

MEANING OF STAFFING

- ❖ **Staffing consists of manpower planning, recruitment, selection, training, compensation, promotion and maintenance of managerial personnel.**
- ❖ **Staffing involves, "finding the right person for the right job having the right qualification, doing the right job at the right time .**

IMPORTANCE/NEED/BENEFITS/ADVANTAGES OF STAFFING

1. **Filling the roles by obtaining competent personnel.** Staffing function is needed to fill the job position. There will be no use of job position unless and until these are occupied by employees and it is through staffing function only that employees are appointed to fill the vacant job.
2. **Placing right person at the right job.** Staffing ensures higher performance by placing right person on the right job by proper recruitment and selection. Employees are given a place according to their qualifications.

IMPORTANCE/NEED/BENEFITS/ADVANTAGES OF STAFFING

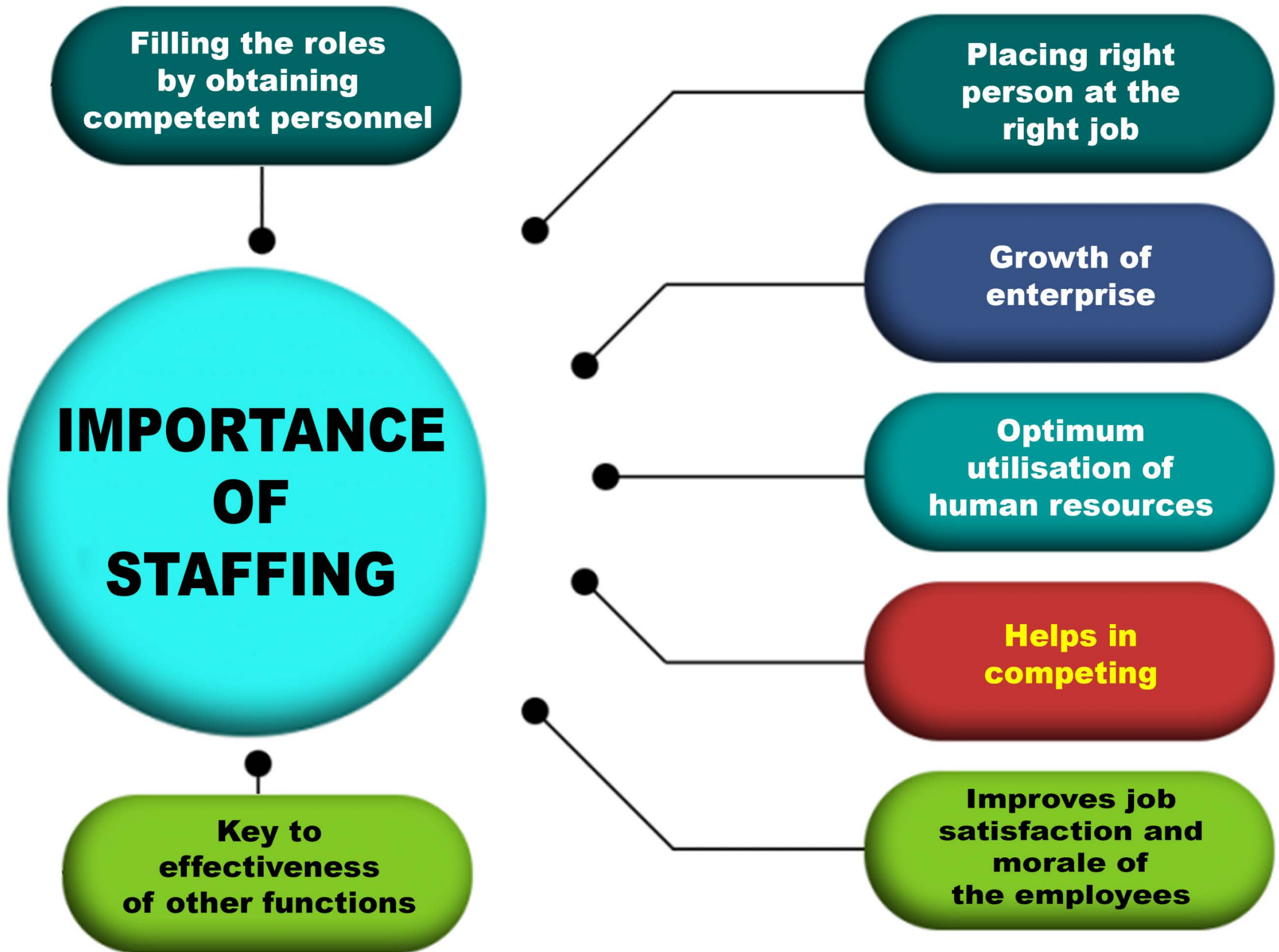
3. **Growth of enterprise.** By appointing efficient staff, staffing ensures continuous survival and growth of the enterprise. As organisation grows with the efforts of its employees only.
4. **Optimum utilisation of human resources.** Through manpower planning and job analysis we can find out the number of employees and type of employees required in the organisation. So there are no chances of overmanning and shortage or underutilisation of personnel.

