

STAFFING

Contents as per CBSE syllabus

- Staffing - **Meaning & Importance**,
- Staffing as a part of human resource management- **Concept**,
- **Staffing process**,
- **Recruitment process**,
- **Selection process**,
- **Training & Development - Meaning & Importance**,
- **Training methods.**



MEANING



Putting people to jobs.

IMPORTANCE

Discovering & Obtaining competent personnel for various jobs.

Improves job satisfaction, morale of the employees by fair reward.

Putting right person on the right job improves performance.

Continuous survival & growth of the enterprise through the succession planning for managers.

Optimum utilisation of human resource.

STAFFING AS A PART OF HUMAN RESOURCE MANAGEMENT

- **Maintaining labour relations & union management relations,**
- **Handling grievances & complaints,**
- **Defending the company in law suits & avoiding legal complications.**

• **Managing the human component,**

• **Performance of Organisation** $\xrightarrow{\text{Depends}}$ **How well the function is performed.**

• **Success of an Organisation** $\xrightarrow{\text{Depends}}$ **Performance of its human resources.**



Duties of human resource management :

- **Recruitment - Search for qualified people,**
- **Analysing jobs, collecting information, prepare job descriptions,**
- **Compensation & incentive plans,**
- **Training & Development,**
- **Social security & Welfare.**

- **Maintaining labour relations & union management relations,**
- **Handling grievances & Complaints,**
- **Defending the company in law suits & avoiding legal complications.**

EVOLUTION OF HUMAN RESOURCE MANAGEMENT

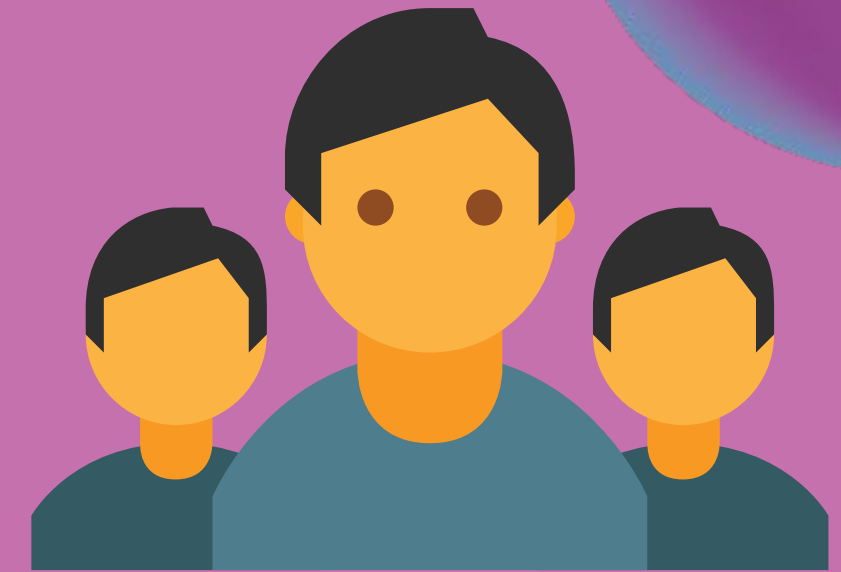
- **Replaced the traditional concept of labour welfare & personnel management,**
- **Emergence of trade union movement, labour welfare schemes, factory system,**
- **Human relations approach recognises most important instrument of success,**
- **Distinct from mechanical side of enterprise,**
- **Practice of finding, evaluating, establishing a working relationship with people,**
- **Staffing referred as both line as well as staff activity.**



STAFFING PROCESS

1. Estimating the manpower requirements :-

- **Knowing how many persons we need and what type,**
- **Encouraging diversity in workforce such as womens, backward communities, etc.**
- **Analysing workload & workforce.**



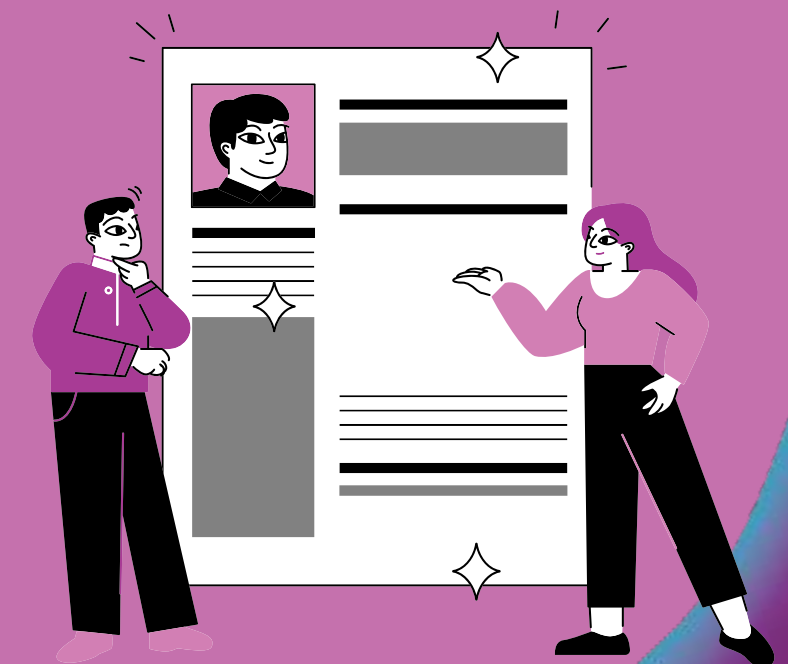
Workload analysis :- Means finding number & types of employees required,

