

STAFFING



STAFFING

- In a new enterprise, the staffing function follows the planning and organizing functions. After deciding what is to be done, how it is to be done and after creation of the organization structure, the management is in a position to know the human resource requirements of the enterprise.
- This is achieved by, first of all, identifying requirement of work force, followed by recruitment, selection, placement, promotion, appraisal and development of personnel, to fill the roles designed into the organization structure.
- Staffing has been described as the managerial function of filling and keeping filled the positions in the organization structure.
- staffing is a continuous process because new jobs may be created and some of the existing employees may leave the organization.

Importance of Staffing

1. **Competent personnel** - Helps in discovering and obtaining competent personnel for various jobs.
2. **Higher performance** - Makes for higher performance, by putting right person on the right job.
3. **Survival and growth** - Ensures the continuous survival and growth of the enterprise through the succession planning for managers.
4. **Optimum utilisation** - Helps to ensure optimum utilization of the human resources. by avoiding overmanning, it prevents under-utilisation of personnel and high labour costs. At the same time it avoids disruption of work by indicating in advance the shortages of personnel; and
5. **Job satisfaction and morale of employees** - Improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution.

Staffing as part of Human Resource Management

The staffing function deals with the human element of management. The success of an organization in achieving its goals is determined to a great extent on the competence, motivation and performance of its human resource.

It is the responsibility of all managers to directly deal with and select people to work for the organization. In small organizations, managers may perform all duties related to employees salaries, welfare and working conditions. But as organizations grow and number of persons employed increases, a separate department called the human resource department is formed which has specialists in managing people.

HRM personnel perform many specialized activities and duties which are:

- Recruitment i.e., search for qualified people
- Analyzing jobs, collecting information about jobs to prepare job descriptions.
- Developing compensation and incentive plans.
- Training and development of employees for efficient performance and career growth.
- Maintaining labor relations and union management relations.
- Handling grievances and complaints.
- Providing for social security and welfare of employees.
- Defending the company in law suits and avoiding legal complications.



Evolution of Human Resource Management

Human Resource Management (HRM) in its present form has evolved from a number of significant inter-related developments, which date back to the era of industrial revolution.

Human relations approach recognizes human factor as the most important instrument of success in an organization. Staffing is an inherent part of human resource management as it is the practice of finding, evaluating and establishing a working relationship with people, for a purpose.

It is important to understand that staffing is both a function of management as well as a distinct functional area of management just as marketing management and financial management.

Staffing, is therefore, referred to as both a line as well as a staff activity i.e., an essential function of the manager as well as an advisory role played by the Human Resource Department.



STAFFING PROCESS



Staffing Process

Staffing as a process starts from understanding the manpower requirements within the organization and identifying the potential sources from where it can be met, either from within the organization or from outside staff training and development is another important aspect of the staffing process.

STAFFING PROCESS



(i) Estimating the Manpower Requirements:

it is important to translate the manpower requirements into specific job description and the desirable profile of its occupant. Operationally, understanding the manpower requirements would necessitate workload analysis on the one hand and workforce analysis on the other.

A situation of overstaffing would necessitate employee removal or transfer. understaffing would necessitate starting of recruitment process.

Yearly manpower requirements :

No.	Position	Year 1	Year 2	Year 3	Year 4	Year 5
1	G. Manager	1	1	1	1	1
2	P. Manager	1	1	1	2	2
3	M. Manager	1	1	1	2	2
4	Operator	10	12	14	16	20
5	Labor	10	12	14	16	20

(ii) Recruitment:

Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

The information generated in the process of writing the job description and the candidate profile may be used for enveloping the 'situations vacant' advertisement.

This step involves locating the potential candidate or determining the sources of potential candidates.

The essential objective is to create a pool of the prospective job candidates. Internal sources may be used to a limited extent. For fresh talent and wider choice external sources are used.



(iii) Selection:

Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.

The rigor of the selection process serves two important purposes:

1. It ensures that the organization gets the best among the available, and
2. It enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organization.

The rigor involves a host of tests and interviews, those who are able to successfully negotiate the test and the interviews are offered an employment contract



(iv) Placement and Orientation:

Joining a job marks the beginning of socialization of the employee at the workplace. The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues. He is taken around the workplace and given the charge of the job for which he has been selected. This has a lasting impact on his decision to stay and on his job performance. Orientation is, thus, introducing the selected employee to other employees and familiarizing him with the rules and policies of the organization.