IMPORTANCE/NEED/BENEFITS/ADVANTAGES OF STAFFING

5. **Helps in competing.** Two organisations can easily acquire same type of physical and financial resources but what helps organisation to win over the other is the efficient staff. The organisation with efficient staff can easily win over its competitors.
6. **Improves job satisfaction and morale of the employees.** Staffing function does not end only with appointment of employees. It includes training, promotion, compensation, etc. All these activities help in motivating the employees and boost up the morale of the employees.

IMPORTANCE/NEED/BENEFITS/ADVANTAGES OF STAFFING

7. **Key to effectiveness of other functions.** No other function of management can be carried out without efficient staffing function because all the functions are performed by human beings and human beings join the organisation by staffing function only.



STAFFING PROCESS

- ❑ Staffing is referred as both line as well as a staff activity. It is referred as line activity because like other functions such as planning, organising, directing, controlling, staffing is also performed by every manager.
- 1. **Estimating manpower requirement.** Staffing process begins with the estimation of manpower requirement which means finding out number and type of employees needed by the organisation in near future. Manpower requirement is not only to find out number of people needed but also the type of people.

STAFFING PROCESS

2. Recruitment. It refers to the process of inducing the people to apply for the job in the organisation. After assessing the number and type of employee required, the manager tries that more and more people should apply for the job so that the organisation can get more choice and select better candidates.

STAFFING PROCESS

3. Selection. It refers to choosing the most suitable candidate to fill the vacant job position. The selection is done through a process, which involves test, interviews, etc.

In selection number of selected candidate is less than the number of rejected candidates that is why selection is called negative process also. The main objectives of selection are:

- 1. To select the best among the available.**
- 2. To make selected candidate realise that how seriously things are done in the organisation.**

STAFFING PROCESS

4. Placement and orientation. Placement refers to occupying of post by the candidate for which he is selected. After selection the employee is given appointment letter and is asked to occupy the vacant job position.

Orientation refers to introduction of new employees to the existing employees large organisations organise orientation programmes to familiarise the new employees with the existing whereas in small organisations superior takes the new employees on round and introduces him to the existing employees.

STAFFING PROCESS

- 5. Training and development.** To improve the competence of employees and to motivate them it is necessary to provide training and development opportunities for employees so that they can reach to top and keep improving their skill. Organisations may have in house training centres or arrange with some institutions to provide training for their employees. Training and development not only motivate employees but these improve efficiency of work also. By offering the opportunities for career advancement to their employees organisations can improve their effectiveness and efficiency.

STAFFING PROCESS

-:Process of Staffing:-

Estimating manpower requirement



Recruitment



Selection



Placement and orientation



Training and development

STAFFING PROCESS

In most of the large scale organisations there is a separate human resource department which performs staffing function but in small organisations the line managers only perform all the functions. So small organisations in which there is no human resource department include following steps in the staffing process.

STAFFING PROCESS

- 1. Performance appraisal.** Performance appraisal refers to evaluating the performance of employees against some standards. The standards are made known to employees in advance. Superiors prepare a feedback report on the basis of performance appraisal.

STAFFING PROCESS

- 2. Promotion and career planning.** Promotion refers to being placed at a higher job position with more pay, job satisfaction and responsibility.
- 3. Compensation. It refers to price of the job.** It includes pays, reward and other incentives given to employees. It includes direct as well as indirect payments. Direct payments such as wages, salary, etc.

