



Staffing

Our Assets walk out of the door each evening. We have to make sure that they come back the next morning.

-Narayana Murthy

Meaning of Staffing

Meaning:- It refers to filling and keeping filled the posts with people.

“The staffing function pertains to the recruitment, selection, development, training and compensation of subordinate managers.”

-According to Theo Haimann

Features of Staffing

1. Related to Human Beings
2. Separate Managerial Function
3. Essential at all Managerial Levels
4. Related to Social Responsibility
5. Effect of Internal and External Environment

Importance of Staffing

1. Helpful in Discovering and Obtaining Competent Personnel
2. Helpful in Better Performance
3. Helpful in Continuous Survival and Growth of the Enterprise
4. Helpful in Optimum Utilisation of the Human Resources
5. Helpful in Providing Job Satisfaction and Boosting Morale of Employees



Staffing Process

Staffing Process

1. Estimating Manpower Requirements
2. Recruitment
3. Selection
4. Orientation and Placement
5. Training and Development
6. Performance Appraisal
7. Promotion and Career Planning
8. Compensation

1. Estimating Manpower Requirements

It tries to find out the number of persons required in advance by keeping a record of production schedules, market fluctuations, demand forecasts, etc.

The focus of the plan is getting the right number of qualified people into the organisation at the right time.

Manpower requirement involves two types of analysis:- (i) Workload Analysis (ii) Workforce Analysis



2. Recruitment

It involves attracting prospective candidates to fill the job position in the organization structure.



3. Selection

Selection of employees is choosing from among the candidates, the one that meets the requirement of job positions.



4. Orientation and Placement

Orientation:- It means introducing every selected employee to his fellow employees, superiors, subordinates, rules and regulations.

Placement:- It means instructing the selected candidates to occupy the positions in the organization for which they have been appointed.



5. Training and Development

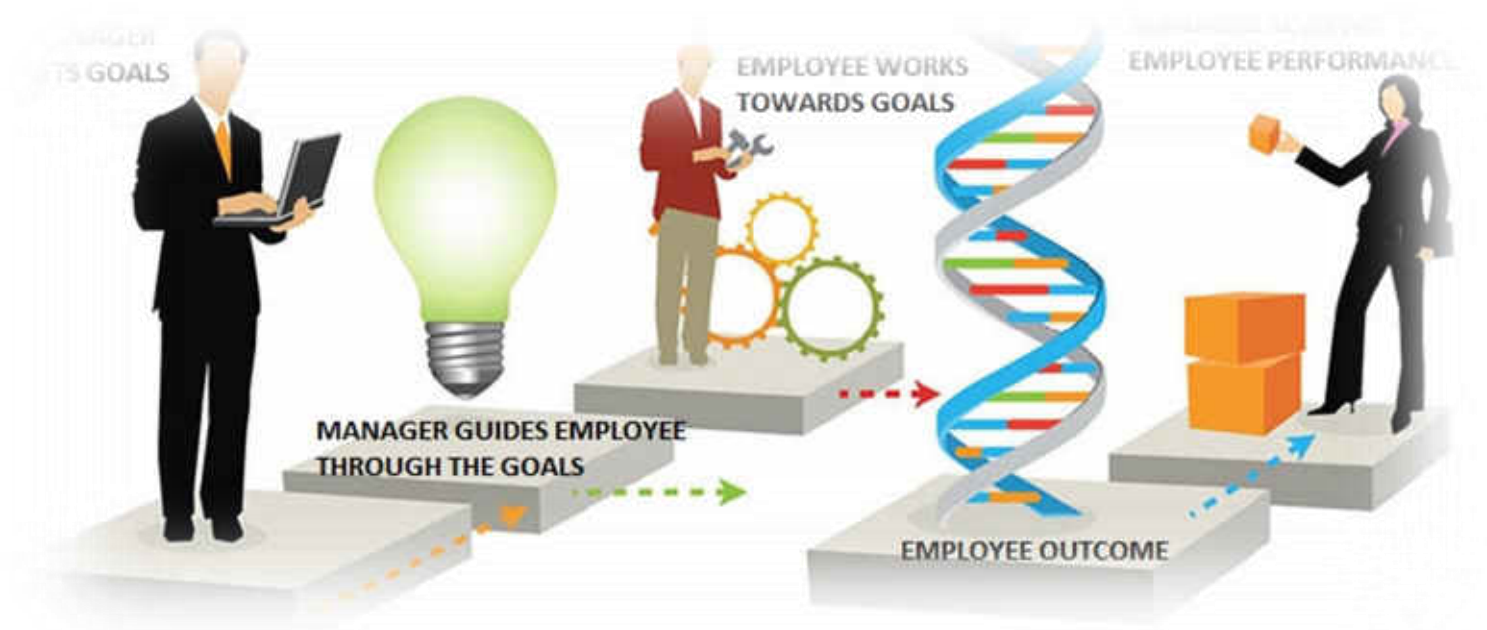
Training:- Training means preparing the selected candidates with required knowledge and skills with reference to their jobs.

