STAFFING

The term staffing is concerned with the recruitment, selection, placement, training, growth and development of all the members of the organization. Placing the right person on the right job at the right time is called staffing.

Importance of staffing

1. **Competent personnel –** Staffing helps to find out competent persons for various jobs.
2. **Higher performance by** placing the right person on the right job.
3. **Survival and growth** of the business by providing proper training and development to the future managers.
4. **Optimum utilisation of human resources** by ensuring the right number of persons on each job positions, i.e., excess or shortage of staff is harmful to the business.
5. **Job satisfaction** and morale of employees can be improved through proper assessment and remuneration policies.

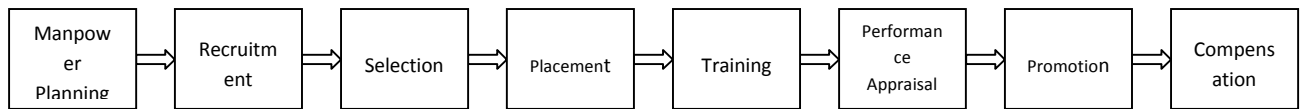## Staffing as a part of Human Resource Management (HRM)

Proper management of human resource in an organisation is called HRM. This duty will be performed by a separate department which is called labour department or human resource department. The various duties to be performed by an HR department is given below:

1. Recruitment – search for qualified people.
2. Analysing jobs and collecting information about jobs.
3. Developing compensation and incentive plans.
4. Training and development of employees.
5. Maintaining labour union – management relations.
6. Handling grievances and complaints.
7. Providing social security and welfare measures of employees.
8. Defending company in law suits.

Evolution of HRM is illustrated below:

| Labour Welfare Officer | Personnel Manager | Human Resource Manager |

Staffing Process (Steps in staffing process)

Manpower Planning	→	Recruitment	→	Selection	→	Placement	→	Training	→	Performance Appraisal	→	Promotion	→	Compensation

1. **Estimating the Man Power Requirements –** It is concerned with forecasting the future man power needs of the organization for various categories of activities over a specified period. It involves both quantitative and qualitative analysis. Quantitative aspects concerned with the number of personnel in each department and qualitative aspects concerned with the qualifications and experience of each of them.
2. **Recruitment –** It is a process of searching for prospective employees and stimulating them to apply for jobs in the organisation
3. **Selection –** It is a process of choosing and appointing the right persons for various jobs.
4. **Placement and orientation –** These refer to the process of familiarizing the selected candidates with their work units, work groups, jobs and the organization and placing the right one on the right job.
5. **Training and Development –** Training intended to improve knowledge, skills and attitudes of the employees regularly so as to enable them to perform better.
6. **Performance appraisal –** It is the periodic assessment of the performance of the employees to ensure that whether they are in conformity with standards.
7. **Promotion –** It means movement of an employee to a higher position. It gives the employees an opportunity to make use of their enhanced skill and encourages them to grow within the organization.
8. **Compensation –** It involves the determination of wages or salary and other benefits to the employees on the basis of nature of job, risk factors, responsibility, qualification, experience etc.

Aspects of Staffing – There are three important elements of staffing:

Aspects of Staffing		
Recruitment	Selection	Training
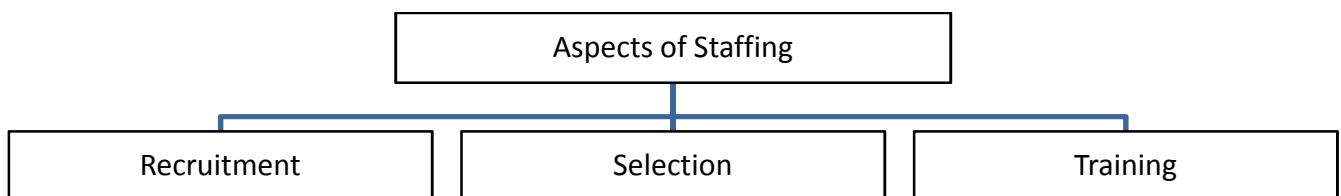
RECRUITMENT

Meaning: Recruitment is the process of searching for perspective employees and stimulating them to apply for jobs in the organisation.

Sources of Recruitment

Internal Sources – Recruitment from within the organization is called internal sources of recruitment.

1. **Transfer –** It is concerned with shifting one employee from one job to another having similar status and responsibility. It involves the following features:-
   a. Slight change in duties and responsibilities but no change in salary.

b. It is a good source of recruitment by filling job positions from other departments where there are excess.

c. Horizontal movement of employees.

d. Transfer can be applied for training of employees for learning different jobs (job rotation).

e. Transfer does not increase the number of employees in the organisation.

