



Name: \_\_\_\_\_

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### Meaning

In the simplest terms, staffing is 'putting people to jobs'. It begins with workforce planning and includes different other function like recruitment, selection, training, development, promotion, compensation, and performance appraisal of work force.

### Need and Importance of Staffing

In any organization, there is a need for people to perform work. The staffing function of management fulfils this requirement and finds the right people for the right job. Basically, staffing fills the positions as shown in the organization structure. Since the right people must be chosen while selecting a person, the human element is very important. Staffing provides the human element or instinct while selecting a person.

Human resources are the foundation of any business. The right people can help you take your business to the top; the wrong people can break your business. Hence, staffing is the most fundamental and critical drive of organisational performance.

Proper staffing ensures the following benefits to the organisation:

1. Helps in discovering and obtaining competent personnel for various jobs;
2. Makes for higher performance, by putting right person on the right job;
3. Ensures the continuous survival and growth of the enterprise through the succession planning for managers;
4. Helps to ensure optimum utilisation 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. Improves job satisfaction and morale of employees through objective assessment and fair rewarding of their contribution.

## **Staffing as Part of HRM**

It is a function which all managers need to perform. It is a separate and specialized function and there are many aspects of human relations to be considered. It is the job of managers to fill positions in their organization and to make sure that they remain occupied with qualified people. Staffing is closely linked to organizing since after the structure and positions have been decided, people are required to work in these positions.

The staffing function deals with the human element of management. Managing the human component of an organization is the most important task because the performance of an organization depends upon how well this function is performed. The success of an organization in achieving its goals is determined on the competence, motivation, and performance of its human resources.

Human Resource Management includes many specialized activities and duties which the human resource personnel must perform. These duties are:

- Recruitment i.e., search for qualified people
- Analysing 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 labour relations and union management relations.
- Handling grievances and complaints. n Providing for social security and welfare of employees.
- Defending the company in law suits and avoiding legal complications.

## **Evolution of HRM**

Human Resource Management (HRM) in its present form has evolved from several significant inter-related developments, which date back to the era of industrial revolution. Emergence of trade union movement led to the need of a person who could act as an effective link between the owners and workers. Thus, the concept of labor welfare officer came into being. His role was limited to the bare minimum welfare activities of employees. In fact, he was looked down by both the workers and the owners.

With the introduction of factory system, thousands of persons began to be employed under one roof. The job of hiring people for the organisation was given to one man, who later was assigned the responsibility of recruitment, selection and placement of personnel. This led to the emergence of personnel officer in the first place and personnel manager, later.

Human relations approach recognises human factor as the most important instrument of success in an organisation. Fast changing technological developments, however, necessitated new skill development and training of employees. People came to be recognised as a valuable resource, which can be further developed. Increase in scope of the work led to replacement of personnel manager with human resource manager.

## Staffing Process

The prime concern of the staffing function in the management process is the timely fulfillment of the workforce requirements within an organization. These requirements may arise episodically as in case of starting a new business or expanding the existing one or they may arise as a matter of the need for replacing those who quit, retire, or are transferred or promoted from or are fired from the job.

1. Estimating the Manpower Requirements: You are aware that while designing the organizational structure, we undertake an analysis of the decisions and the decision-making levels, activities as well as relationship among them with a view to evolving the horizontal and vertical dimensions of the structure. Thus, various job positions are created. Clearly, performance of each job necessitates the appointment of a person with a specific set of educational qualifications, skills, prior experience and so on.
2. 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 developing the 'situations vacant' advertisement. The advertisement may be displayed on the factory/ office gate or else it may be got published in print media or flashed in electronic media. This step involves locating the potential candidate or determining the sources of potential candidates.
3. Selection: Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. Even in case of highly specialized jobs where the choice space is very narrow, the rigor of the selection process serves two important purposes:
  - (i) It ensures that the organization gets the best among the available, and
  - (ii) 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.
4. 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 process of familiarization is very crucial and may have a lasting impact on his decision to stay and on his job performance
5. Training and Development: What people seek is not simply a job but a career. Everyone must have the opportunity to rise to the top. The best way to provide such an opportunity is to facilitate employee learning. Organizations have either inhouse training centers or have forged alliances with training and educational institutes to ensure continuing learning of their employees. The organizations too benefit in turn. If employee motivation is high, their competencies are strengthened, they perform better and thus, contribute more to organizational effectiveness and efficiency.

