

## 6 STAFFING

Putting right persons for the right job is known as staffing. Staffing means hiring and developing the required personnel to fill various positions in the organization. Staffing involves manpower planning, recruitment, selection and training, promotion, compensation and performance appraisal of work force.

*“Staffing is the management function of filling positions of the organisation suitably and taking care of the growth and expansion of the occupational matters of employees.”*

*- Theo Haimann*

### Importance of staffing

1. **Provides human resource:** Discovering and obtaining competent personnel for various jobs.
2. **Key to other functions:** Improving overall efficiency through putting right person for the right job.
3. **Long term effect:** Continuous growth and survival of the enterprise through proper flow of workforce.
4. **Optimum utilization of the human resource:** Staffing prevents shortage and surplus human resource in an organization. It prevents under-utilisation of personnel and high labour costs.
5. **Improves job satisfaction:** Job satisfaction and morale of employees can be improved through proper evaluation and fair reward system.

### Staffing as a part of HRM

- Emergence of Trade Union movement led to the concept of *Labour Welfare Officer*. Factory system demanded the appointment of large number of employees. This led to the emergence of *Personnel Officer* in the first place *Personnel Manager* later on.
- Staffing function is performed under Personnel Management. In Modern world, as its scope increased, it treated as Human Resource Management [HRM].
- HRM is broader concept and staffing is a part of HRM.
- HRM seen in large organisation while staffing in small organisation.
- HRM is both a function of management as well as a distinct functional area.

- In HRM, employees are considered as valuable assets and in staffing they are treated as workers.

HRM includes many specialized activities and duties:-

- (a) Recruitment.
- (b) Analyzing jobs, collecting information about jobs to prepare job descriptions.
- (c) Developing compensation and incentive plan.
- (d) Training and development of employees for efficient performance and career growth.
- (e) Maintaining labour relations and union management relations.
- (f) Grievance handling.
- (g) Providing for social security and welfare of employees.

### **Staffing Process (Steps of Staffing)**

#### **1. Estimating the manpower requirements:**

Manpower planning is the assessment of number and types of human resource required for an organisation for a future period. It helps to avoid shortage and excess of manpower. It considering qualitative and quantitative aspects of human resource.

#### **2. Recruitment:**

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. It is a process of identifying various sources of employees. It is a positive function as it encourages maximum to apply for the job.

#### **3. Selection:**

Selection is the process of choosing the most suitable persons from the recruited pool. Those who are not fit for the job are eliminated, it is a negative function. Selection ensures that (a) the organization gets the best among the available and (2) it enhances the self-esteem and prestige of those selected and conveys their role in the organization to them.

#### **4. Placement and Orientation:**

Orientation means introducing the selected employee to other employees and familiarizing him with the rules and policies of the organisation.

Placement refers to the employee occupying the position or post for which the person has been selected.

## **5. Training and Development:**

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased.

Development refers to the learning opportunities designed to help the employees to grow. It is a career-bound growth of an employee in all respect.

## **6. Performance Appraisal:**

It is an evaluation of employee's current and past performance as against certain pre determined standard. An employee's wages, promotion and training depend on this stage.

## **7. Promotion and career planning:**

Promotion means shifting of a person from a lower position to a higher position. They usually mean more pay, responsibility and job satisfaction.

Career planning is an encouragement to grow and realize the full potentialities of an employee. It is related with the long term interest of an employee.

## **8. Compensation:**

All forms of pay or rewards going to employees from the organization. Pay, benefits and incentives are included in it. It may be in the form of direct financial payments (wage, salary, incentive, commission etc) and indirect payments (employer paid insurance and vacation).

### **Recruitment**

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in an organisation. Recruitment involves the following activities:

- (a) Identification of different sources of labour supply.
- (b) Assessment of their validity.
- (c) Choosing the most suitable source.
- (d) Inviting applications.

There are two sources of Recruitment:

- (a) Internal Sources and
- (b) External Sources.



### **Internal Sources**

It is the source by which the requisite positions are filled up from within the organization itself.

1. **Promotion:** promotion is the shifting of an employee from present position to a higher position. It is a vertical shifting. Promotion increases responsibilities, status and pay.
2. **Transfer:** Transfer is the shifting of an employee from one job to another, one department to another or from one shift to another without substantiates change in the responsibilities and status of the employee. It is a horizontal movement of employees.