Development:- It means to provide opportunities to the employee to excel, to provide not only a job but a career, to provide challenging jobs and assignments, to organize various workshops and seminars to update their knowledge, etc., for mutual benefits.



6. Performance Appraisal

It refers to evaluate the current or past performance of the employees against the predetermined standards. Every employee is given the feedback about the performance of the job and is further trained if the results are not up to the mark.



7. Promotion and Career Planning

It involves placing an employee to the next higher job position with higher responsibilities and authority. It means more pay, more responsibility and more job satisfaction.



8. Compensation

This step of staffing process involves fixing the compensation of an employee for his contribution to the organization. Compensation refers to all forms of pay and rewards going to employees. Basically, it is the price for the job.

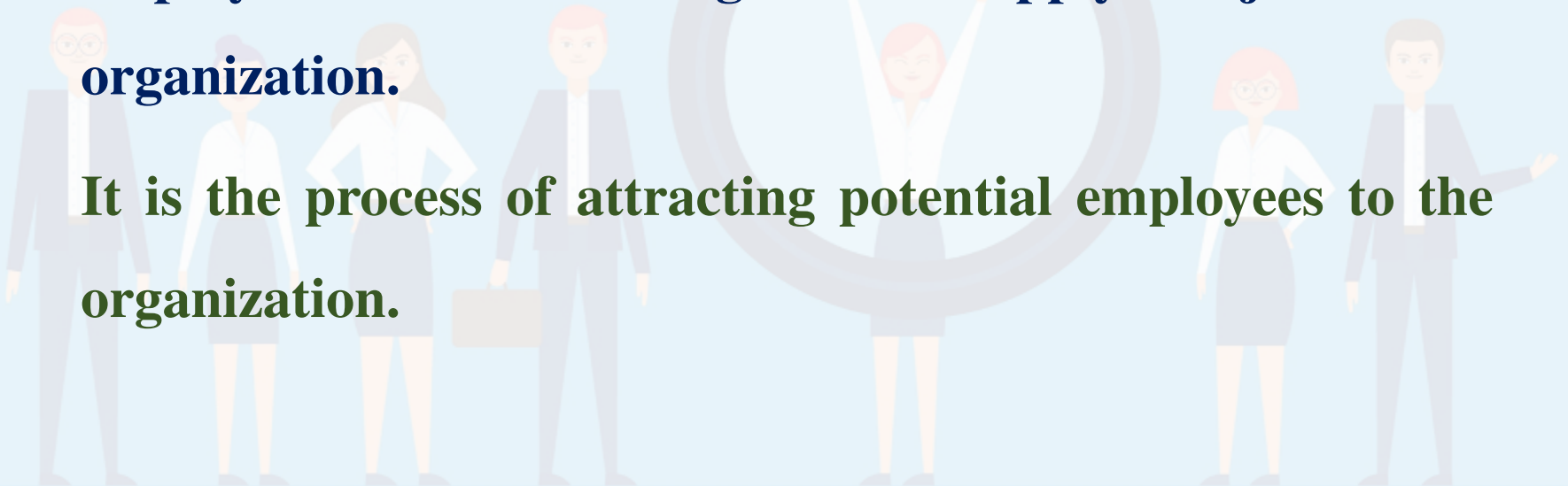


Recruitment

Recruitment refers to making available persons to fill different vacant posts in the organization.