COMPONENTS/ELEMENTS/ASPECTS OF STAFFING

Recruitment

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Selection

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Training

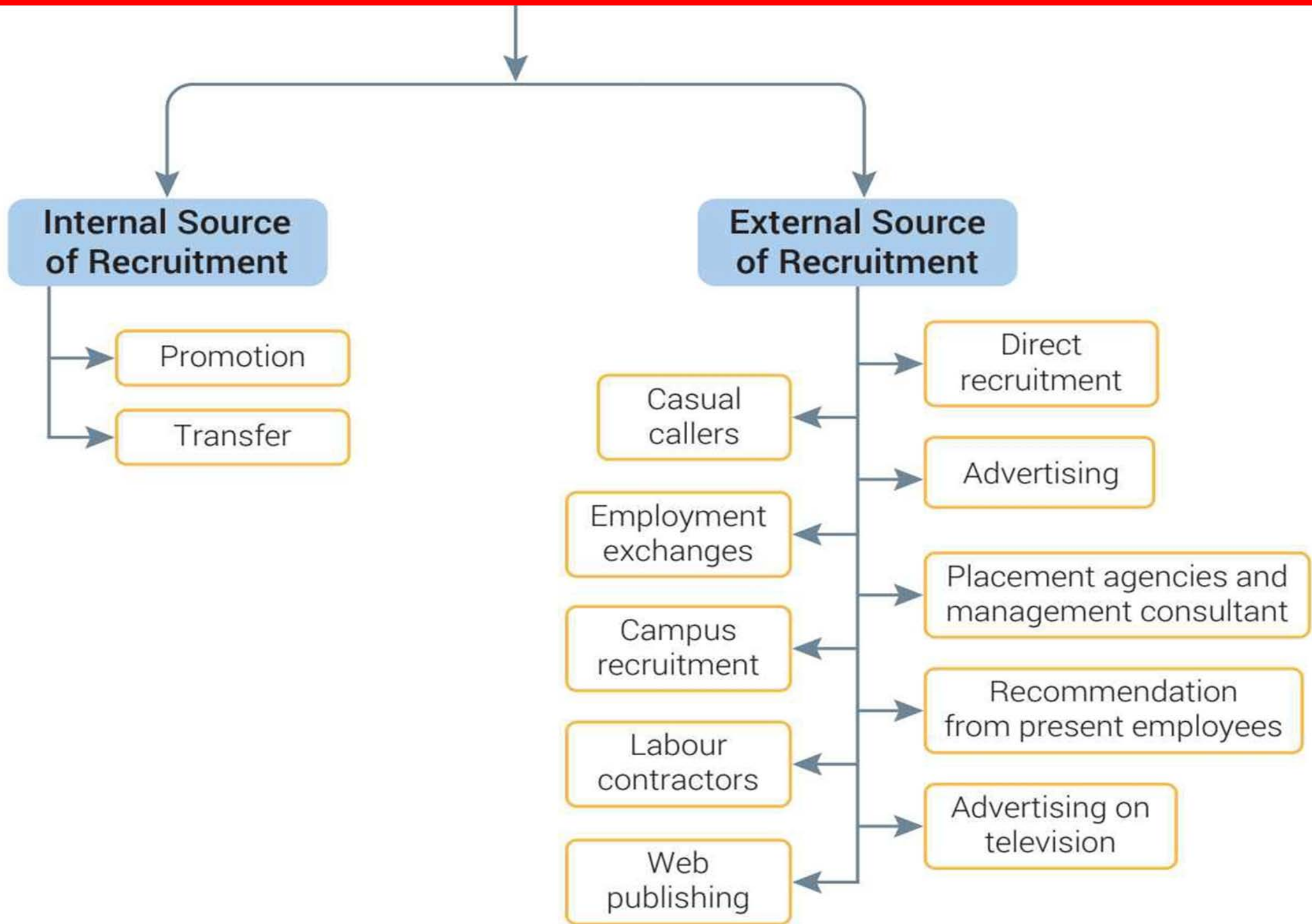
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Staffing

Recruitment

- ❖ **Recruitment means inducing or attracting more and more candidates to apply for vacant job positions in the organisation. In general words recruitment means search for candidates who can perform the vacant roles and inducing them to apply and come forward for filling the vacant roles.**

Sources of Recruitment



Internal Source of Recruitment

- ❑ Under Internal source of recruitment, the vacant job positions are filled by inducing the existing employees of the organisation. The vacant job positions are filled by using existing employees only and no outsiders are permitted in internal sources.**
- ❖ Internal source of recruitment is very popular and common because of its advantages:**
 - i. It is economical;**
 - ii. It motivates the existing employees;**
 - iii. Less amount is spent on training;**

Internal Source of Recruitment

- iv. The employees are already familiar with rules and regulations of organisation. So, less chances of turnovers.**
- v. Improve performance of employees: To get promotion employees show better performance.**
- vi. Through transfer employees get training also in the form of job rotation.**
- vii. Through transfer surplus employees can be shifted to other department.**

External Source of Recruitment

❖ The common methods of external sources of recruitment are:

1. Direct recruitment. Sometimes the organisations paste notice at the gate of their office or factory or workshop stating the vacant job positions. The people who are interested in those jobs walk in for interview. This method of external recruitment is most suitable for unskilled job positions, e.g., sweeper, peon, etc.

External Source of Recruitment

2. Casual callers. Generally the large organisations maintain an application file in which they keep all the pending applications which the job seekers leave with the reception, sometimes the applications of suitable candidates who were not selected in previous year's selection process are also kept in application file. This application file is considered as a waiting list. Whenever there is a job vacancy the suitable candidates from the waiting list are called.

External Source of Recruitment

3. Advertising. The most common and popular method of external recruitment is advertising about the vacant job position. The organisations select the media of advertisement keeping in mind the requirement of job position. For example, for the job of an accountant the advertisement can be given in chartered accountant journal and for unskilled and lower rank job positions the advertisement can be given in local or regional newspaper. But for high rank and skilled job position the advertisement is given in national level reputed newspapers such as Times of India, Hindustan Times, etc.