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



(v) Training and Development:

Organizations have either in house training centers or have forged alliances with training and educational institutes to ensure continuing learning of their employees.

The organizations too benefit If employee motivation is high, their competencies are strengthened, they perform better and thus, contribute more to organizational effectiveness and efficiency.

By offering the opportunities for career advancement to their members, organizations are not only able to attract but also retain its talented people.



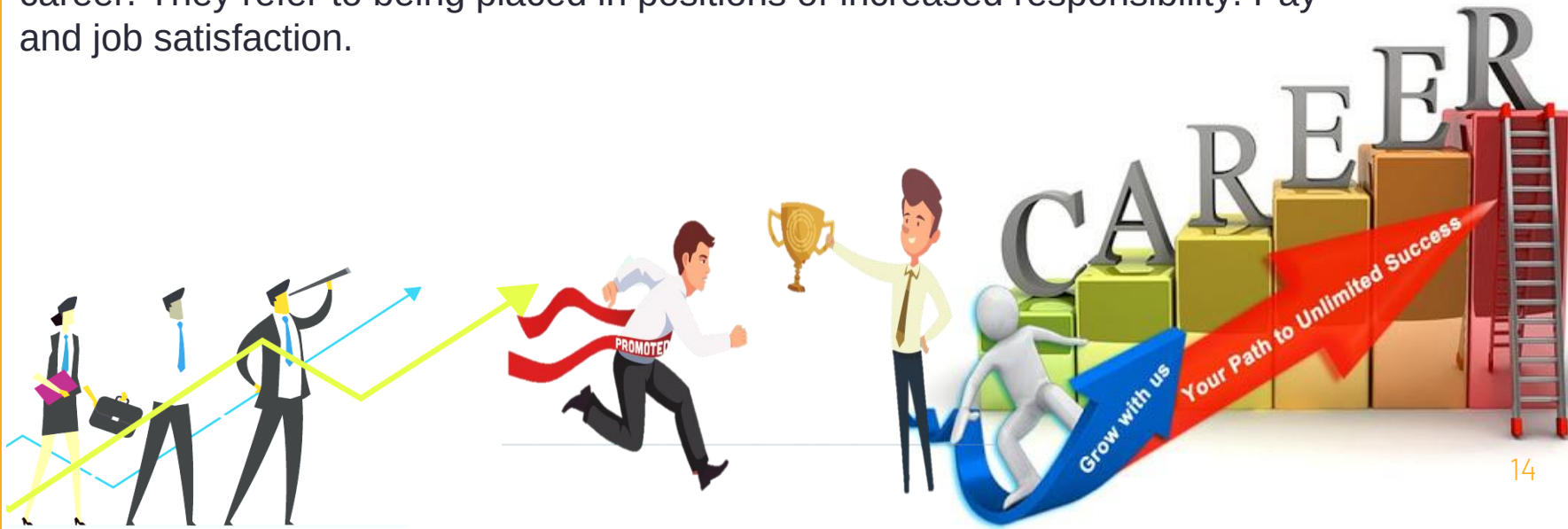
(vi) Performance Appraisal

Performance appraisal means evaluating an employee's current and/or past performance as against certain predetermined standards and the superior is to provide the employee feedback on his/her performance. The performance appraisal process, therefore, will include defining the job, appraising performance and providing feedback.



(vii) Promotion and career planning

It becomes necessary for all organizations to address career related issues and promotional avenues for their employees. Managers must encourage employees to grow and realize their full potential. Promotions are an integral part of people's career. They refer to being placed in positions of increased responsibility. Pay and job satisfaction.



(viii) Compensation

All organizations need to establish wage and salary plans for their employees. There are various ways to prepare different pay plans depending on the worth of the job.

Basically the price of the job needs to be determined.

Compensation, therefore, refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations.