Workforce analysis :- Number and types of human resource available .

It reveals whether understaffed , overstaffed or optimally staffed .

2. Recruitment :-

- **Process of searching for prospective employees ,**
- **Stimulating them to apply.**
- **Internal & External source of recruitment.**



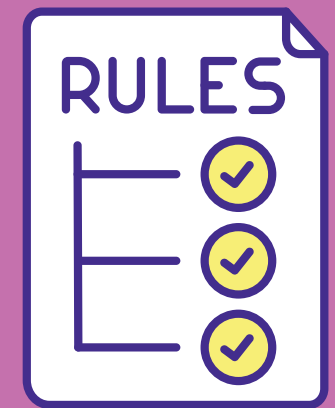
3. Selection :-

- **Choosing from the pool of the prospective job candidates,**
- **Ensures that the organisation gets the best among the available,**
- **Enhances the self - esteem & prestige of those selected.**



4. Placement & Orientation :-

- **Occupying the position for which person has been selected**
- **Socialisation of employees,**
- **Brief presentation about organisation,**
- **Familiarising with rules & policies.**



5. Training & Development :-

- **Opportunity to facilitate learning,**
- **Motivation is high, Competencies are strengthened,**
- **Career advancement to their members.**



6. Performance appraisal :-:-

- **Evaluating an employee current or past performance against pre - determined standards,**
- **It includes defining the job, appraising performance & providing feedback.**



7. Promotion & career planning :-

- **Design activities to serve employees long term interests,**
- **Encourage employees to grow & realise their full potential,**
- **Promotion refers being placed in position of increased responsibility.**



8. Compensation :-

- **All forms of Pays & rewards called Compensation,**
- **Direct financial payments - Salary, Wages, etc.**
- **Time based - Paid either daily, weekly, monthly,**
- **Performance based- Paid according to piecework,**
- **Indirect payments- Insurance, Vacation.**

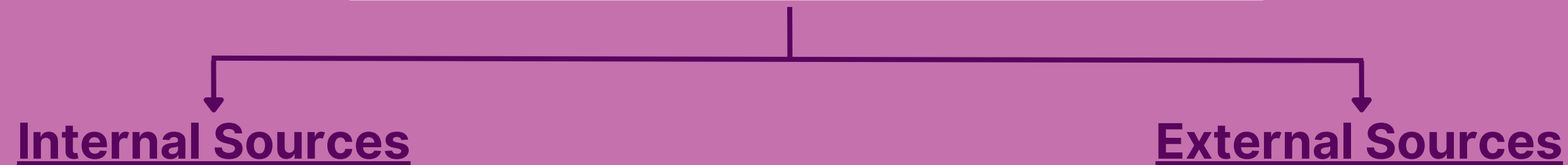


RECRUITMENT

- **Process of searching for prospective employees, &**
- **Stimulating them to apply for jobs in an organisation.**



SOURCES OF RECRUITMENT



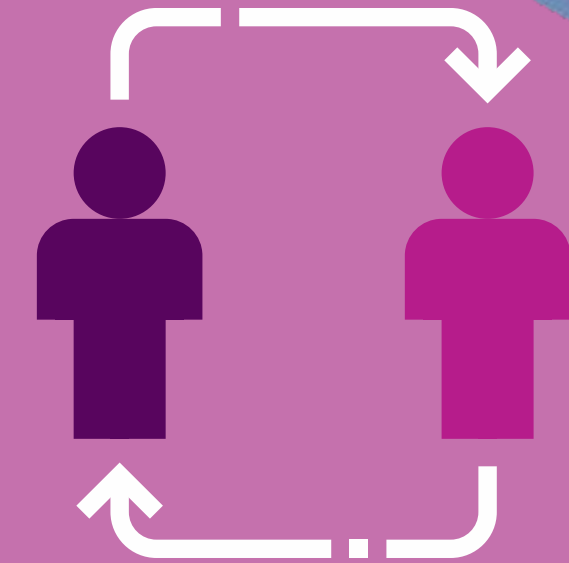
Various Activities involved in the process of recruitment :