External Source of Recruitment

- 4. Employment exchanges.** Government employment exchanges act as middlemen between the job seekers and the organisations who have vacant job positions. The job seekers leave their bio-data and details of their qualifications with the employment exchanges and when the organisations approach employment exchanges the suitable candidates are sent.

External Source of Recruitment

5. Placement agencies and management consultant.

Placement agencies provide nation- wide service of matching demand and supply of workforce. These agencies invite the bio data and record from various job seekers and send them to suitable clients. These agencies charge fees for providing such service.

External Source of Recruitment

- 6. Campus recruitment:** Sometimes the senior managers of the organisations visit various professional colleges, technical institutes to get fresh graduates or the people with the latest technological know-how. This type of recruitment is more common for engineers, computer programmers, MBAs, etc. The organisations prefer fresh graduates because they can be moulded according to the requirement of the organisation.

External Source of Recruitment

- 7. Recommendations from present employees.** Many firms encourage their employees to recommend the names of their relatives, friends and other known people to fill the vacant job position. The organisations prefer recommendation by trusting the goodwill of the present employees and the organisations can catch hold of existing employees if there is any problem with the new employee recommended by him.

External Source of Recruitment

- 8. Labour contractors.** Jobbers and contractors are the people who keep in touch with the labour in villages and rural areas and whenever there is vacancy or requirement for labour in factory or in the construction site, they bring the labour from villages and supply to businessman. The jobbers and contractors charge commission for the same. This is suitable for labourers and unskilled workers. Labour contractors maintain close contact with labours and they can provide the required number of unskilled workers at short notice.

External Source of Recruitment

- 9. Advertising on television.** A new trend of external recruitment is telecast on various channels regarding vacant job position. They telecast the requirement of the job along with the qualification necessary to apply.
- 10. Web publishing.** In internet there are certain websites specifically designed provide information regarding job seekers and companies which have vacant job position. These websites can be visited by job seekers as well as companies. The common websites are: Naukri.com, Monster.com, etc.

Difference between Internal and External Source of Recruitment

S. No.	Point of difference	Internal recruitment	External recruitment
1.	Meaning	Internal recruitment means making use of existing staff to fill up the vacant job positions in the organisation.	External recruitment means making use of new personnel or outsiders to fill up the vacant job positions in the organisation.
2.	Time	It is less time-consuming.	It is more time consuming.
3.	Economy	This process is more economical as it does not involve any cost of searching external sources.	This process is costly as vacancies have to be notified in newspapers, magazines, etc.
4.	Quality	There is a limited choice so better quality may not be assumed.	It provides a wider choice and the best quality is assumed.
5.	Morale of the employees	This method boosts up the morale of the employees because existing staff gets chance of promotion.	This method brings down the morale of the employees as they do not get chance of growth and development.

Selection

- ❑ Selection can be defined as discovering most promising and most suitable candidate to fill up the vacant job position in the organisation.
- ❖ **Selection process.** As end result of recruitment function organisations receive large number of applications and selection process begins at this stage by screening the applications. In selection the number of rejected applicants is generally more than the selected candidates that is why selection is considered as a negative process. In selection process various steps are performed which are given below:

Selection

- 1. Preliminary screening.** Preliminary screening is done to eliminate unqualified and misfit candidates based on information supplied in application form.
- 2. Selection test.** The organisations prefer to conduct written test to find out the practical knowledge of the candidates. The type of test to be conducted depends on the requirement of the organisation. The companies can go for their own tailor-made test.

Selection

3. Employment interview. The candidates who qualify the test are called for interviews. To conduct the final interview a panel of experts is called. The consultants who are specialised in their fields ask questions from the candidates to test his professional or specialised knowledge related to the job. The interview has many advantages over written test because in interviews you can find out the confidence level of the candidate along with his professional knowledge. Interview gives chance to candidate also to clarify their queries regarding salary, working conditions, posting, etc.

Selection

- 4. Checking references and background.** In the application form the candidate is asked to give the names of two references. If the candidate qualifies the interview then the organisation prefers to check with the references about the personal character of the candidate. The organisation can cross-check the information given by the candidate with the references.
- 5. Selection decision.** The candidates who pass the test, interview and references check are included in selection list and the managers select most suitable candidate from this list.