# Recruitment

## Meaning

Recruitment refers to the process of finding possible candidates for a job or a function. It has been defined as 'the process of searching for prospective employees and stimulating them to apply for jobs in an organization.

## Internal Sources of Recruitment

There are two important sources of internal recruitment, namely, transfers and promotions, which are discussed below:

1. 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. Transfer is a good source of filling the vacancies with employees from over-staffed departments. It is practically a horizontal movement of employees. Shortage of suitable personnel in one branch may be filled through transfer from another branch or department. Job transfers are also helpful in avoiding termination and in removing individual problems and grievances.
2. Promotions: Business enterprises generally follow 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. Promotion is a vertical shifting of employees. This practice helps to improve the motivation, loyalty, and satisfaction level of employees.

## Merits

1. Employees are motivated to improve their performance. A promotion at a higher level may lead to a chain of promotion at lower levels in the organization. This motivates the employees to improve their performance through learning and practice. Employees work their commitment and loyalty and remain satisfied within jobs. Also, peace prevails in the enterprise because of promotional avenues;
2. Internal recruitment also simplifies the process of selection and placement. The candidates that are already working in the enterprise can be evaluated more accurately and economically.
3. Transfer is a tool of training the employees to prepare them for higher jobs. Also people recruited from within the organization do not need induction training;
4. Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff;
5. Filling of jobs internally is cheaper as compared to getting candidates from external sources.

## Demerits

1. When vacancies are filled through internal promotions, the scope for induction of fresh talent is reduced;
2. The employees may become lethargic if they are sure of timebound promotions;
3. A new enterprise cannot use internal sources of recruitment. No organization 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 organization.

## External Sources

1. 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 organization on the specified date and selection is done on the spot. The practice of direct recruitment is followed usually for casual vacancies of unskilled or semi-skilled jobs.
2. Casual Callers: Many reputed business organizations keep a database of unsolicited applicants in their offices. Such job-seekers can be a valuable source of manpower. A list of such job-seekers can be prepared and can be screened to fill the vacancies as they arise.
3. Advertisement: Advertisement in 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. The advantage of advertising vacancies is that more information about the organization and job can be given in the advertisement.
4. 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.
5. Placement Agencies and Management Consultants: 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. These agencies compile bio-data of many candidates and recommend suitable names to their clients.
6. 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.
7. 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.
8. Labour Contractors: Labour contractors maintain close contacts with labourers and they can provide the required number of unskilled workers at short notice. Workers are recruited through labour contractors who are themselves employees of the organisation.
9. 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 where vacancy exists
10. Web Publishing: Internet is becoming a common source of recruitment these days. There are certain websites specifically designed and dedicated for providing information about both job seekers and job opening. In fact, websites such as [www.naukri.com](http://www.naukri.com), [www.jobstreet.com](http://www.jobstreet.com) etc., are very commonly visited both by the prospective employees and the organisations searching for suitable people.

### **Merits**

1. Qualified Personnel: By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.
2. Wider Choice: When vacancies are advertised widely, many applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.
3. Fresh Talent: The present employees may be insufficient, or they may not fulfil the specifications of the jobs to be filled. External recruitment provides wider choice and brings new blood in the organisation. However, it is expensive and time consuming
4. Competitive Spirit: If a company taps external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

### **Demerits**

1. Dissatisfaction among existing staff: External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.
2. Lengthy process: Recruitment from external sources takes a long time. The business must notify the vacancies and wait for applications to initiate the selection process.
3. Costly process: It is very costly to recruit staff from external sources. A lot of money must be spent on advertisement and processing of applications.

## **Selection**

Selection is the process of identifying and choosing the best person out of several prospective candidates for a job. Towards this purpose, the candidates are required to take a series of employment tests and interviews. Each stage many are eliminated, and a few move to the next stage until the right type is found.