- a). **Identification of different sources of labour supply,**
- b). **Assessment of their valadity,**
- c). **Choosing the most suitable source,**
- d). **Inviting applications from prospective candidates for the vacancies.**

INTERNAL SOURCES

i). Transfers :-

- **Shifting of an employee from one job to another,**
- **Good source to fill vacancies from over-staffed department,**
- **Horizontal movement of employees,**
- **Helps in avoiding termination & removing individual grievances.**



ii). Promotions :-

- **Filling higher jobs from lower jobs,**
- **Carrying higher responsibility, facilities, status and pay,**
- **Vertical shifting of employees,**
- **Improves motivation, loyalty & satisfaction.**



MERITS

- **Chain of promotion motivates employees,**
- **Improve performance through learning & practice,**
- **Simplifies the process of selection & placement,**
- **Filling of job internally is cheaper as compared to external source,**
- **Tool of training the employees for higher job,**
- **Shifting workforce from the surplus department to those where there is shortage of staff.**

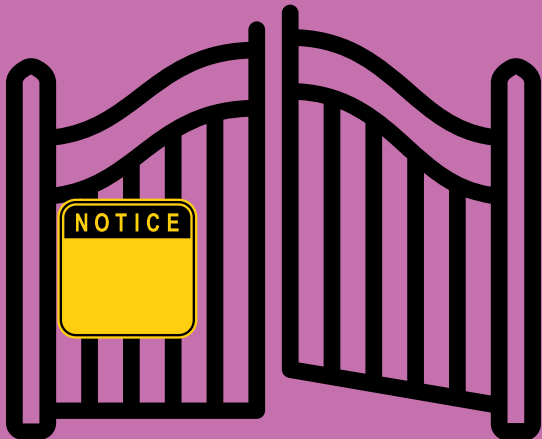
LIMITATIONS

- **Scope for induction of fresh talent is reduced,**
- **New enterprise cannot use this source,**
- **Spirit of competition among the employees may be hampered,**
- **Frequent transfers may often reduce the productivity of an organisation,**
- **Employees may become lethargic.**

EXTERNAL SOURCES

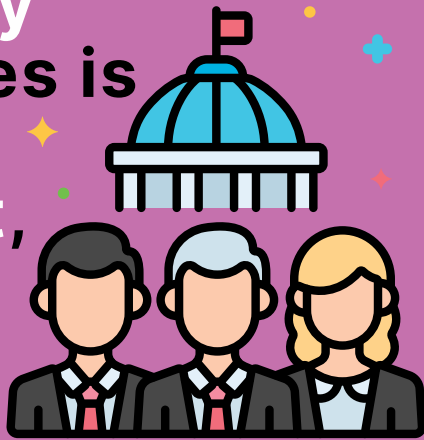
Direct Recruitment

- Organisation paste notice outside his gate for vacant job position,
- Usually for unskilled or semi-skilled jobs,
- Known as badli workers,
- Suitable for filling casual vacancies when there is a rush of work.



Employment Exchange

- Sometimes, compulsory notification of vacancies is required by law,
- Run by the government,
- Link between job seekers & employers



Casual Callers

- Database of unsolicited applicants,
- Job-seekers can be valuable source of manpower,
- Reduces the cost of recruiting workforce.



Advertisement

- In newspaper or trade, professional journals,
- Wider range of candidates to choose,
- For higher position of job,
- Disadvantage- Many times flood of response from quite unsuitable candidates.



EXTERNAL SOURCES

Campus Recruitment

- Colleges, institutes popular sources for technical, Professional jobs,
- Maintain a close liaison with the universities, vocational schools.



Recomendations of employees

- Introduced by present employees, friends or relatives,
- Background is sufficiently known,
- Preliminary screening takes place.



Advertising on television

- Telecasting of vacant position,
- Details required are publicised.



Labour Contractors

- Maintain close contact with labourers, who provide required number of unskilled workers at short notice.



EXTERNAL SOURCES

Placement agencies

- Provides nation wide service in matching demand & supply,
- Charges fees,
- Useful where extensive screening required.



MERITS

- **Qualified personnel**- To attract qualified & trained people,
- **Wider choice**- Advertised widely, large number of choices,
- **Fresh talent**- New blood in the organisation,
- **Competitive spirit**- Compete with the outsiders, work harder to show better performance.

Web publishing

- Internet is a common source,
- Certain websites specifically designed & dedicated,
- Providing information about job seekers & job opening.

