



CHAPTER - 6

STAFFING

learnkwniy

MEANING OF STAFFING

Staffing has been described as the managerial function of filling and keeping filled the positions in the organisation structure.

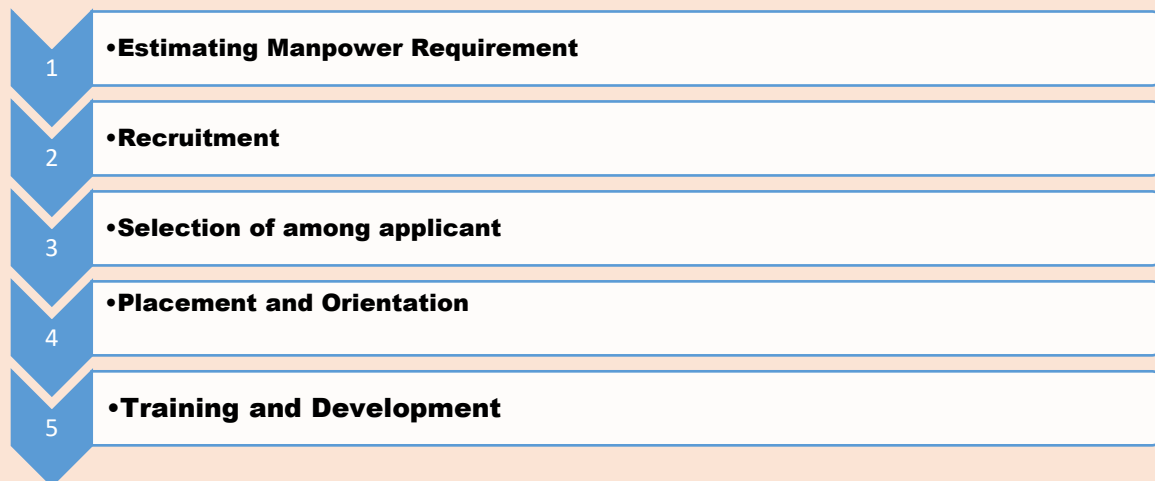
CHARACTERISTICS OF STAFFING

- **Related to human being.**
- **Essential at all managerial level.**
- **Effect of internal and external environment.**

IMPORTANCE OF STAFFING

- **Helps in discovering and obtaining competent personnel for various jobs.**
- **Higher performance, by putting right person on the right job.**
- **Ensures the continuous survival and growth of the enterprise through the succession planning.**
- **Helps to ensure optimum utilisation of the human resources.**
- **Improves job satisfaction and morale of employees through objective assessment and fair rewarding of their contribution.**

STAFFING PROCESS



ESTIMATING THE MANPOWER REQUIREMENTS:

Need for required number of employees is estimated.

RECRUITMENT:

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

SELECTION:

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

PLACEMENT AND ORIENTATION:

Orientation is introducing the selected employee to other employees and familiarising 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.

MEANING OF RECRUITMENT

Recruitment refers to the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.'

PROCESS OF RECRUITMENT

- **Requisition of Employees.**
- **Identification of Sources of recruitment.**
- **Preparing the list of deserving applicants.**
- **Invitation to interested people.**

SOURCES OF RECRUITMENT

Internal Sources

Transfers

- **It involves shifting of an employee from one job to another or one department 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 salary.**

Promotions

- **The practice of filling higher jobs by promoting employees from lower jobs.**
- **Promotion leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay.**

MERITS OF INTERNAL SOURCE OF RECRUITMENT

- **Employees are motivated to improve their performance.**
- **Internal recruitment also simplifies the process of selection and placement.**
- **Transfer is a tool of training the employees to prepare them for higher jobs.**
- **Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff.**
- **Filling of jobs internally is cheaper as compared to getting candidates from external sources.**

LIMITATION OF INTERNAL SOURCE OF RECRUITMENT

- **When vacancies are filled through internal promotions, the scope for introduction of fresh talent is reduced.**
- **The employees may become lethargic if they are sure of time-bound promotions.**
- **A new enterprise cannot use internal sources of recruitment.**
- **The spirit of competition among the employees may be hampered.**
- **Frequent transfers of employees may often reduce the productivity.**

EXTERNAL SOURCE OF RECRUITMENT

Direct Recruitment:

Under the direct recruitment, a notice is placed on the notice-board of the enterprise specifying the details of the jobs available. Job-seekers assemble outside the premises of the organisation on the specified date and selection is done on the spot. Such workers are known as casual or 'badli' workers and they are paid remuneration on daily wage basis.

Casual Callers:

Many reputed business organisations 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.

Advertisement:

Advertisement in newspapers or trade and professional journals is generally used when a wider choice is required. The advantage of advertising vacancies is that more information about the organisation and job can be given in the advertisement. Advertisement gives the management a wider range of candidates from which to choose.

Employment Exchange:

Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled and skilled operative jobs. Employment exchanges help to match personnel demand and supply by serving as link between job-seekers and employers.

Placement Agencies:

In technical and professional areas, private agencies and professional bodies appear to be doing substantive work. Placement agencies provide a nationwide service in matching personnel demand and supply.

Campus Recruitment:

Colleges and institutes of management and technology have become a popular source of recruitment for technical, professional and managerial

jobs. Many big organisations maintain a close liaison with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs.

