

STAFFING



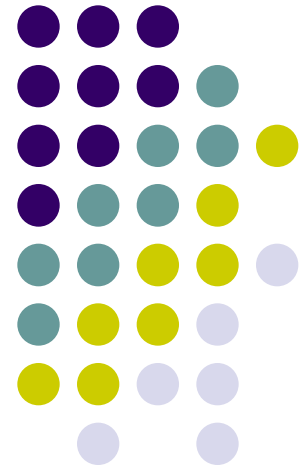
SWRK 4013: Social Welfare Administration

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Staffing: Concept & Definition



- The process of staffing starts after various jobs, positions and the organizational structure has been properly planned and decided.
- The organization now shall require people with the right knowledge, skills, aptitude and ability to undertake a particular job(s) identified. Since the situation or context in which an organization functions is dynamic, the people who would be appointed are expected to keep pace with the changing environment and ensure the continued success of the organization.
- Thus, the managerial function of **staffing** involves manning the organisation structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into the structure. (Koontz & O'Donnell)
- The managerial function of **staffing** is defined as filling, and keeping filled, positions in the organisation structure. (Koontz & Weihrich, 2012)

Staffing: Concept & Definition



- For effective execution of this vital step of staffing the organization has to identify the workforce requirement, draw an inventory of people available, and then recruiting, selecting, inducting & placing the new staff in their designated positions.
- It also involves performance appraisal of the staff, promoting the deserving ones, planning for the advancement of their careers, training & development so that they can function efficiently and effectively and can keep pace with the requirement of the organization and the accomplishment of its targets & goals.
- While selecting managers, the organization also has to keep in view the various concerns of leadership, team-building and supervisory skills of those who would be occupying key **managerial positions**.

Purpose of Staffing



- The purpose of staffing is to ensure that the right persons are there in the right place, at the right time and in right numbers.
 - ❑ It means people having the right knowledge & skills (human capital);
 - ❑ have to be appointed and assigned the right jobs/responsibilities according to their abilities & experience;
 - ❑ should be appointed when the organization needs them; and
 - ❑ in appropriate numbers depending upon the volume of assignment and target that has to be accomplished.
- Therefore, staffing is a difficult & challenging function since it is concerned with the human factor where accurate measurement and objective judgment of the person(s) are not possible.

Importance of Staffing



The key to staffing and for achieving success is -

- Identifying & obtaining **competent personnel**
- Placing the right person in the right job achieves higher performance
- Continuous survival & growth of organisation
- Ensure optimum utilization of human resources
- Improves job satisfaction & moral

Recruitment



- Recruitment refers to the process of identifying & creating an adequate pool of Qualified Candidates
- Once the number and type of personnel needed by the organization become known (*worked out during planning*), the process of recruitment starts.
- It refers to identifying (sources) and attracting candidates who have the **required abilities, attitudes and motivation** so as to meet the manpower requirement of the organization.
- It is a process of **reaching-out** to prospective employees and stimulating them to apply for jobs in the organisation. (E.B. Flippo)
- The employees or staff of any organization are much more important resources than other assets like buildings or equipment. Qualified and competent employees give an organization the competitive edge.

Sources of Recruitment



Following are the sources from where organizations normally recruit their staff: **Internal vs. External**

- External sources:
 - ❑ Advertisement in newspapers, magazines, journals, virtual media or social media like facebook, ticktok, e-newspaper, own website,
 - ❑ Employment Agencies
 - ❑ Educational Institutions
 - ❑ Campus Interview
 - ❑ Recommendation
 - ❑ Casual callers
 - ❑ Direct Recruitment (Emp. Exchange)
 - ❑ Labour contractors
 - ❑ Personal Contacts



Recruitment: Advertisement Policy

What is the advertisement policy:

- Where should the advertisement be published
- When should it be published
- What should be the Content of Advt. - Title
- No. of posts to be advertised
- Name of Post or Designation
- Experience (in yrs.) or Specialization required
- Special skills required if any
- Size of Advt. / Space and location (in newspaper on which page)
- What should be the appearance - Black & White or Multi-Colour

Recruitment: Selection



Meaning: Selection refers to the process involved in the choosing of the right type of candidates who shall fill-up various positions or vacancies in the organization.

Steps in the Selection Process:

- Applications are received by the due date (or it may be a rolling call for applications also)
- Initial Screening
- Preliminary Interview (could be telephonically held or through skype)
- Consolidated chart of candidates prepared based on Resumes or Bio-data

Continued.....

Recruitment: Selection



- **Tests** may be conducted: Written; Group Discussion; Psychology, Aptitude, or Proficiency Tests; Personal Interview conducted by a Panel of Experts (Selection Committee)
- References (are contacted for verification of candidates credentials)
- Short-listed candidates are called for **Personal Interview**
- Physical/medical examination of candidates done if required
- List of selected candidates including waiting list prepared and authenticated by Selection Committee
- Selection list is placed before the Competent Authority (Governing / Board of Directors etc.) for approval
- Selection Completed & Offer Letter issued

Recruitment: Placement & Induction



Placement refers to placing the right person in the right job and then followed by **Induction Training** or **Orientation**.

Induction or Orientation (Integration Process) refers to familiarization of the newly recruited employee with:

- Philosophy of the organization; Vision & Mission
- Goals/Objectives/Targets
- Organisation structure
- work & tasks assigned; skills required for execution of the tasks
- existing Employees working in a particular department he/she is placed
- the Superiors, Subordinates and co-workers
- Organisation as a whole
- Employee Benefits
- Service rules/Rules & Regulation/Policies



Recruitment: Objectives of Induction

- To build confidence in the employee to accomplish the expectations of the organization
- To create a sense of shared goals & objectives
- To develop/foster a close & cordial relationship between the old and new (employees)
- To ensure that new-comers do not develop any false impression of a lax work environment.
- To get acquainted with various physical infrastructure & facilities existing in the organization
- To get to know the domain of work, existing rules & regulations and the work culture of the department/organization

Recruitment: Benefits of Training

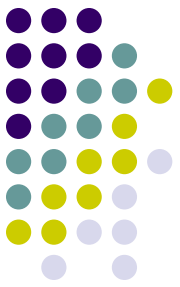


- Higher Performance
- Less Learning Period (Not by trial & error)
- Uniformity of Procedures or standardisation of work among all employees
- Manpower development & career building
- Economy in use of materials & equipment (efficiency in work)
- Less Supervision (which refers management by exception)
- High Morale
- Participative Management

Recruitment: **Types of Training**



- Orientation Training
- On-the -Job Training
- Safety Training
- Refresher Training
- Remedial Training
- Promotional Training



Increasing Recruiting Effectiveness

Organizations use multiple strategies to make the recruiting process effective. Whether a recruitment is effective or not this can be evaluated on the following basis (Mathis & Jackson, 2013 p.207):

- **Résumé mining**—a software approach to getting the best résumés for a fit from a big database
- **Applicant tracking**—an approach that takes an applicant all the way from a job listing to performance appraisal results
- **Employer career website**—a convenient recruiting place on an employer’s website where applicants can see what jobs are available and apply
- **Internal mobility**—a system that tracks prospects in the company and matches them with jobs as they come open
- **Realistic job previews**—a process that persons can use to get details on the employer and the jobs
- **Responsive recruitment**—whereby applicants receive timely responses

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THANKS

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THIS IS HOW WE CAN WIN THE WAR AGAINST
COVID-19

