

I. Meaning, Need, and Importance of Staffing

1. **Meaning of Staffing** Staffing is the managerial function of filling and keeping filled the positions in the organisation structure.

In simplest terms, it is 'putting people to jobs'. It is a continuous process in existing enterprises because new jobs are constantly created and existing employees may leave.

Staffing recognizes that the individual worker is the ultimate performer and the foundation of any organisation is its talented and hardworking people.

2. **Need and Importance of Staffing** Human resources are the most important asset of an organisation, and the ability to achieve goals depends entirely on their quality.

Rapid advancement in technology and the increasing size of organisations have made this function even more critical. Proper staffing ensures:

- **Discovery of Competent Personnel:** It helps in finding and obtaining the right people for various jobs.
- **Higher Performance:** By putting the right person on the right job, it ensures efficiency.
- **Survival and Growth:** It ensures the continued existence of the firm through succession planning for managers.
- **Optimum Utilisation of Human Resources:** By performing workload and workforce analysis, it avoids both overmanning (which increases costs) and under-utilisation of personnel.
- **Improved Job Satisfaction:** Objective assessment and fair rewards for contributions improve employee morale.

II. Staffing as a Part of Human Resource Management (HRM)

1. The Relationship Staffing is an inherent part of HRM, which is a specialized area requiring the expertise of many people.

While all managers perform staffing, in large organisations, a separate Human Resource Department is formed to handle complex human relations.

2. **Evolution of HRM** HRM has replaced the traditional concepts of labour welfare and personnel management.

It evolved from the need for a 'labour welfare officer' during the Industrial Revolution to the 'personnel manager' who handled recruitment and placement, and finally to the 'human resource manager' who views people as a valuable resource to be developed.

3. **Specialized Activities of HRM** HRM includes:

- Recruitment and job analysis to prepare job descriptions.
- Developing compensation and incentive plans.
- Training and development for career growth.
- Maintaining labour and union-management relations.
- Handling grievances, complaints, and legal complications.
- Providing social security and employee welfare.

III. Steps in the Staffing Process

The staffing process is a systematic series of steps to ensure the right person is in the right job.

1. **Estimating Manpower Requirements:** This involves workload analysis (assessing number and types of human resources needed) and workforce analysis (evaluating existing resources).

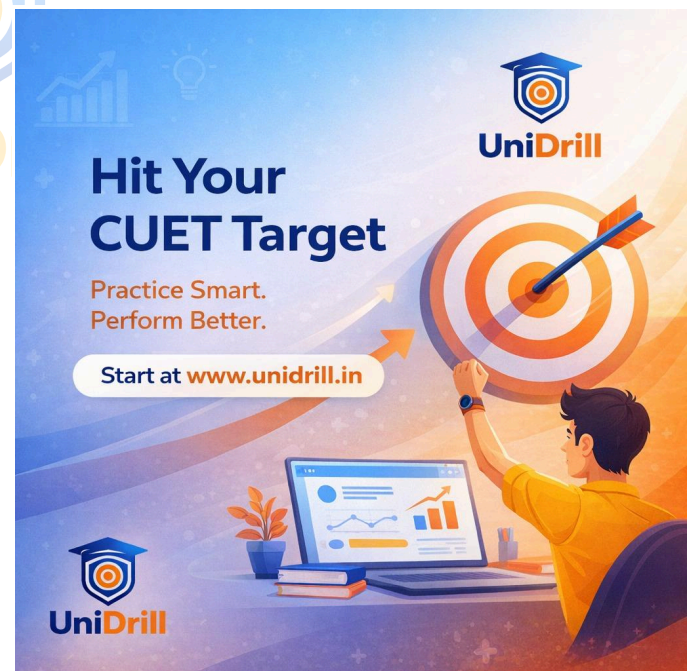
2. **Recruitment:** Searching for prospective employees and stimulating them to apply.
 3. **Selection:** The process of choosing the best candidate from the pool of applicants.
 4. **Placement and Orientation:** Introducing the employee to the workplace (orientation) and having them occupy their specific post (placement).
 5. **Training and Development:** Facilitating employee learning to strengthen competencies and provide career advancement.
 6. **Performance Appraisal:** Evaluating an employee's performance against predetermined standards and providing feedback.
 7. **Promotion and Career Planning:** Addressing long-term interests by placing employees in positions of increased responsibility.
 8. **Compensation:** Establishing direct financial pay (wages, salaries) and indirect rewards (insurance, vacations) based on the worth of the job.
- **Transfers:** Shifting an employee horizontally between departments or shifts without major changes in status or pay. It is useful for training and filling vacancies from over-staffed units.
 - **Promotions:** Vertically shifting an employee to a higher position with more responsibility and pay. This has a significant psychological impact on motivation.
 - **Merits:** They are economical, motivate employees to perform better, and simplify selection as the candidate's background is already known.
 - **Demerits:** It reduces the infusion of 'new blood' (fresh talent), can lead to lethargy, and is not an option for new enterprises.