2. **Promotion –** It refers to shifting one employee from a lower position to a higher position. It carries higher status, greater responsibility, better facilities and more pay. Its features are:-

   a. No increase in the number of employees.

   b. Vertical shifting of employees.

   c. Motivation for employees.

Advantages of Internal Sources

1. It creates a sense of *security* among the personnel
2. Builds *loyalty* among the employees.
3. *Motivates* the employees for better performance.
4. *Economical.*
5. Ensures *continuity* of employment.
6. It establishes better employer – employee *relationship.*
7. *Surplus and shortage* rectified.
8. It is a tool for *training* to prepare the employees for higher positions.

Disadvantages of Internal Sources

1. No infusion of new blood - It discourages capable persons from outside joining the organization.
2. Lethargic – The employees become lethargic (lazy) when they are sure about time-bound promotion.
3. Sufficient number of persons having required qualifications may not be available within the organization.
4. It hampers the spirit of competition.
5. Not suitable for the posts requiring innovation.
6. It may encourage favouritism and nepotism (partiality).
7. Reduction in productivity – Frequent transfers and unscientific promotion causes reduction in productivity of the organisation.

External Sources of Recruitment – It refers to the recruitment of candidates from outside the organization.

1. **Direct recruitment –** Under this method a notice is published on the notice board of the enterprise regarding job vacancies. The candidates are assembled on a particular date and the selection is done on the spot.
2. **Casual callers from waiting list –** Most of the employers are maintaining a database with details of applications received from casual applicants and it may be used as a source of recruitment.
3. **Advertisement –** It is the most effective means to search potential employees from outside the organization.

4. **Employment Exchanges –** This is a network of employment exchanges run by the government. Job seekers get themselves registered with these exchanges and their names will be supplied to the business organizations on the basis of their requisition.
5. **Placement Agencies and Personnel Consultants –** Some specialized agencies in the form of personnel consultancy services have been developed in recent times. These agencies also undertake total functions of recruiting and selecting personnel on behalf of the employer and they charge fees for these services.
6. **Campus interviews –** Many organizations conduct preliminary search of employees by conducting campus interviews in universities and colleges.
7. **Recommendations of Present Employees –** Some employers treat the recommendations of their present employees as a useful source of recruitment. This ensures reliability and suitability for the post and it helps in boosting the morale of existing employees.
8. **Labour Contractors –** This is a method of hiring skilled, semi-skilled and unskilled workers. The contractors keep in touch with a large number of workers and bring them at the places where they are required.
9. **Advertising on Television –** This method of recruitment is gaining importance these days. The detailed requirements of the job and the qualities required to do the job are published by the organisations through television.
10. **Web Publishing –** It is now a common source of external recruitment. There are certain sites like www.naukri.com, www.jobstreet.com etc. provide detailed information for both job seekers and job providers.

Advantages of External Sources

1. Qualified and experienced personnel
2. Wide Choice
3. Fresh Talent – infusion of new blood
4. Competitive Spirit - Element of competition with the internal candidates.

Limitations of External Sources

1. Dissatisfaction and frustration among existing employees.
2. Time consuming.
3. Very costly.
4. Uncertainty that the qualified and experienced personnel may be appointed.

Differences between Internal and External Recruitment

Internal Source	External Sources
1. Quick Process	Lengthy Process
2. Less expensive	Costly
3. Motivating staff members	Existing workers dissatisfied
4. Limited choice	Wide choice of candidates

SELECTION

Selection begins where recruitment ends. It is the process of identifying the most suitable and promising candidates from the list of recruited persons. This is a negative process, where more candidates will be rejected than appointed.

Differences between Recruitment and Selection

Recruitment	Selection
1. Searching for candidates	Choosing the right person among the candidates
2. Positive process	Negative process
3. Aims to create a large pool of applicants	Aims to ensure most competent people for jobs
4. It is a simple process	It is a complex process