### **Merits of Internal sources**

1. **Motivation to existing employees:** Employees are motivated to improve their performance as the higher level positions are filled through internal sources.
2. **Simple process:** It simplifies the process of selection and placement as the employees are already known to the organization.
3. **Tool of training for higher jobs:** This source avoids the need of induction training.
4. **Cheaper source:** It is cheaper than external sources.

### **Limitations of Internal Sources**

1. **Prevents the entry of fresh blood:** The scope of induction of fresh talents is reduced.
2. **Lack of competitiveness:** Time-bound promotion hampers the spirit of competition among the employees in the organisation.
3. **Only available to existing organization:** This source is not available to new organisations.
4. **Limited supply:** No organization can fill all its vacancies from this source.
5. **Reduces productivity:** Frequent transfer reduces the productivity of employees.

### **External Sources**

1. **Direct Recruitment:** Under this, a notice is placed on the notice-board of the enterprise specifying the details of the job available. The selection is done on spot. It is suitable for filling casual vacancies of unskilled or semi-skilled jobs. They are paid remuneration on daily wage basis.
2. **Casual callers:** reputed business organizations keeping a database of unsolicited applicants. A list of such job seekers can be prepared and can be screened to fill the vacancies as they arise. This source reduces the cost of recruitment.
3. **Advertisement:** When wider choice is required, advertisement is given in news papers or professional journals. Senior positions are filled by this method.
4. **Employment exchange:** This is the source of recruitment for unskilled and semi skilled jobs, run by the Government. Employment exchanges help to match personnel demand and supply by serving as link between job-seekers and employers.
5. **Placement agencies and management consultants:** placement agencies provide a nationwide service in matching personnel demand and supply. They are maintaining the bio-data of candidates and connecting them with their clients. Charging a fee for this service. Management consultancies are supplying technical, professional and managerial personnel to their clients.
6. **Campus recruitment:** Big organisations recruiting qualified personnel for technical, professional and managerial jobs from universities, colleges, management institutes, vocational schools etc
7. **Recommendations of employees:** Under this, the applicants are introduced by present employees from their friends or relatives.
8. **Labour contractors:** They maintain close contacts with labourers and they can provide required number of unskilled workers, immediately.

9. **Advertising on TV:** The detailed requirement of the job and the qualities required to do it are published through TV along with the profile of the organisation.
10. **Web publishing:** Certain sites are specially designed for providing information about both job seekers and job suppliers management institutions and colleges.

### **Merits of external sources**

1. **Qualified personnel:** It attracts qualified and trained people to apply for the vacant job.
2. **Wider choice:** A large number of applicants from outside the organization may apply for the job.
3. **Fresh talents:** The present employees may be insufficient or they may not fulfill the specifications of the job.
4. **Competitive spirit:** It improving competitiveness among existing employees. The existing staff will have to compete with outsiders.

### **Limitations of external source**

1. **Dissatisfaction and frustration to existing staff:** Existing staff may feel that their chances of promotion are reduced.
2. **Lengthy process:** The organization has to notify the vacancies and wait for application to initiate selection process. So it is a time consuming process.
3. **Costly process:** A lot of money has to spend on advertisement and application-processing.

### **Selection**

Selection is the process of identifying and choosing the person out of a number of prospective candidates for a job. Under this stage, the candidates are required to take a series of employment tests and interviews. Those who are not fit for the job are eliminated, it is a negative function.

### **Process of selection**

1. **Preliminary screening:** It helps to eliminate unqualified or unfit job seekers based on the information given in the application form.
2. **Selection tests:** Test is a mechanism to measure certain features of individuals. The following are the important selection tests:-
  - (a) **Intelligence tests:** It is a psychological test to measure the level of I.Q. It testing the learning ability and ability to make decisions and judgment.