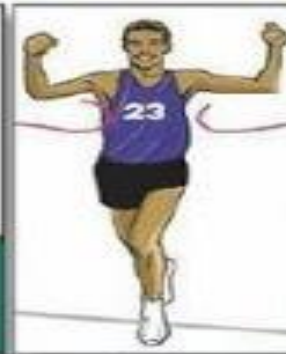
Piecework Rates



Standard
Hours Plan



Merit
Pay

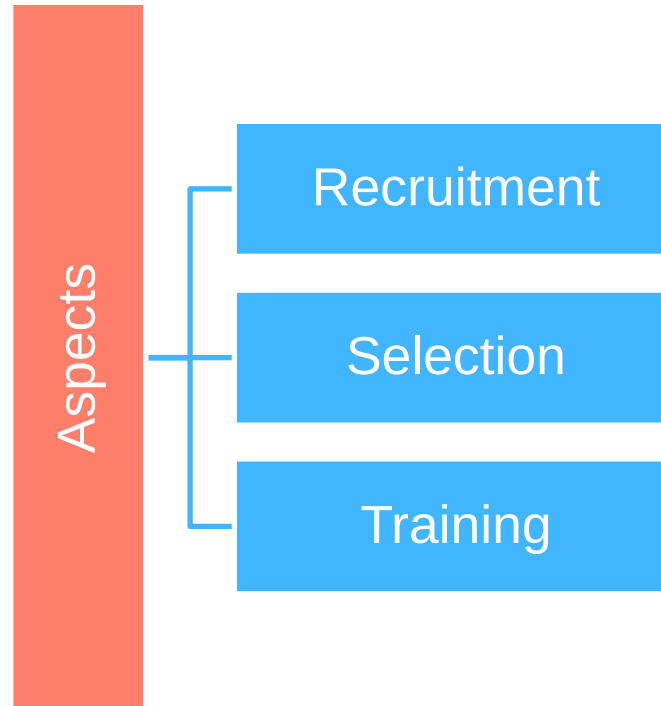


Performance
Bonus



Sales
Commissions

Aspects of Staffing





Recruitment

Recruitment has been defined as
'the process of searching for prospective employees and
stimulating them to apply for jobs in an organization.'





Sources of recruitment

The object of recruitment is to locate available people for the job and invite, attract suitable applicants to apply for the job in the organization in the adequate number

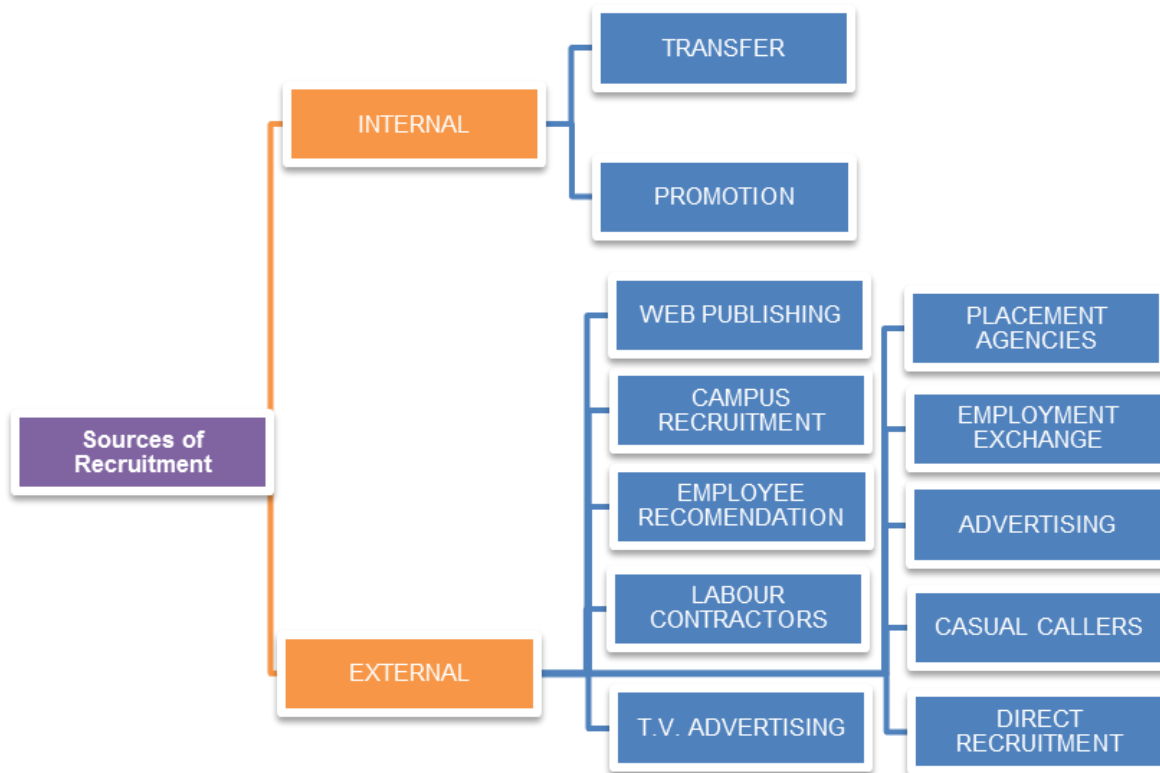
The various activities involved with the process of recruitment includes

1. Identification of the different sources of labor supply,
2. Assessment of their validity,
3. Choosing the most suitable source or sources,
4. Inviting applications from the prospective candidates, for the vacancies.