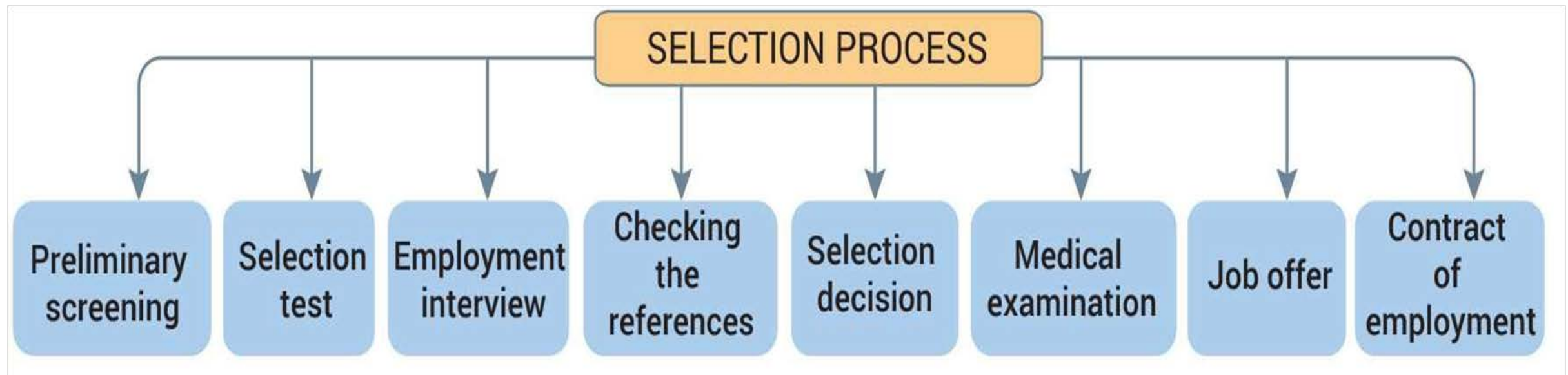
Selection

- 6. Medical examination.** Before giving appointment letter the candidates selected are sent for medical fitness test. Some organisations appoint their own doctors to do the test and some sign contract with hospitals to do the test.
- 7. Job offer.** The applicants who clear the medical test are given job offer through letter of appointment. In the letter the date of joining, terms and conditions of job, etc. are mentioned. Generally a reasonable time is given to the candidates to join the organisation.

Selection

8. Contract of employment. When candidate accepts the job offer it refers to signing of contract of employment. While signing the contract of employment the employer and the candidate exchange certain documents. The common contents of contract of employment are job title duties, responsibilities, Pay, allowances, hours of work, leave rules, disciplinary rules, probation period, etc.

Selection



Difference between Recruitment and Selection

S.No.	Point of difference or basis	Recruitment	Selection
1.	Meaning	It is a process of searching suitable candidates to fill up vacant jobs position.	It is a process of screening and selecting the most eligible candidates and offering them jobs.
2.	Stage	Recruitment proceeds the staffing function.	Staffing always starts where recruitment ends.
3.	Nature	It is a positive process as more and more candidates are induced to apply for the job.	It is a negative process and more candidates are rejected than the number of selected candidates.
4.	Contract of service	There is no contractual relation created.	Selection involves contract of service between employer and employee.

Training and Development

- ❖ **Meaning.** "Training means equipping the employees with the required skill to perform the job."
- ❖ The candidates are sent for training so that they can perform the job in the expected manner.'
- ❖ **Development** refers to overall growth of the employee. It focuses on personal growth and successful employees' development. Development is much wider in concept as compared to training as training is only one part of development.

Difference between Training and Development

S.No.	Point of difference	Training	Development
1.	Concept/depth of knowledge	Training is concerned with teaching technical skill only.	Development is concerned in teaching technical, human and conceptual skill.
2.	Suitability	Training is more suitable for technical staff.	Development is more suitable for managerial staff.
3.	Nature	Training concentrates on developing the skill already possessed by the employees.	Development concentrates on development of hidden qualities of the employees.
4.	Methods used	In training on-the-job methods of training are preferred.	In development off the job methods of training are preferred.
5.	Focus/purpose	Training focuses on present requirements of the organisation.	Development focuses on present as well as future requirements of the organisation.
6.	Time	It is a short term process.	It is a long term process.
7.	Initiative	The boss/superior takes initiatives for imparting training to his subordinates.	The individual takes initiatives himself for his growth and development.
8.	Duration	Training is short term process, its duration is fixed and certain.	It is a never ending procedures, its duration is never defined.
9.	Levels of trainees involved	It is useful for non-managerial, <i>i.e.</i> , operative employees or lower level of managers.	It is useful for managerial personnel, <i>i.e.</i> , middle and top level managers.
10.	Centered	It is work centered.	It is person-centered.

Difference between Training, Development and Education

S.No.	Basis	Training	Education	Development
1.	Meaning	It is an act of imparting knowledge or skill for performing a particular job.	It is concerned with improving the general knowledge and understanding of employee.	It is the process for the overall growth of employee for future management tasks of increasing difficulty and scope.
2.	Orientation	It is job-oriented.	It is knowledge-oriented.	It is career-oriented.
3.	Focus	Its focus is to improve work efficiency.	Its focus is to develop logical and rational mind.	Its focus is personality development of employee.
4.	Goal	Training gives importance to organisational goal.	Education gives importance to goal of individuals.	Development gives importance to organisational as well as individuals goals.