It refers to the process of searching for prospective employees and stimulating them to apply for job in the organization.

It is the process of attracting potential employees to the organization.



Process of Recruitment

**Requisition
of
Employees**

**Identification
of the
Sources of
Recruitment**

**Invitation
to
Interested
People**

**Preparing
the List of
Deserving
Applicants**

Sources of Recruitment of Employees

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graph TD; A[Sources of Recruitment] --> B[Internal Sources]; A --> C[External Sources]
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Sources of
Recruitment

Internal
Sources

External
Sources

Internal Sources of Recruitment

When vacant post are filled with employees available within the organization is called Internal Sources of Recruitment.

It refers to inviting applications for filling up the vacancies from candidates within the organization.



Types of Internal Sources of Recruitment

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graph TD; A[Internal Sources] --> B[Transfer]; A --> C[Promotion]; A --> D[Lay-off]; B --- B1[ ]; C --- C1[ ]; D --- D1[ ]
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Internal
Sources

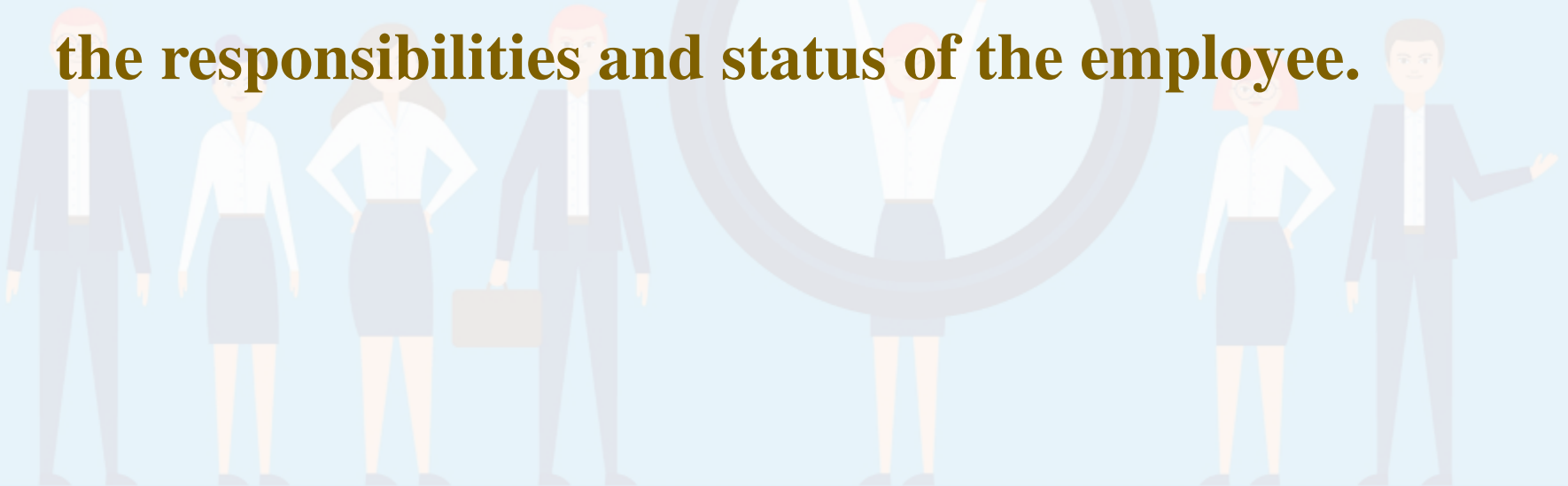
Transfer

Promotion

Lay-off

Transfer

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.