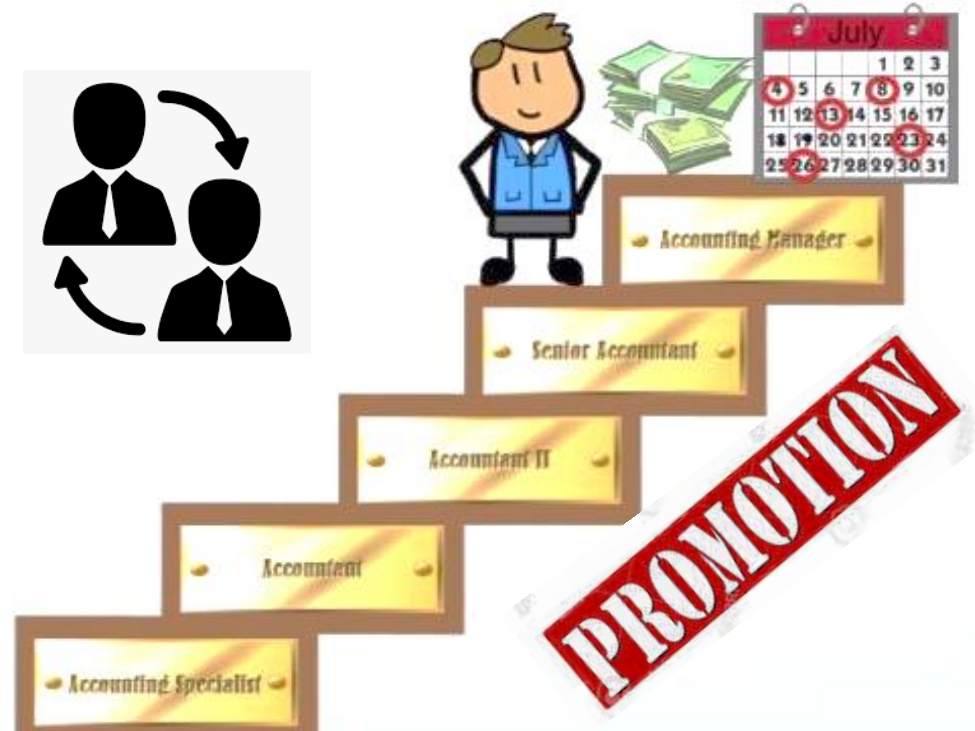
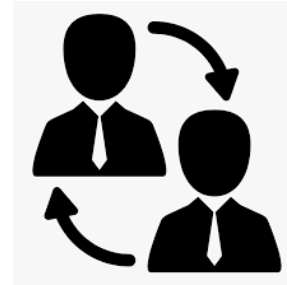
The requisite positions may be filled up from within the organization or from outside.

Thus, there are two sources of recruitment – internal and external.

Sources of Recruitment



Internal Sources



(i) Transfers:

It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee.

It may lead to changes in duties and responsibilities, working condition etc., but not necessarily salary. a good source of filling the vacancies with employees from over-staffed departments.

Its a horizontal movement of employees.

Shortage of suitable personnel in one branch may be filled through transfer from other branch or department.

also helpful in avoiding termination and in removing individual problems and grievances.

Transfers can also be used for training of employees for learning different jobs.



(ii) Promotions:

The practice of filling higher jobs by promoting employees from lower jobs.

Shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay.

A vertical shifting of employees.

Improve the motivation, loyalty and satisfaction level of employees.

It has a great psychological impact over the employees

Promotion at the higher level may lead to a chain of promotions at lower levels in the organization



Merits & Limitations of Internal Sources

Merits of Internal Sources

1. Employees are motivated to improve their performance through learning and practice.
2. simplifies the process of selection and placement economically and reliably
3. a tool of training to prepare employee for higher jobs no need for induction training;
4. shifting workforce from the surplus departments to where there is shortage
5. Filling of jobs internally is cheaper

Limitations of Internal Sources

1. Complete reliance on internal recruitment involves danger of 'inbreeding' by stopping 'infusion of new blood' into the organisation;
2. The employees may become lethargic if they are sure of time bound promotions;
3. A new enterprise cannot use internal sources of recruitment. No organisation can fill all its vacancies from internal sources;
4. The spirit of competition among the employees may be hampered; and
5. Frequent transfers of employees may often reduce the productivity of the organisation.