METHODS OF TRAINING

There are mainly two methods of training:

- 1. On-the-job training,**
- 2. Off-the-job training.**

METHODS OF TRAINING

- 1. On-the-job Training.** When the employees are trained while they are performing the job then it is known as on-the-job training. Under this method the employees learn by doing. This method is suitable only for technical jobs and the advantage of this method is employees can learn the practical problems while working on the job. The biggest disadvantage of on-the-job training is that it results in wastage of resources. Whenever employees are dealing with expensive and sophisticated machinery then on-the-job methods of training should be avoided.

METHODS OF TRAINING

2. Off-the-job Training. Off-the-job training means training the employees by taking them away from their work position which means employees are given a break from the job and sent for training. This method of training is more suitable for managerial job positions as conferences, seminars are held to train the managers.

The Common and Popular Techniques of Training under On-the- job Method are

- 1. Apprenticeship programme/training.** The workers seeking to enter skilled jobs are sent for apprenticeship training programme which is an on-the-job method of training. In the Apprenticeship Programme, a master worker or a trainer is appointed who guides the worker or learner regarding the skill of job. The master worker performs the job and the trainee (learner) observes him performing. When the learner learns all the skills then slowly he starts taking up the job step by step and master worker becomes the observer. When the trainee becomes perfect in doing the job then master worker goes and trainee gets full charge of job position. It is suitable for people seeking to enter skilled traits for example- plumbers, electricians, iron workers, etc.

The Common and Popular Techniques of Training under On-the-job Method are

- 2. Job rotation.** Job rotation is an on-the-job method of training in which the employee is shifted from one job position to other for short interval of time to make him aware of requirements of all the job positions. For example, in banks the employees are shifted from one counter to other so that they learn the requirements of all the counters.

The Common and Popular Techniques of Training under On-the- job Method are

3. Internship. Internship is an agreement between the professional institutes and the corporate sector where professional institutes send their students to various companies so that they can practise the theoretical knowledge acquired by them through professional institutes. Under this training programme the organisations get people with fresh ideas and latest knowledge and the companies have to pay very less amount of salary which is called stipend. On the other hand, the students get chance to practise under the real work situation.

In short, we can say under internship the class room sessions are backed with practical training.

The Common and Popular Techniques of Training under On-the-job Method are

- 4. Coaching.** In this method superior guides and instructs the trainee as a coach. He guides employee, how he can over-come his weakness and make his strength more strong, superior suggest the changes required in the behaviour and performance of the employee. The coach gives due importance to the objectives of individuals as well as objectives of organisation.

The Common and Popular Techniques of Training under On-the- job Method are

- 5. Induction or orientation training.** Induction or orientation is a process of receiving and welcoming an employee when he first joins the company and giving him the basic information he needs to settle down quickly and happily and start work.

The Common and Popular Techniques of Training under Off-the-Job Method are:

- 1. Conference/class room lectures.** Literal meaning of conference is consultation. It is a highly structured way to convey a message or specific information with the help of audio-visual aids formal classroom sessions of training can be made more interesting.

2. VESTIBULE SCHOOL

Vestibule school means duplicate model of organisation. Generally, when the expensive and delicate machineries are involved then employers avoid using on-the-job methods of training. A dummy model of machinery is prepared and instead of using original machinery employees are trained on dummy model. Sometimes the accountants who have to make entries in inventory register or cash register they are first supplied the duplicate registers with the same columns as in original registers and when they become perfect in making entries in duplicate register then they are handed over original register. Vestibule school is an off- the-job method of training which makes use of benefit of on-the-job method.

3. Films

Showing films is also a very effective method in certain cases. Films can give important information on various techniques through demonstrative skill.

4. Case Study

Under this method managers discuss real problems that they have faced and trainees are asked to give their suggestions and alternatives to solve that problem. Case Study helps the trainees to decision under real work situation.

5. Computer Modelling

Under this method a computer is programmed to show real problems of job and how to overcome such problems. In this method the employees can learn the lot without incurring much cost.