Promotion

Promotion is a process by which an employee working at the lower rank is appointed to the upper rank where his responsibility increases, his status and salary also increases.

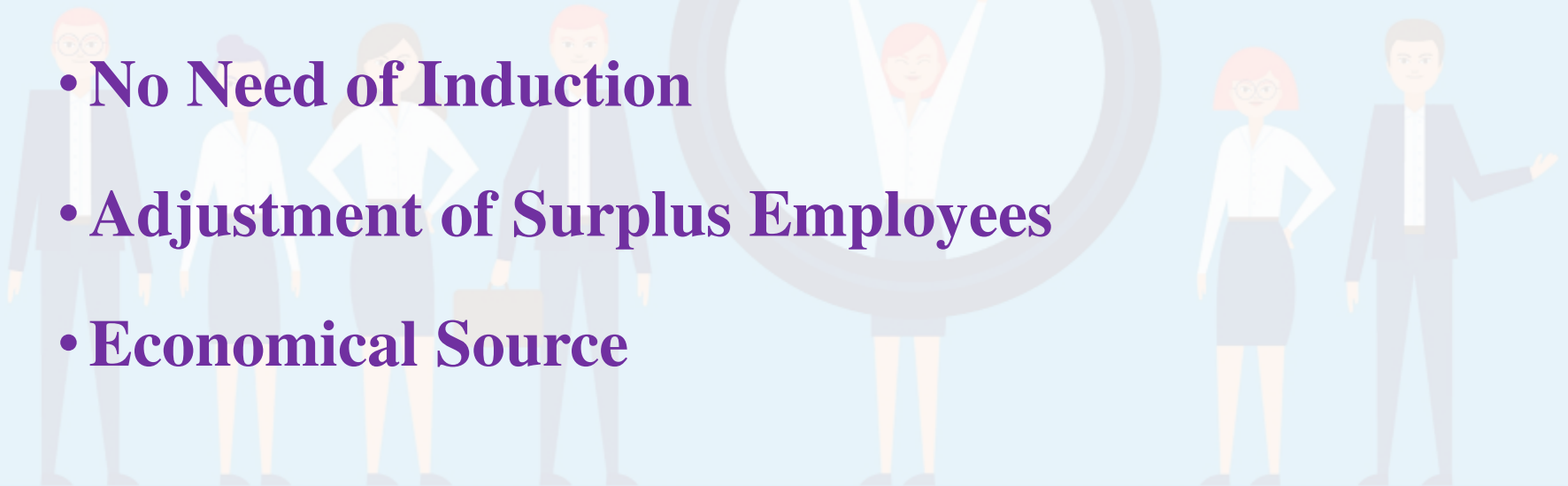
When an inefficient employees is appointed at some lower position of his position is called recruitment by **Demotion.**

Lay-off

Lay-off mean the temporary separation of the employee from a employer on the initiative of the later. There is a clear understanding between the employer and employee that the preference will be given to that employee as and when the work will e available. In this way by recalling the laid-off employees, vacant position are filled up. This lay-off takes place due lack of work.

Merits of Internal Source of Recruitment

- **Increase in Motivation**
- **Industrial Peace**
- **Easy Selection**
- **No Need of Induction**
- **Adjustment of Surplus Employees**
- **Economical Source**



Limitations of Internal Sources of Recruitment

- **Stops the Entry of Young Blood**
- **Employees Become Lethargic**
- **Not Available in New Organisation**
- **Sense of Competition among Employees Hampered**
- **Frequent Transfer Hit Productivity Negatively**