IV. Recruitment: Meaning, Process, and Sources

1. Meaning and Process Recruitment is a 'positive process' aimed at attracting potential employees to the organisation.

The process involves identifying sources of labour supply, assessing their validity, and inviting applications.

2. Internal Sources of Recruitment



3. External Sources of Recruitment External sources provide a wider choice and fresh talent.

- **Direct Recruitment:** A notice on the office gate for casual or 'badli' workers.

- **Casual Callers:** Using a database of unsolicited applicants.
- **Advertisement:** In newspapers or professional journals for senior positions.
- **Employment Exchanges:** Government-run links between job-seekers and employers.
- **Placement Agencies/Management Consultants:** Private firms that screen candidates for a fee.
- **Campus Recruitment:** Liaison with management and technology institutes.
- **Recommendations of Employees:** Applicants introduced by existing staff.
- **Web Publishing:** Using dedicated job websites like naukaripao.com.
- **Merits:** Provides qualified personnel, wider choice, and brings in competitive spirit.
- **Demerits:** It is a costly and lengthy process and can cause dissatisfaction among existing staff.
- **Preliminary Screening:** Eliminating unqualified seekers based on their application forms.
- **Selection Tests:** Measuring characteristics such as:
 - Intelligence Tests: Measuring learning ability and judgment.
 - Aptitude Tests: Measuring potential for learning new skills.
 - Personality Tests: Probing emotions, reactions, and values.
 - Trade Tests: Measuring actual existing skills and knowledge.
 - Interest Tests: Identifying the pattern of an individual's involvement.
- **Employment Interview:** A formal, in-depth conversation to evaluate suitability.
- **Reference and Background Checks:** Verifying information through previous employers or teachers.
- **Selection Decision:** The final choice made by the concerned manager.
- **Medical Examination:** Ensuring the candidate is physically fit for the job.
- **Job Offer:** Issuing a letter of appointment.

V. Selection: Meaning and Process

1. Meaning of Selection Selection is the 'negative process' of choosing the best person out of a pool of candidates by eliminating the unsuitable ones.

2. The Selection Process

- **Contract of Employment:** Executing legal documents like the attestation form and specifying job title, pay, and work rules.

VI. Training and Development: Meaning, Need, and Methods

1. Meaning and Distinction

- **Training:** A short-term process to increase skills and abilities for specific jobs. It is job-oriented.
 - **Development:** An ongoing process for the overall growth of the individual's personality and potential. It is career-oriented.
 - **Education:** Increasing the general knowledge and understanding of basic principles.
- Internship Training: A joint programme where educational institutions and business firms cooperate.
 - Job Rotation: Shifting the trainee between departments to gain a broader understanding of the whole organisation.

- **Off-the-Job Methods (Learning before doing):**

- Classroom Lectures/Conferences: Conveying specific rules or procedures using audio-visuals.
- Films: Demonstrating skills not easily represented by other techniques.
- Case Study: Analyzing real-life managerial problems to develop solutions.
- Computer Modelling: Simulating a work environment to allow learning without high risks or costs.
- Vestibule Training: Employees learn on the actual equipment they will use, but in a separate area away from the work floor.
- Programmed Instruction: A logical, sequential learning package moving from simple to complex information.



2. Need for Training Rapid technological changes and the increasing complexity of jobs require employees to constantly upgrade their skills to avoid wastage of resources and improve productivity.

3. Training Methods Methods are categorized based on whether learning happens at or away from the workplace.

- **On-the-Job Methods (Learning while doing):**
 - Apprenticeship Programmes: Trainees work under the guidance of a master worker (e.g., electricians, plumbers).
 - Coaching: A superior guides and instructs the trainee as a coach, often grooming them for succession.