Selection Process

1. **Preliminary screening –** A careful screening of applications is done by a screening committee to eliminate the under qualified candidates.
2. **Selection Test –** Tests are conducted to know the level of ability, knowledge, interest, aptitude etc. of a particular candidate. These tests may be of different types:
   a. **Intelligence test –** To measure the level of intelligence.
   b. **Trade Test –** This test is conducted to check whether the candidate is suitable for that particular trade. For example, to select a driver, candidates' knowledge and technical skill in driving are tested.
   c. **Aptitude test –** To measure the potential for learning new skills.
   d. **Interest test –** To check the interest or involvement of a person on the job.
   e. **Personality test –** To evaluate an individual's emotions, reactions, maturity, values etc.
3. **Interview –** Detailed interviews are undertaken to seek more information from the candidate. This gives the employer to observe the candidate and to assess his level of confidence to take up the job. Usually it is done by an expert interview board.
4. **Checking References –** Reference is a source from which useful information on the candidate can be sought. It may be the names of some outstanding persons, teachers, present employees etc. who know about his experience, skill ability, character etc.
5. **Selection decision –** Final decision is made by the concerned manager based on the performance of the candidates in all the above steps.
6. **Medical Examination –** The physical fitness of the candidates is checked through medical examination. Some organizations undertake medical examination even before testing, for example, armed force, Police etc.
7. **Job offer –** After a candidate has cleared all the above hurdles will be appointed through an appointment letter to join the organisation before a specific date.
8. **Contract of employment –** After the appointment is accepted by the candidate, certain documents are to be executed by the employer and the candidate, in which all the terms and conditions regarding the employment will be specified such as job title, duties and responsibilities, pay scale, allowances, work rules, termination method etc.

TRAINING & DEVELOPMENT

Training – "Training is the art of increasing the knowledge and skill of an employee for doing a particular job." Its purpose is to enable them to do their jobs better. A capable and competent person may not do the best on his job unless he is systematically trained.

Development – It involves the growth of an employee in all respects, like personality development, motivation for growth, career planning etc. Thus employee development is more future oriented and concerned with education than employee training.

Importance of Training and Development

Benefits to the Organisation	Benefits to the Employees
1. Reduce wastages	1. Better career prospects through improvement in skills and knowledge
2. Enhance productivity	2. Higher earnings through better performance
3. Equips the future managers	3. Less accidents due to higher efficiency
4. Reduces absenteeism and employee turnover	4. Increased employee morale and job satisfaction
5. Effective response towards changing environment	

Difference between Training and Development

Training	Development
1. It is an organised activity of increasing knowledge and skills	1. It is a process of learning and growth
2. It enables the employees to do the job better	2. It enables the overall growth of an employee
3. It is limited in scope	3. It is a wider term and includes education and training
4. It is a job-oriented process	4. It is a career oriented process

Training, Education and Development

Training	Education	Development
Aptitudes, skills and abilities of employees to perform specific jobs are increased.	Education imparts qualities of mind and character and understanding of the basic principles and develops the capacities of analysis, synthesis and objectivity. Education is broader than training.	Growth of an employee in all respects.

Training Methods

1. **On the job Training –** Under this method training is imparted among the employees while they are engaged in their work. Here the employees learn by doing. It includes job rotation, apprenticeship, coaching, committee assignments etc.
   a. **Apprenticeship Programmes –** Under this, both knowledge and skills in doing a job are imparted. Here the trainee is put under the supervision of an experienced person in this field. This method is more suitable in electrical work, mining etc.

b. **Coaching** – In this method, a senior manager guides and instructs the trainee as a coach. The coach periodically reviews the progress made by the trainees and suggests change if required.
c. **Internship Training** – According to this, a vocational institute enters into an arrangement with a business enterprise to provide practical knowledge to its students. It is intended for providing practical experience to the students in their fields. For example, MBA students are directed to undertake project work in business enterprises, engineering students are sent to big industrial enterprises to gain practical work experience, Medical students to hospitals etc.
d. **Job Rotation** – The trainee is systematically shifted to various jobs so that he can gain the experience on each of them.

2. **Off the Job Training** – This is concerned with imparting training to employees outside the actual work place. The methods adopted include class room lectures, conferences, case study methods, films, TV shows, etc. The employees can concentrate on training alone since they are away from the work place.

a. **Classroom lectures / conferences** – It is suitable to convey information, rules, procedures and methods.
b. **Film shows** – It can be used to provide information through demonstration.
c. **Case study** – Cases are actual experiences which managers confronted while discharging their duties. Trainees are asked to study the case and to determine the problems and their solutions.
d. **Computer modelling** – With the help of computer programming the realities of jobs are imitated and the trainees get an opportunity to familiarise the situation, so that they will be able to minimise the mistakes in real job situations. E.g., a computer model can be used to test how safe the design of the car is in a crash, building demolition etc.
e. **Vestibule Training** – In this case an actual work situation is created in a classroom. Employees use the same materials and equipment for training.
f. **Programmed instructions** – This is a method of presenting a new subject to the trainees in a graded sequence (simple to complex). Trainees work through the programmed material (text books or computer programs) by themselves at their own speed and after each step test their comprehension by answering some questions.

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