Management Consultancy:

Management consultancy firms help the organisations to recruit technical, professional and managerial personnel. They specialise in middle level and top level executive placements.

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.

Labour Contractors:

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

Advertising on Television:

The practice of telecasting of vacant posts over Television is gaining importance these days. The detailed requirements of the job and the qualities required to do it are publicised along with the profile of the organisation.

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 openings.

MERITS OF EXTERNAL SOURCE OF RECRUITMENT

- By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs.
- When vacancies are advertised widely, a large number of applicants from outside the organisation apply.

- **External recruitment provide wider choice and brings fresh talent in the organisation.**
- **Existing staff will have to compete with the outsiders.**

LIMITATION OF EXTERNAL SOURCE OF RECRUITMENT

- **External recruitment may lead to dissatisfaction and frustration among existing employees.**
- **Recruitment from external sources takes a long time.**
- **It is very costly to recruit staff from external sources.**

MEANING OF SELECTION

Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Towards this purpose, the candidates are required to give series of employment tests and interviews.

PROCESS OF SELECTION

(i) Preliminary Screening

Preliminary screening helps the Manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.

(ii) Selection Tests:

An employment test is a mechanism that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality.

(iii) Employment Interview

Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same.

(iv) Reference and Background Checks:

Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.

(v) Selection Decision:

The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.

(vi) Medical Examination:

After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test.

Important Tests Used for Selection of Employees:

Intelligence Tests:

It is an indicator of a person's learning ability or the ability to make decisions and judgments.

Aptitude Test:

It is a measure of individuals potential for learning new skills.

Personality Tests:

Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc.

Trade Test:

These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training.

Interest Tests:

Interest tests are used to know the pattern of interests or involvement of a person.

TRAINING AND DEVELOPMENT

MEANING OF TRAINING

Training is a process by which effort are made to increase the knowledge and skill of employees for the successful accomplishment of a specific job.

According to Flipppo, "Training is an act of increasing knowledge and skill of an employee for doing a particular job.

NEEDS FOR TRAINING

Now a days when business environment is continuously changing, the need of training is increasing . Day-by-day, new techniques are developed for doing different jobs. But to use them training is required. Training on one hand, benefits the organisation by improving volume of production. On the other hand, it provide opportunity to the employees for promotion and better job security.

CHARACTERISTICS OF TRAINING

- **Expense on training is investment and not the wastage.**
- **Related to Specific job.**
- **Beneficial to both Organization and employee**
- **Continuous Process**
- **Essential for both new and old employees**

BENEFITS TO THE ORGANISATION

- **Training is a systematic learning.**
- **It enhances employee productivity leading to higher profits.**
- **Training increases employee moral and reduces absenteeism.**
- **Training equips the future manager who can take over in case of emergency.**
- **Less requirement of supervision.**

Benefits to the Employee

- **Improved skills and knowledge.**
- **Increased performance.**
- **Fewer accidents..**
- **Training increases the satisfaction.**

TRAINING METHODS

On-the-Job Training

On-the-Job methods refer to the methods that are applied to the workplace, while the employee is actually working.

Learning while doing.

Off-the- Job Training.

Off-the-Job methods are used away from the work place.

Learning before doing.

ON THE JOB TRAINING METHODS

Apprenticeship Programmes

Apprenticeship programmes put the trainee under the guidance of a master worker. These are designed to acquire a higher level of skills. For example, plumbers, electricians

Coaching

In this method, the superior guides and instructs the trainee as a coach. The coach sets mutually agreed upon goals, suggests how to achieve these goals, periodically reviews the trainees progress and suggests changes required in behavior and performance.

Internship Training

It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies and also work in some office to acquire practical knowledge and skills.

Job Rotation

Shifting the trainee from one department to another or from one job to another. This enables the trainee to gain a broader understanding of all parts of the business. It allows him to interact with other employees facilitating future cooperation among departments.

OFF THE JOB TRAINING METHODS

Class Room Lectures/ Conferences

This approach is well adapted to conveying specific information, rules, procedures or methods. It make a formal classroom presentation more interesting while increasing retention and offering a vehicle for clarifying more difficult points.

Films

Film is very effective technique particularly when demonstration of skills is required. It is widely used in conference discussion.

Case Study

Taken from actual experiences of organisations, cases represent attempts to describe, as accurately as possible real problems that managers have faced. Trainees study the cases to determine problems, analyse causes, develop alternative solutions, select what they believe to be the best solution, and implement it.

Computer Modelling

It is a computer based training where the trainee uses computer to increase his or her skills. This method is used where training is imparted for high risk or high cost involved situation, such as, imparting training for diffusing a time bomb.

Vestibule Training

Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment.

Programmed Instruction

Information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package i.e. from simple to complex. The trainee goes through these units by answering questions or filling the blanks

Training, Development and Education

Training is a process of learning new skills and application of knowledge. It attempts to improve their performance on the current job or prepare them for any intended job.

Education is the process of increasing the knowledge and understanding and interpretation of knowledge.

Development refers to the learning opportunities designed to help employees grow. It covers not only those activities which improve job performance but also those which bring about growth of the personality.

Difference between Training and Development

<u>Training</u>	<u>Development</u>
It is a process of increasing knowledge and skills	It is a process of learning and growth.
It is to enable the employee to do the job better.	It is to enable the overall growth of the employees.
It is a job oriented process.	It is a career oriented process.