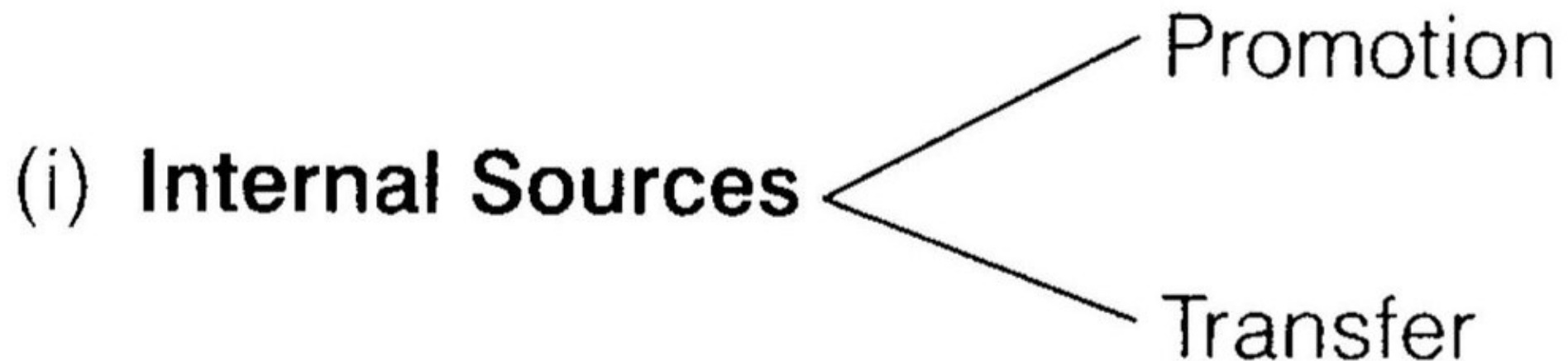
6. Programmed Instructions

Under this method a learning package is prepared to give general instructions and specific skills. The information is broken into sequence of meaningful units.

Short Answer Type Questions

1. Briefly enumerate the important sources of recruitment.

Ans: There are two important sources of recruitment

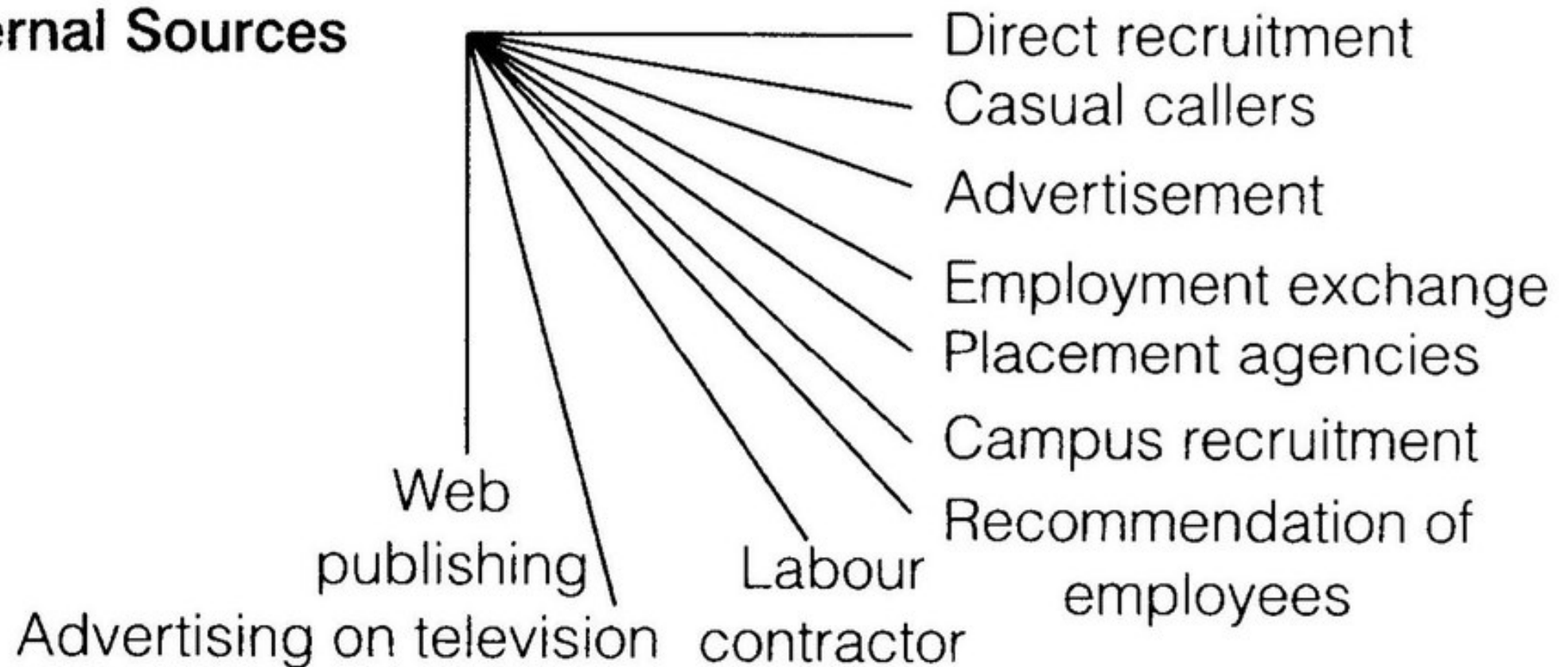


When the firm arranges for manpower from within the organisation then it is known as an internal source. These are of two types:

(a) Transfer When we move an employee from one department to the other, from one branch to the other, from one division to another which leads to a change in his/her working environment it is known as a transfer. There is hardly any change in his authority and responsibility.

(b) Promotion When we move an employee to a higher level in the same department, branch, division or different department, branch or division which increases his authority, responsibility and status, it is known as a **promotion**.