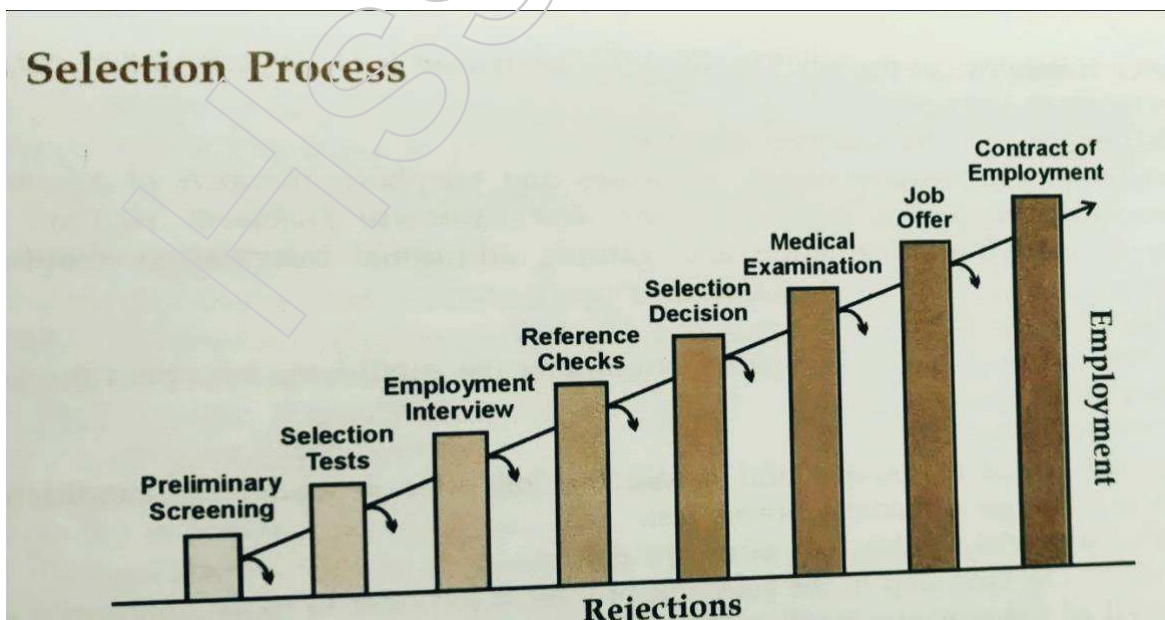
**(b) Aptitude tests:** It measuring the potential for learning the new skills. It helps to know how the candidate will perform in future.

**(c) Personality tests:** It measuring the level of emotions, reactions, maturity and value system of employees. It assesses their behaviour.

**(d) Trade tests:** It measures the existing skills of the individual. Level of knowledge and proficiency in professions or technical areas possessed are tested.

**(e) Interest tests:** it is used to know the interests or involvement of a person in a job.

3. **Interview:** It is a face to face, formal and in-depth conversation between the applicant and the selection committee. It helps to find out the personality, self confidence, intelligence and aptitude of candidate. The interviewee can also collect information from interviewer.
4. **Reference and background check:** For the purpose of reference, the details of reputed persons are collected from the applicant, to verify the given information and to collect additional information.
5. **Selection decision:** It is taken by the manager, if the candidate passes the tests, interviews and reference checks.
6. **Medical examination:** it is a stage to check the medical fitness of the applicant.
7. **Job offer:** It is made through a letter of appointment or confirms his acceptance. It generally giving a time to report on duty.
8. **Contract of employment:** Certain documents are need to be executed by the Employer and the candidate. A contract of employment is prepared. The details of the candidate must be given and attested by him.



## Training and Development

Training is the process, by which the aptitude, skills and abilities of employees to perform specific jobs are increased. It is a process of learning new skills and application of knowledge.

Development involves growth of an employee in all respects. Development means the learning opportunities designed to help employees grow. It aims to improve job performance along with growth of personality, maturity and actualization of the potential capacities.

Differences	
Training	Development
it is a process of increasing knowledge and skill.	It is process of learning and growth.
It is a narrow term.	It is a wider term.
It is to enable the employees to do the job better.	It is to enable the overall growth of the employee.
It is a job oriented process.	It is a career oriented process.

### Importance (Benefits) of Training and Development

#### Benefits to the organisation

1. **Systematic learning:** Training replaces the hit and trail methods which leads to wastage of efforts and money.
2. **Employee productivity:** Productivity can be improved both in terms of quantity and quality, leading to higher profit.
3. **Useful in emergency:** Training equips the future manager who can take over in case of emergency.
4. **Employee morality:** It increases employee morale and reduces absenteeism and labour turnover.
5. **Quick response:** Fast response to the changing business environment – technological and economic.