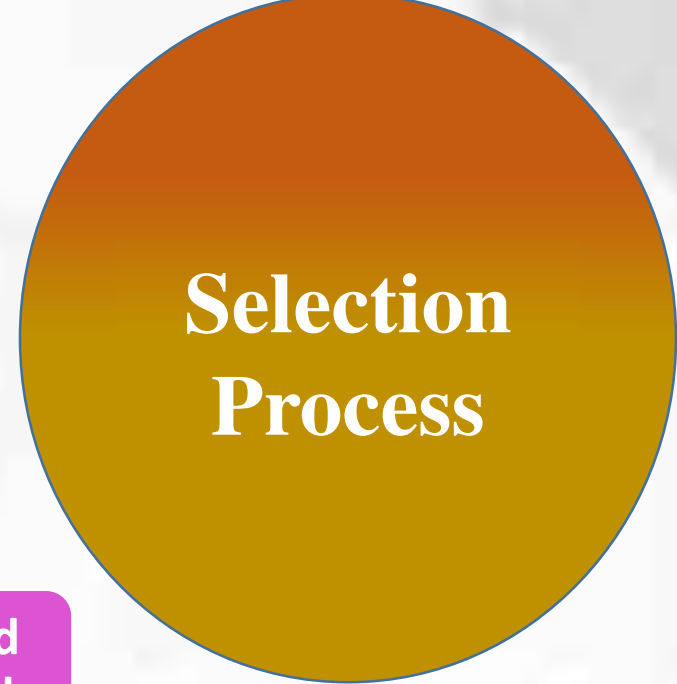


Selection

Selection refers to the process of screening job applicants to ensure that the most appropriate candidates are hired.

“Selection is the process in which candidates for employment are divided in two classes those who are to be offered employment and those who are not.”

-Dale Yoder



**1. Preliminary
Screening**

**2. Selection
Tests**

**3. Employment
Interview**

**4. Reference and
Background Checks**

**5. Selection
Decisions**

**6. Medical
Examination**

Job Offer

**Contract of
Employment**

**Main steps
involved in the
process of selection**

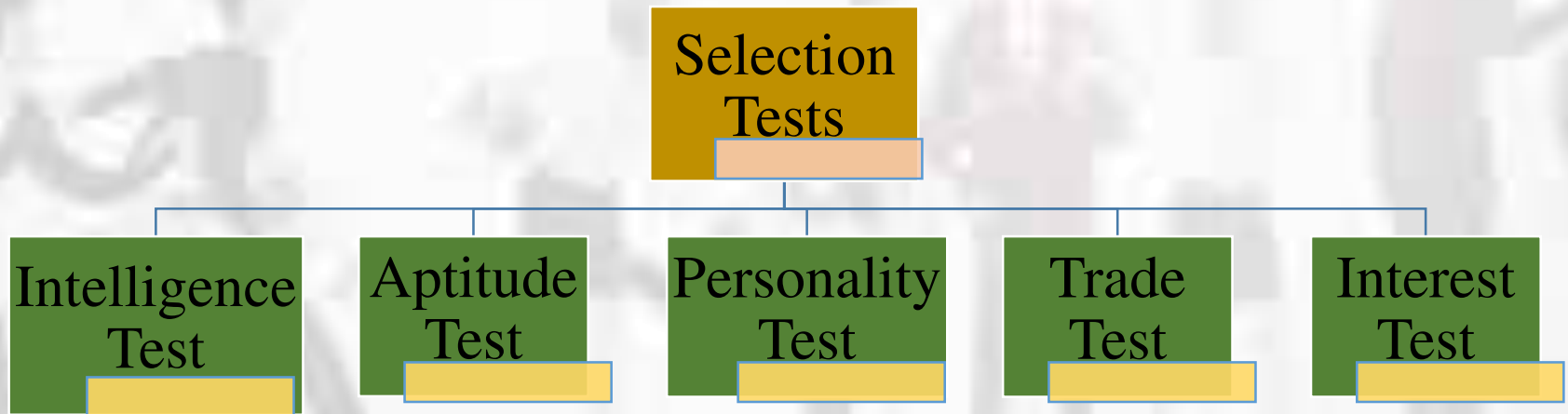
1. Preliminary Screening

It refers to the testing on the bases of face-to-face interaction between the interviewer and the applicant with a view to finding the suitability of candidate as per the job requirement.



2. Selection Tests

Selection Tests have an important role in the process of selection to measure the ability and skills of the candidate.



