIVA life insurance. The conclusion is drawn from the study and survey of the company regarding the Recruitment and Selection process carried out there.

The recruitment process at AVIVA life insurance to some extent is not done objectively and therefore lot of bias hampers the future of the employees. That is why the search or headhunt of people should be of those whose skill fits into the company's values.

Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.

Selection process is good but it should also be modified according to the requirements and should job profile so that main objective of selecting the candidate could be achieved.

SUGGESTION

SUGGESION

- Manpower requirement for each department in the company is identified well in advance.

- If the manpower requirement is high and the recruitment team of the HR department alone cannot satisfy it, then help from the placement agencies is needed.

- Time management is very essential and it should not be ignored at any level of the process..

- The recruitment and selection through placement agencies as the last resort and is utilised only when need.

- The recruitment and selection procedure should not to lengthy and time consuming.

- The candidates called for interview should be allotted timings and it should not overlap with each other.

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ANNEXURE

QUESTIONNAIRE FOR THE RESEARCH

1: When are the resources need and forecasted?

- Quarterly
- Monthly
- Annually
- Not fixed

2: How is the resource need forecasted?

………
………
………
………………………………………………………………….

3: How do you rate the recruitment procedure?

- Short
- Average
- Long
- Very Long
- Cant say

4: What is the process you follow for recruitment and selection? People explain the same in brief?

………

………

………………………………………………………………………

5: Which method do you mostly prefer from the following for recruitment and selection?

- Direct Method
- Indirect Method
- Third Party

6: What sources you prefer for recruitment and selection?

- Internal sources
- External sources
- Both

7: What are the sources for internal sourcing among the following -:

- Present permanent employees
- Present temporary employees
- Retrenched / Retired / employees
- Deceased / disabled / employees

8: What are the sources for external recruitment among the following

- Campus interviews
- Placement agencies
- Private employment agencies
- Public employment agencies

- Professional associations

- Data bank

- Casual applicants

- Other, if any please mention

- ……………………………………………………………………………………………………
……

9: Which is the most successful method for recruitment?

………
……

10: How many rounds of interviews are conducted?

- 1-3
- 3-5
- More than 5

11: Are you satisfied with round of interviews conducted?

- Yes
- No
- To some extent
- Cant say

12: What form of interview did you prefer?

- Personal Interview
- Telephonic Interview
- Video Conferencing

- Any two (then tick those two)
- All three

13: Are you satisfied with the interview process?

- Yes
- No
- To some extent

14: If no then what is the reason? And suggest the measures to be taken for improvement?

………
………
………
……………………………………………………………………

15: Are you satisfied with the present method being followed by the company for recruitment and selection?

- Yes
- No

16: If no, what steps would you prefer, to make improvement?

………
………
……………………………………………….

17: Are the aptitude test conducted?

- Yes
- No
- Till some extent
- Cant say

18: If yes then it is for

- Fresher
- Executives
- Other (specify)

- ………………………………………………………………………………………………
………………………

19: Do you conduct any of these test?

- Psychometric test
- Medical test
- Reference test check
- Other (specify)

- ………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………

20: How do you rate the HR practices of the company?

- Very Good
- Good

- Average

- Bad