Management Consultants

- Helps to recruit technical, professional & managerial personnel,
- Specialise in middle & top level executives placement,
- Maintain data bank, with different qualifications & skills,
- Web publishing.



LIMITATIONS

- **Dissatisfaction among existing staff**- They may feel their chances of promotions are reduced,
- **Lengthy process**- Wait for applications to initiate the selection process,
- **Costly process**- Lots of money spent on advertisement & processing of application.

SELECTION

Process of identifying & choosing the best person.

PROCESS OF SELECTION :

1. Preliminary screening :-

- Helps the manager to eliminate unqualified or unfit job seekers from the application forms.



2. Selection test :- Important tests used for selection of employees.

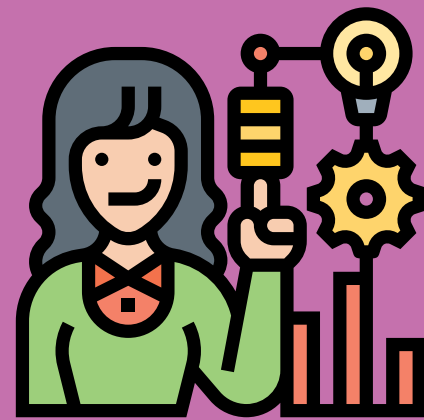
Intelligence

- Psychological test
- Measure intelligence quotient learning ability.



Aptitude

- Potential for learning new skills,
- Capacity to develop.



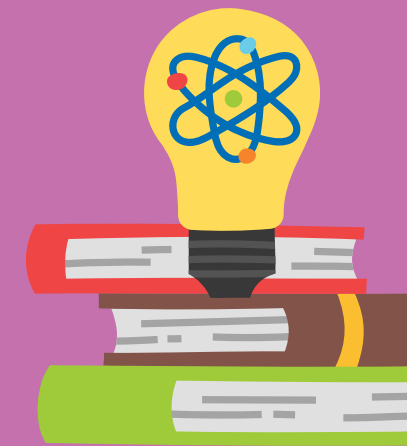
Personality

- Emotions, reactions, maturity, value system,
- Difficult to design.



Trade

- Levels of knowledge,
- Actual skills possessed.



Interests

- Pattern of interest,
- Involvement of person.



3. Employment interview :-

- In depth conversation conduct to evaluate applicant suitability for job.



4. Reference & Background checks :-

- Previous employers, known persons, teachers, university professor can act as a reference.



5. Selection decision :-

- Final decision has to be made from among the candidates, concerned manager review will also be considered.



6. Medical examination :-

- Before the job offer is made, required to undergo a medical fitness test.



7. Job offer :-

- Made through letter of appointment/ confirm his acceptance.



8. Contract of employment :-

- Certain Documents need to be attested
- Contract Contain Details like job title, date when contract starts, salary , rules etc



TRAINING & DEVELOPMENT

- **Improved skills & knowledge lead to better career of the individual,**
- **Through learning, changing employee's attitude, increasing his or her skills and knowledge.**

Importance :-

BENEFITS TO THE ORGANISATION

- **Better than hit & trial method, which lead to wastage of efforts & money,**
- **Enhances employee productivity,**
- **Equips the future manager who can take over in case of emergency,**
- **Reduces absentism, employee turnover,**
- **Response to fast changing environment.**

BENEFITS TO THE EMPLOYEE

- **Better career of the individual,**
- **Increased performance helps him to earn more,**
- **Make employees more efficient to handle machines less prone to accidents,**
- **Increases that satisfaction and moral of employees.**

TRAINING

- **It is a process of increasing knowledge and skills,**
- **It is to enable the employee to do the job better,**
- **It is a job oriented process.**

DEVELOPMENT

- **It is a process of learning and growth,**
- **It is to enable the overall growth of the employee,**
- **It is a career oriented process.**

TRAINING :-

- Process by which aptitudes, skills & abilities to perform specific job increased,
- learning new skills & application of knowledge,
- Job oriented process.



EDUCATION:-

- Understanding & interpretation of knowledge,
- Develops a logical & rational mind,
- Develops the capacity of analysis, synthesis & objectivity.



DEVELOPMENT:-

- Growth of the personality,
- Progress towards maturity & actualisation of their potential capacities,
- Career oriented process.





TRAINING METHOD

On the job method

i). Apprenticeship programmes:-

- Put the trainee under the guidance of master worker,
- Designed to acquire higher level of skill,
- Slow learners require additional training.

ii). Internship Training

- Joint programme with education institutions,
- Acquire practical knowledge & skills.

Off the job method

- **Vestibule Training**:- Learn their jobs on the equipment they will be using,
- Conducted away from the actual work floor.
- Preferred when Sophisticated machines are handled