External Sources

(i) Direct Recruitment:

Under the direct recruitment, a notice is placed on the notice-board of the enterprise specifying the details of the jobs available.

Jobseekers assemble outside the premises on the specified date and selection is done on the spot. followed usually for casual vacancies of unskilled or semi-skilled jobs.

Such workers are known as casual or '*badli*' workers and they are paid remuneration on daily wage basis. inexpensive as it does not involve any cost of advertising the vacancies.

It is suitable for filling casual vacancies when there is a rush of work or when some permanent workers are absent.



(ii) Casual Callers:

Many reputed business organizations keep a database of unsolicited applicants in their offices. A list of such job-seekers can be prepared and can be screened to fill the vacancies as they arise. it reduces the cost of recruiting workforce in comparison to other sources.



(iii) Advertisement:

Advertisement in leading newspapers or trade and professional journals is generally used when a wider choice is required.

Most of the senior positions of industry as well as commerce are filled by this method.

more information about the organization and job can be given in the advertisement.

gives the management a wider range of candidates from which to choose. Its disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates

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(iv) Employment Exchange:



**Central Employment
Exchange**

- ❖ Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled and skilled operative jobs.
- ❖ In some cases, compulsory notification of vacancies to employment exchange is required by law.
- ❖ Thus, employment exchanges help to match personnel demand and supply by serving as link between job-seekers and employers.
- ❖ Unfortunately, the records of employment exchange are often not up to date and many of the candidates referred by them may not be found suitable.

(v) Placement Agencies and Management Consultants:

- Placement agencies provide a nationwide service in matching personnel demand and supply.
- These agencies compile bio-data of a large number of candidates and recommend suitable names to their clients.
- Such agencies charge fee for their services and they are useful where extensive screening is required. These professional recruiters can entice the needed top executives from other companies by making the right offers. Management consultancy firms help the organizations to recruit technical, professional and managerial personnel. They specialize in middle level and top level executive placements. They maintain data bank of persons with different qualifications and skills and even advertise the jobs on behalf of their clients to recruit right type of personnel.



(vi) Campus Recruitment:

Many big organizations maintain a close liaison with the universities, vocational schools and institutes of management and technology to recruit qualified personnel for various technical, professional and managerial jobs .

Recruitment from educational institutions is a well-established practice of businesses. This is referred to as campus recruitment.



(vii) Recommendations of Employees:

Applicants introduced by present employees, or their friends and relatives may prove to be a good source of recruitment.

Such applicants are likely to be good employees because their background is sufficiently known.

A type of preliminary screening takes place because the present employees know both the company and the candidates and they would try to satisfy both.



(viii) Labor Contractors:

Labor contractors maintain close contacts with laborers and they can provide the required number of unskilled workers at short notice.

Workers are recruited through labor contractors who are themselves employees of the organization.

The disadvantages of this system are that if the contractor himself decides to leave the organization, all the workers employed through him will follow suit.



(ix) Advertising on Television:

Its the practice of telecasting of vacant posts over television.

The detailed requirements of the job and the qualities required to do it are publicized along with the profile of the organization where vacancy exists.



(x) Web Publishing:

- Internet is becoming a common source of recruitment these days.
- There are certain websites specifically designed and dedicated for the purpose of providing information about both job seekers and job opening.
- websites are very commonly visited both by the prospective employees and the organisations searching for suitable people.



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Merits & Limitations of External Sources

Merits

- i. **Qualified Personnel:** the management can attract qualified and trained people to apply for vacant jobs in the organization.
- ii. **Wider Choice:** When vacancies are advertised widely, a large number of applicants from outside the organization apply giving a wider choice
- iii. **Fresh Talent:** External recruitment provide wider choice and brings new blood in the organization.
- iv. **Competitive Spirit:** If a company taps external sources, the existing staff will work harder to show better performance.

Limitations

- i. **Dissatisfaction among existing staff:** lead to frustration as their chances of promotion are reduced.
- ii. **Lengthy process:** The business has to notify the vacancies and wait for applications to initiate the selection process.
- iii. **Costly process:** A lot of money has to be spent on advertisement and processing of applications.

**SEE PART 2 OF PPT FOR REMAINING
TOPICS**