Intelligence Test: It is used to measure IQ or indicates the person's learning ability or ability to make decision.

Aptitude Test: It is used to measure the potential for learning new skill or we can say how quickly a person can learn the new skills.

Personality Test: It is to know about the person's emotions, reactions, maturity, value system etc.

Trade Test: It is used to measure the existing skills of the individual, level of knowledge, proficiency in the area of profession or technical training.

Interest Test: It is used to know about the interest of a person.

3. Employment Interview

The candidates qualified in all the selection tests related to employment are called for final Interview. Its objective is to see the looks of the candidate, his way of talking, his conduct and temperament, his interest, presence of mind and maturity, etc.

Main information gathered during the course of interview is physical quality, document verification, interest of work, general intelligence, presence of mind and memory power, etc.

4. Reference and Background

After a candidate is cleared his interview successfully, then some information about him is gathered from those persons whose names are given in reference by the candidate. These information related to the character, social relations and background etc. of the candidate.

5. Selection Decision

The candidates who have qualified all the selection tests, employment interview and reference check are selected.

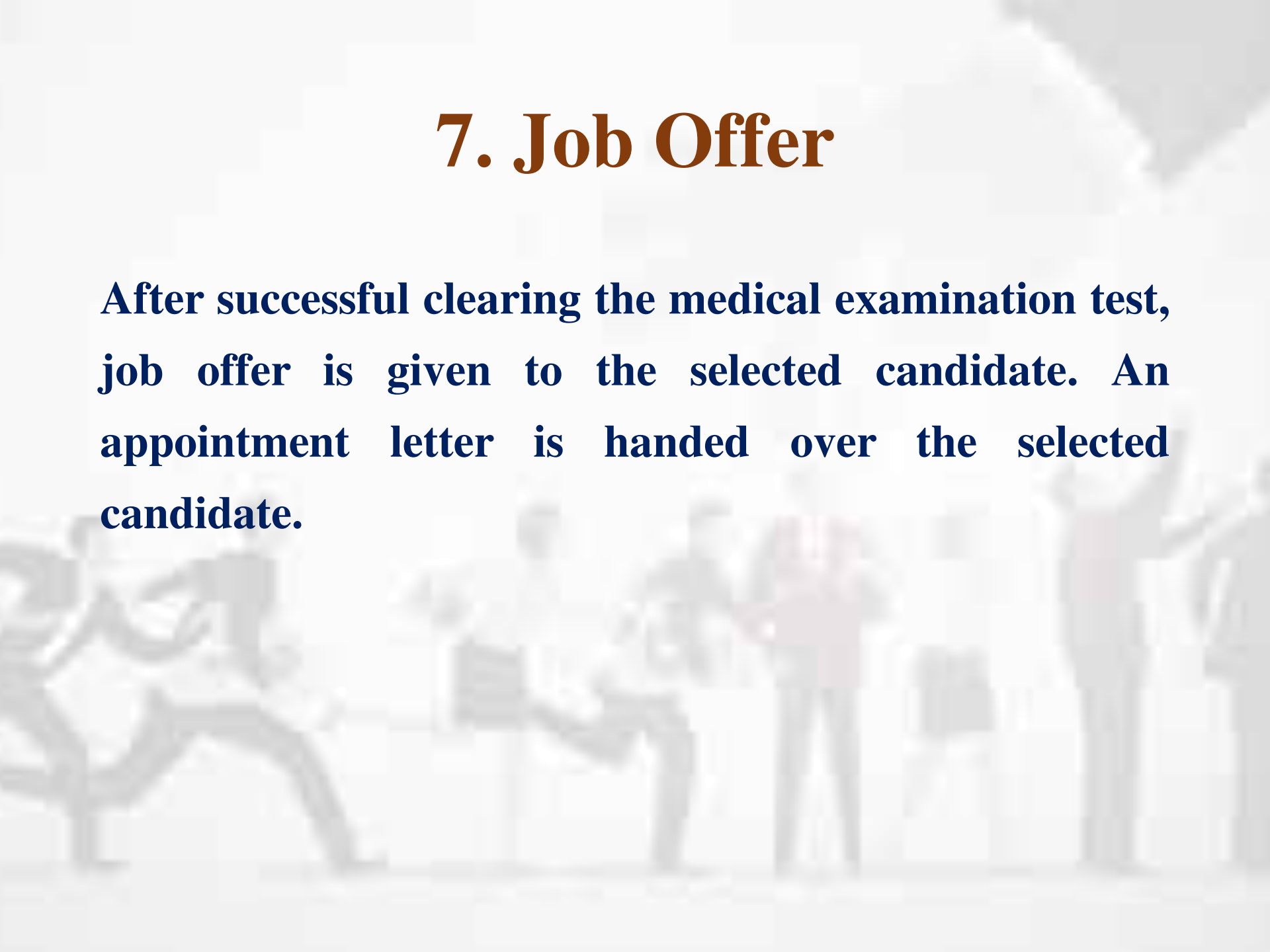


6. Medical Examination

At this stage the candidate is asked for the medical examination. There are three aims of medical examination (i) physical fitness for the job concerned, (ii) to protect the business organization from infectious diseases, and (iii) to save excessive expenditure on the treatment of the employee.

7. Job Offer

After successful clearing the medical examination test, job offer is given to the selected candidate. An appointment letter is handed over the selected candidate.



8. Contract of Employment

After the acceptance of job offer by a selected candidate, he becomes an employee of the organization. Main document among them is the Attestation Form. In this detailed description of the employee is provided which he himself attests.

Training and Development

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

Training refers to a process designed to maintain and improve current job performance.

Features of Training

1. Expenses on Training is Investment and not the wastage
2. Relates to a Specific Job
3. Beneficial to Both the Organisation and Employees
4. Continuous Process
