

## **STAFFING**

Staffing is 'putting people to jobs. It begins with workforce planning and includes different other functions like recruitment, selection, training, development, promotion, compensation, and performance appraisal of the workforce.

In other words, staffing is that part of the process of management which is concerned with **obtaining, utilizing, and maintaining a satisfactory and satisfied workforce**. Today, staffing may involve any combination of employees including daily wagers, consultants, and contract employees.

### **DEFINITIONS**

According to S. Benjamin, "Staffing is the process involved in identifying, assessing, placing, evaluating and directing individuals at work."

In Theo Hainmann's view, "Staffing is concerned with the placement, growth, and development of all those members of the organization whose function is to get things done through the efforts of other individuals."

To Koontz and Wehrich, Staffing is "filling and keeping filled positions in the organization structure"

W. Haynes sees staffing as "the process of analyzing the jobs of an organization in terms of manpower needs, recruiting and selecting candidates to fill them".

A concise definition was given by Luther Gulick. According to him, "staffing is the whole personnel function of bringing in and training the staff and maintaining favorable conditions of work".

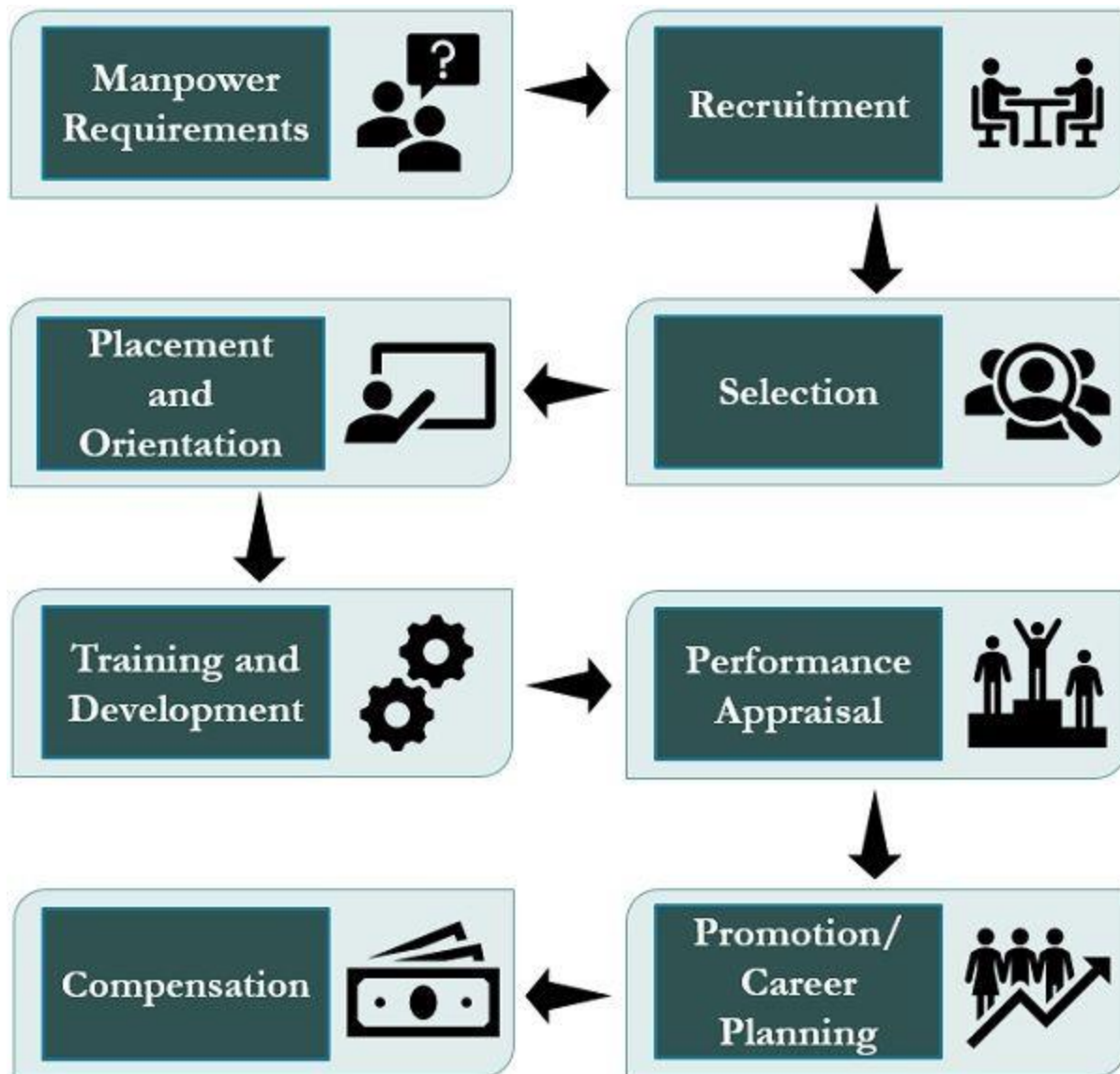
In the words of Koontz and O'Donnell "staffing involves the proper and effective selection, appraisal and development of personnel to fulfill the roles designed into a Dale organizational structure"

