

STAFFING

MEANING OF STAFFING

The organization structure spells out various positions of the organization. Filling and keeping these positions with right people is the staffing phase of the management function. Staffing involves the determination of manpower requirements of the enterprise and providing it with adequate competent people at all levels. The staffing function performs the following sub functions: (1) Manpower planning. (2) Recruitment (3) Selection of the best qualified from those who seeks job, (4) Training and Development. (5) Performance appraisal and compensation.

NATURE AND IMPORTANCE OF STAFFING

The staffing function has assumed greater significance these days because of various factors. Staffing is also a pervasive function. Through separate department exist for this yet every manager is engaged in performing the staffing function, when they participate in selection, training and evaluating their subordinates.

The various reasons which have increased the significance of staffing functions are discussed below:

(1) Increasing size of organization: Advancement in science and technology has given rise to large scale companies employing thousands of employees. The performance of the company depends on the quality and character of the people. This has increased the importance of staffing.

(2) Advancement of technology: In order to make use of latest technology, the appointment of right type of persons is necessary.

(3) Long-range needs of manpower: In some industries, labour turn-over is high. The management is required to determine the manpower requirement well in advance. Management has also to develop the existing personal for future promotion. The role of staffing has also increased because of shortage of good managerial talents.

(4) Recognition of human relations: The behaviour of individuals has become very complicated and hence human aspect of organization has become very important. Employees are to be motivated by financial and non-financial incentives. Right kind of atmosphere should also be created to contribute to the achievement of organizational objectives. By performing the staffing function, management can show the significance it attaches to the man power working in the enterprise.

RECRUITMENT

- Recruitment is the process of identifying the sources for prospective candidates and to stimulate them to apply for the jobs.
- It is a linking activity that brings together those offering jobs and those seeking jobs.
- Recruitment refers to the attempt of getting interested applicants and providing a pool of prospective employees so that the management can select the right person for the right job from this pool.

The various sources of recruitment are divided into two categories: (1) Internal Sources. (2) External Sources.

Internal sources involve transfer and promotion. Transfer involves the shifting of an employee from one job to another. Many companies follow the practice of filling higher jobs by promoting employees who are considered fit for such positions. Filling higher positions by promotion motivates employees, boosts employee's morale.

External Sources

(1) Direct recruitment: An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise by specifying the details of the jobs available. This is also known as recruitment at factory gate.

(2) Unsolicited applications: Many qualified persons apply for employment to reputed companies on their own initiative. Such applications are known as unsolicited applications.

(3) Advertising: Large enterprises particularly when the vacancy is for higher post or there are large number of applications use this source where advertisements are made in local and national level newspapers. This helps in informing the candidates spread over different parts of the country. The advertisement contains information about the company, job description, and job specialization etc.

(4) Employment agencies: This is the good source of recruitment for unskilled and semiskilled jobs. In some cases, compulsory notification of vacancies of employment exchange is required by the law. The employment exchanges bring job givers in contact with job seekers.

(5) Educational institutions: Many jobs in business and industries have become increasingly varied and complex which need a degree in that particular area. That is why many big organizations maintain a close liaison with the colleges, vocational institutes and management institutions for recruitment of various jobs.

(6) Labour contractor: Often unskilled and semiskilled workers are recruited through labour contractors.

(7) Recommendations: Applicants introduced by friends, relatives and employees of the organization may prove to be a good source of recruitment. Many employers prefer to take such persons because something about their background is known.

SELECTION

- The process of selection leads to employment of persons having the ability and qualifications to perform the jobs which have fallen vacant in an organization.
- It divides the candidates into two categories; those will be offered employment and those who will not be.
- The basic purpose of the selection process is choosing right type of candidates to man various positions in the organization.
- In order to achieve this purpose, a well, organized selection procedure involves many steps and at each step more and more information is obtained about the candidates.

The steps involved in selection procedure are discussed below:

(1) Receipt of applications: Whenever there is vacancy, it is advertised or enquires are made from suitable sources and applications in standard form are received from the candidates. The applications give preliminary idea of the candidates like age, qualifications, experience etc., Standard forms make the application processing very easy.

(2) Screening of applications: Applications received from the candidates are screened by the screening committee and a list of candidates to be interviewed is prepared. Applicants can be called for interviews on some specific criterion like sex, desired age group experience and qualification. The number of candidates to be called for interview is five to seven times the number of vacant positions to be filled.

(3) Employment tests: Employment tests help in matching the characteristics of individuals with the vacant jobs so as to employ the right kind of people. Intelligent tests, Aptitude tests, proficiency tests, personality tests, interest tests etc. may be used for this purpose.

(4) Interviews: The employment tests do not provide the complete set of information about the candidate. Interview may be used to secure more information about the candidate. The main purpose of interview is to find out the suitability of the candidate, to seek more information about the candidate, to give an accurate picture of the job with details of terms and conditions. In addition, interview help to check the information given by the applicant in the application and to assess the capability and personality of the applicant. For senior positions, interviews may be in several stages. The preliminary interview is conducted by head of the department and the final interview is conducted by the selection committee consisting of chairman of the organization, head of the department, personal manager and outside experts. After all the candidates have been interviewed, a panel is proposed. The number of persons in the panel is generally about two to three times the number of vacancies to be filled up.

Background investigation and medical examination: Prior to final selection, the prospective employer normally makes an investigation about applicants past employment, education, personal reputation, police record etc., Medical and physical examination has three objectives: (1) It serves to ascertain applicant's capabilities to meet the job requirement. (2) It serves to protect organization against the unwarranted claims under worksman compensation. (3) It helps to prevent communicable diseases entering the organization.

A proper medical examination will ensure standards of health and physical fitness of the employees and reduce the rates of accidents, labour turnover and absenteeism.

Final selection: After a candidate has cleared all the hurdles in the selection procedure, he is formally appointed by issuing him an appointment letter or by concluding with him a service agreement. The appointment letter contains the terms and conditions of employment, pay scale and other benefits associated with the job.