(ii) External Sources



from any of the above given sources, it is known as external sources of recruitment.

2. What is meant by recruitment? How is it different from selection?

Ans: Recruitment refers to the process of finding possible candidates for a job. It can be defined as the process of motivating and encouraging people to come and apply for a job in an organisation. Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job. If recruitment is positive, selection is negative. Recruitment helps in creating a pool of prospective workforce whereas selection helps in finding the best out of them.

3. Define training. How is it different from education?

Ans: Training is the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job.

Basis	Training	Education
Purpose	Improves current job performance	Increased general knowledge and understanding
Scope	Narrow improve skills to do a particular job	Wider - develops an individual
Imparted by	Companies, firms	Schools, colleges

4. Distinguish between training and development.

Ans: Difference between training and development

Basis	Training	Development
Purpose	It aims at maintaining and improving current job performance.	It is designed to improve the overall effectiveness of individuals.
Level of persons involved	Training programmes are designed for workers at the operative level.	Development programmes are designed for managerial level.
Scope of learning	Training is job oriented.	It is career oriented.

5. Why are internal sources of recruitment considered to be more economical?

Ans: Filling of jobs internally is cheaper as compared to getting candidates from external sources because only transfer or promotion has to be done. It does not involve the long process of staffing or selection. It increases the cost in the form of more time, money and efforts in recruiting.

6. What is the importance of staffing function in today's environment?

Ans: Staffing is considered to be a key function because it deals with human resource, which is regarded as one of the most valuable resource of any organisation. Once an organisation could place the right man at the right job, it is easy to plan, organise, co-ordinate, direct and control the human activities to get the desired results. It helps in discovering and obtaining competent personnel, ensures the continuous survival and growth, helps to ensure optimum utilisation of resources and improves job satisfaction as well.

Long Answer Type Questions

1. Define the staffing process and the various steps involved in it.

Ans: Staffing process of the management is concerned with acquiring, developing, employing, remunerating and retaining people or we can say it is the timely fulfilment of the manpower requirements within an organisation.

The following steps are involved in staffing process

(i) Estimating the Manpower Requirements The first step in the staffing process is determining the present manpower inventory and assessing the present and future manpower requirements of the organisation keeping in mind the production schedule, demand etc.

(ii) Recruitment Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. For this various sources can be used like transfer, promotion, advertising, job consultants etc.

(iii) Selection Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. It involves a host of tests and interviews.

(iv) Placement and Orientation Orientation is introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation. He is taken around the work place and given the charge of the job for which he has been selected. Placement refers to the employee occupying the position or post for which the person has been selected.

(v) Training and Development All organisations have either in-house training centres or have forged alliances with training and educational institutes to ensure continued learning of their subordinates. By offering the

opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented staff.

(vi) Performance Appraisal After the employees have undergone a period of training and they have been on the job for some time, there is a need to evaluate their performance. The employee is expected to know what the standards are 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 is very important for all organisations to address career related issues and promotional avenues for their employees. They must provide opportunities to everyone to show their potential and in return promotions can be provided.

(viii) Compensation All organisations 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. Compensation therefore, refers to all forms of pay or rewards going to employees.

2. Explain the procedure for selection of employees.

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

(i) Preliminary Screening It 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 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.

(iv) Reference and Background Checks Many employers request names, addresses and telephone numbers of references for the purpose of verifying information and gaining additional on an applicant.

(v) Selection Decision The final decision has to be made among the candidates who pass the tests, interviews and reference checks.

(vi) Medical Examination Before the candidate is given a job offer he/she is required to go through a medical test.

(vii) Job Offer 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.

(viii) 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. There is also a need for preparing a contract of employment. It includes job title, duties, responsibilities, date when continuous employment starts etc.

3. What are the advantages of training to the individual and to the organisation?

Ans: Training helps both the organisation and the individual.

Benefits to the Organisation

- (i) Training is a systematic learning which reduces the wastage of efforts and money.**
- (ii) Enhances employee productivity.**
- (iii) Training helps a manager to handle an emergency situation.**
- (iv) Training motivates workers and thus reduces absenteeism.**
- (v) Helps in adjusting to the changing environment (technological).**

Benefits to the Employee

- (i) Better career opportunities due to improved skills and knowledge.**
- (ii) Earnings can be increased due to improved performance.**
- (iii) Trained workers can handle machines more efficiently.**
- (iv) Employees always remain motivated and satisfied.**

4. The staffing function is performed by every manager and not necessarily by a separate department.

Explain.

Ans: Staffing is a function which all managers need to perform. It is the responsibility of all managers to directly deal with and select people to work for the organisation. When the manager performs the staffing function his role is slightly limited. In small organisations, managers may perform all duties related to employees salaries, welfare and working conditions but as organisation grow and number of persons employed increases, a separate department called the human resource department is formed which has specialists in managing people.