## Process of Selection

The important steps in the process of selection are as follows:

1. Preliminary Screening: Preliminary screening helps the Manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.
2. Selection Tests: An employment test is a mechanism (either a paper and pencil test or an exercise) that attempts to measure certain characteristics of individuals. The important selection tests are:
  - a) Intelligence Tests: This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
  - b) Aptitude Test: It is a measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
  - c) Personality Tests: Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
  - d) Trade Test: These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in professions or technical training. The difference between aptitude test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed.
  - e) Interest Tests: Every individual has fascination for some job than the other. Interest tests are used to know the pattern of interests or involvement of a person.
3. 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.
4. Reference and Background Checks: Many employers request names, addresses, and telephone numbers of references for verifying information and, gaining additional information on an applicant. Previous employers, known persons, teachers and university professors can act as references.
5. Selection Decision: The final decision must be made from among the candidates who pass the tests, interviews and reference checks. The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.
6. Medical Examination: After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given to the candidate being declared fit after the medical examination.
7. Job Offer: The next step in the selection process is job offer to those applicants who have passed all the previous hurdles. Job offer is made through a letter of appointment/confirm his acceptance. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be give
8. Contract of Employment: After the job offer has been made and candidate accepts the offer, certain documents need to be executed by the employer and the candidate. One such document is the attestation form.

# Training and Development

Training and Development is an attempt to improve the current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

## Need and Importance

When jobs were simple, easy to learn and influenced to only a small degree by technological changes, there was little need for employees to upgrade or alter their skills. But the rapid changes taking place during the last quarter century in our highly sophisticated and complex society have created increased pressures for organisations to readapt the products and services produced.

## Benefits of Training to the Organization

1. Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.
2. It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
3. Training equips the future manager who can take over in case of emergency.
4. Training increases employee morale and reduces absenteeism and employee turnover.
5. It helps in obtaining effective response to fast changing environment – technological and economic.

## Benefits of Training to the Employee

1. Improved skills and knowledge due to training lead to better career of the individual.
2. Increased performance by the individual help him to earn more.
3. Training makes the employee more efficient to handle machines. Thus, less prone to accidents.
4. Training increases the satisfaction and morale of employees.

## Training, Development and Education

1. Training is any process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. It 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.
2. Education is the process of increasing the knowledge and understanding of employees. It is the understanding and interpretation of knowledge. It does not provide definite answers, but rather develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon. Education imparts qualities of mind and character and understanding of the basic principles and develop the capacities of analysis, synthesis and objectivity.
3. 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, help individuals in the progress towards maturity and actualisation of their potential capacities so that they become not only good employees but better men and women.

## Difference Between Training and Development

<b>Training</b>	<b>Development</b>
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 employee.
It is a job-oriented process.	It is a career-oriented process

## Training Methods

### On the Job Methods

1. Apprenticeship Programmes: Apprenticeship programmes put the trainee under the guidance of a master worker. These are designed to acquire a higher level of skill. People seeking to enter skilled traits, to become, for example, plumbers, electricians or iron-workers, are often required to undergo apprenticeship training. These apprentices are trainees who spend a prescribed amount of time working with an experienced guide, or trainer.
2. Coaching: In this method, the superior guides and instructs the trainee as a coach. The coach or counsellor sets mutually agreed upon goals, suggests how to achieve these goals, periodically reviews the trainees progress and suggests changes required in behaviour and performance. The trainee works directly with a senior manager and the manager takes full responsibility for the trainee's coaching.
3. Internship Training: It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills.
4. Job Rotation: This kind of training involves 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 and how the organisation functions. The trainee gets fully involved in the departments operations and gets a chance to test her own aptitude and ability

## **Off the Job Methods**

1. Class Room Lectures/Conferences: The lecture or conference approach is well adapted to conveying specific information, rules, procedures or methods. The use of audio-visuals or demonstrations can often make a formal classroom presentation more interesting while increasing retention and offering a vehicle for clarifying more difficult points.
2. Films: They can provide information and explicitly demonstrate skills that are not easily represented by the other techniques. Used in conjunction with conference discussions, it is a very effective method in certain cases.
3. 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.
4. Computer Modelling: It simulates the work environment by programming a computer to imitate some of the realities of the job and allows learning to take place without the risk or high costs that would be incurred if a mistake were made in real life situation.
5. Vestibule Training: Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Actual work environments are 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.
6. Programmed Instruction: This method incorporates a prearranged and proposed acquisition of some specific skills or general knowledge. 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.