## IMPORTANCE OF STAFFING

1. Filling the organizational **positions**
  2. Making possible discovery of able **staff for challenges**
  3. Guaranteeing utmost **productivity**
  4. Developing personnel for shouldering **greater responsibilities.**
  5. Meeting upcoming requirements of talented people
  6. **Satisfying job** owing to correct placement
  7. Utilizing human **resources most favorably**
  8. Retaining **professionalism** among personnel
- Staffing is closely linked to organizing since after the structure and positions have been decided, people are required to work in these positions. Subsequently, **they need to be trained and motivated to work in harmony with the goals of the organization.**
  - 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.**

- Some of these responsibilities will include **placing the right person on the right job**, introducing new employees to the organization, **training employees and improving their performance**, developing their abilities, maintaining their morale, and protecting their health and physical conditions. In small organizations,
- managers may perform all duties related to employees' **salaries, welfare, and working conditions**. But as organizations grow and the number of persons employed increases, a separate department called the **human resource department** is formed which has specialists in managing people.
- Human Resource Management includes many **specialized activities and duties** which the human resource personnel must perform. These duties are:
  - 1) Recruitment, i.e., search for qualified people
  - 2) Analysing jobs, and collecting information about jobs to prepare job descriptions.
  - 3) Developing compensation and incentive plans.
  - 4) Training and development of employees for efficient performance and career growth.
  - 5) Maintaining labor relations and union-management relations.
  - 6) Handling grievances and complaints.
  - 7) Providing for social security and the welfare of employees.
  - 8) Defending the company in lawsuits and avoiding legal complications.

## STAFFING PROCESS



**Flow Chart of Staffing Process**

### **i) Estimating the Manpower Requirements:**

- Understanding manpower requirements is not merely a matter of knowing **how many persons we need but also of what type.**
- **We need to encourage women, persons from backward communities, and persons with special abilities** (such as physically challenged, visually, and hearing impaired) to assume responsible positions in our organizations, there is a need to understand, and if the need is, to redefine manpower requirements accordingly.
- A situation of **overstaffing** somewhere would necessitate **employee removal or transfer elsewhere.** A situation of **understaffing** would necessitate the **start of the recruitment process.**
- It is important to translate the manpower requirements into a **specific job description and the desirable profile** of its occupant — the desired **qualifications, experience, personality characteristics,** and so on. This information becomes the base for looking for potential employees.

### **ii) 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.

- The essential objective is to **create a pool of prospective external sources of recruitment that may be explored**. Internal sources may be used to a limited extent. For fresh talent and wider choice, external sources are used.

### iii) Selection:

Selection is the process of **choosing from among the pool** of prospective job

candidates developed at the stage of recruitment. Even in **the 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 things are done in the organization**. The rigor involves a host of **tests and interviews**.

Those who can **successfully negotiate the test and the interviews are offered an employment contract**, a written document containing the offer of employment, the **terms and conditions**, and the date of joining.

### iv) 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 colleagues**.
- He is taken around the workplace and given the charge of the job for which he has been selected.
- This process of familiarisation is very crucial and may have a **lasting impact on his decision to stay and on his job performance**.



- Orientation is, thus, introducing the selected employee to other employees and familiarising him with the rules and policies of the organization.
- Placement refers to the employee **occupying the position or post** for which the person has been selected.

#### **v) Training and Development:**

- Organizations have either **in-house training centers** or have forged alliances with **training and educational institutes** to ensure continuous learning of their employees.
- If employee **motivation is high, their competencies are strengthened**, they perform better and thus, contribute more to organizational effectiveness and efficiency.
- By offering opportunities for career advancement to their members, organizations are not only able to attract but also retain talented people.

#### **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.**
- All organizations have some **formal or informal means of appraising** their employee's performance.
- Performance appraisal means **evaluating an employee's current and/or past performance against certain predetermined standards.**
- The performance appraisal process, therefore, will include **defining the job, appraising performance, and providing feedback.**

### vii) Promotion and career planning

- It becomes necessary for all organizations to address career-related issues and promotional avenues for their employees.
- Managers need to design activities to **serve employees' long-term interests also.**
- They must encourage **employees to grow and realize their full potential.**
- Promotions are an integral part of people's careers.
- They refer to being placed in **positions of increased responsibility.**
- They usually mean more pay, responsibility, and job satisfaction.

### viii) Compensation:

- All organizations need to **establish wage and salary plans for their employees.**
- There are **various ways to prepare different payment plans depending on the worth of the job.** The price of the job needs to be determined.
- Compensation, therefore, refers to **all forms of pay or rewards going to employees.** It may be in the form of direct financial payments like **wages, salaries, incentives, commissions, and bonuses** and indirect payments like **employer-paid insurance and vacations.**
- Direct financial payments are of two types: **time-based or performance-based.** A **time-based** plan means **salary and wages are paid either daily, weekly or monthly, or annually.** Performance-based plans mean **salary/wages are paid according to piecework.** For example, a worker may be paid according to the number of units produced by him/her.
- It needs to be kept in mind that several factors such as supply and demand of specific skills in the labor market, unemployment rate, labor market conditions, legal and political considerations, company's





image, policy, human resource planning cost, technological developments, and general economic environment, etc., will influence the way recruitment, selection and training will be carried out.