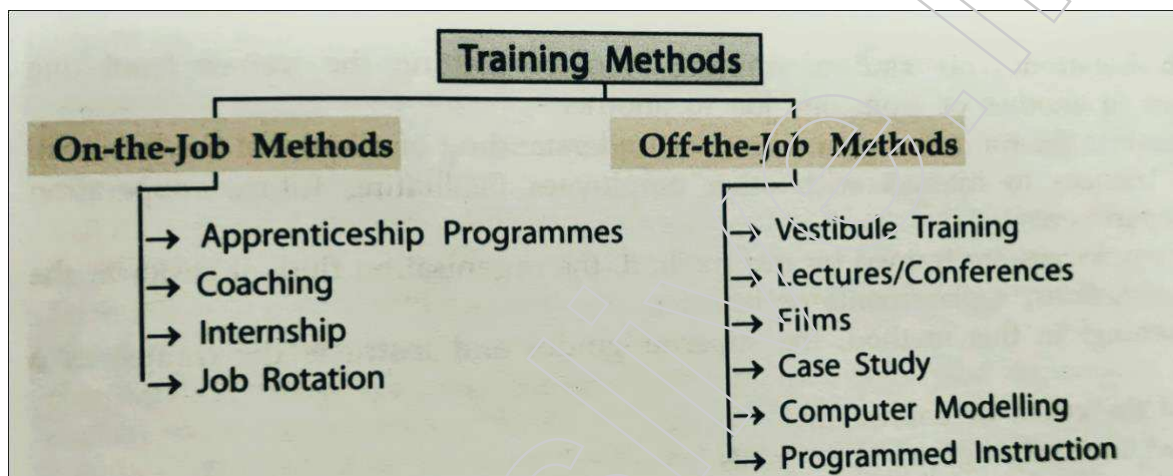
#### Benefits to the employee



1. **Career development:** Improved knowledge and skill leads to better career of the individual.
2. **More earnings:** Increased performance of employees helps them to earn more.
3. **Proper machine handling:** Efficient handling of machines reduces accidents.
4. **Employee satisfaction:** Training increases the satisfaction and morale of employees.

### Training methods

Training methods are broadly divided in to two groups:



(A) **On-the-job training methods:** These are the methods applied to the workplace, while the employee is actually working. It is learning while doing.

1. **Apprenticeship programmes:** Under this method, the trainee is appointed under the guidance of a master worker. Trainees are getting stipend during this period. Useful in skilled jobs like plumbers, electricians etc
2. **Coaching:** In this method, superior guides and instruct the trainee as a coach. He suggests how to achieve the goals. Periodical reviews are done and give necessary suggestions.
3. **Internship Training:** It is a joint programme of training in which educational institutions are co-operating with business firms. Trainees will get theoretical knowledge from educational institution and practical knowledge from business firms.
4. **Job Rotation:** It is the systematic shifting of a trainee from one job to another, to familiarize him with all jobs. It helps the trainees to get knowledge on all jobs.

(B) **Off-the-job training methods:** These are used away from the workplace. It is learning by doing.

1. **Class room lectures / Conferences:** This approach is mainly used to convey specific information, rules, procedure and methods. In order to make this formal classroom presentation more interesting, audio-visuals or demonstrations are used.
  2. **Films:** It is effective to provide information and to explicitly demonstrate skills. This media can be used in conjunction with classroom lectures and conference discussions which is very effective.
  3. **Case study:** Trainees study the cases, analyze causes and develop alternative and best solution. These cases are taken from actual experiences of organizations.
  4. **Computer Modeling:** It simulates the work environment by programming a computer to imitate some of the realities of work environment. It helps to learn without the risk of high costs.
  5. **Vestibule training:** Actual work environment is created in a class room and trainees use the same materials, files and equipments. It is away from the actual work floor. This is usually done when employees are required to handle sophisticated machinery and equipment.
  6. **Programmed instructions:** Trainees are learning each unit of information in a logical order. Information is broken into meaningful units and these are arranged in a proper way. For example, simple to logic.
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