5. Training and Development are Different
6. Training and Education are Different

Importance of Training

Importance to the Organisation:-

1. Most Economical and the Best Use of Material and Equipments
2. Improvement in Quality and Quantity of Output
3. Less Requirement of Supervision
4. Reduced Labour Turnover and Absenteeism
5. Improvement in Adaptability

Importance to the Employees

1. Increase in Capacity and Efficiency
2. Increase in Market Value
3. Fewer Accident
4. Job Satisfaction

Methods of Training

Methods of Training

Following are Main Methods of Training:-

1. **On the Job Training:-** Under this method, the trainees are asked to do a particular job on a machine or in a workshop or laboratory. They are taught the technique of operating a machine or using tools and equipments by an experienced employee.
2. **Off the Job Training:-** Under this method, training is imparted to the trainees at a place than the place of work. This training is given in special seminars, classes, etc. During the course of this training both the theoretical and the practical information is conveyed to the trainees.

On the Job Training

1. Induction Training
2. Apprenticeship Programmes
3. Internship Training

1. Induction Training

Induction Training means to acquaint the newly appointed employees with their job and the organisation. Under this, new employees are introduced both to their superior and subordinates so that they can work with them as a team.



Dy. Director (Training) Er. N. Moa Longkumer speaking at the induction training programme for group B & C State Govt. employees at District Executive Hall, DC office, Mon on 18th April 2017.(DPRO, Mon)

2. Apprenticeship Programmes

It refers to that training method where the trainee is put under the guidance of an expert to acquire higher level of skills. Generally, electrician, plumbers and iron workers are required to undergo this training.



3. Internship Training

It refers to that training which is imparted jointly both by the educational and business organisations to create a balance between theoretical and practical knowledge of their members. Educational Institute impart only the theoretical knowledge to their students but for practical knowledge they are sent to business organisation.



Off the Job Training

Vestibule Training:- Under this method, with a view to imparting training to new employees a separate training centre is set up. An experienced and trained trainer is appointed as an incharge of the centre. Machines, tools and other equipments are so arranged in this centre as to present a look of a workshop. When the employees are trained they are put on the real job.

