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Unit V-Staffing

Sub: Principles of Management
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STAFFING



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Manpower Planning

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Training of Employees

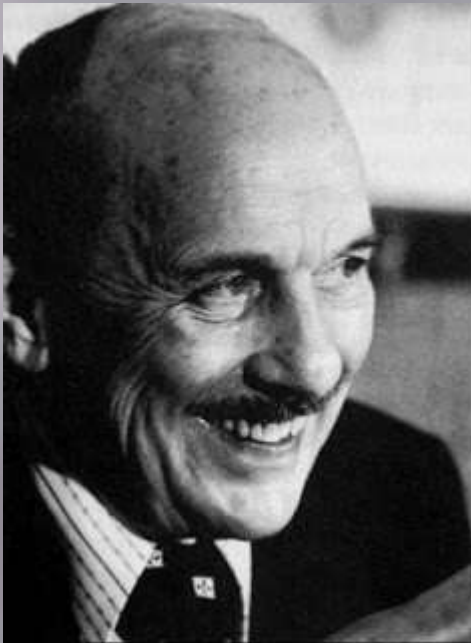
Employee Remuneration

Case Study

Introduction

The managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal and development of the personnel to fill the roles assigned to the employers/workforce.





"Staffing means filling and keeping filled, positions in the organisation structure."

**Harold
Koontz**

Nature of Staffing

- Staffing is an important managerial function.
- Staffing is a pervasive activity.
- Staffing is a continuous activity.
- The basis of staffing function is efficient management of personnel.
- Staffing helps in placing right men at the right job.
- Staffing is performed by all managers .

Factors Affecting Staffing

INTERNAL ENVIRONMENT

Promotion policy

Future Growth plans of Organization

Technology Used

Support from Top Management

Image of the Organization

EXTERNAL ENVIRONMENT

Labor Laws

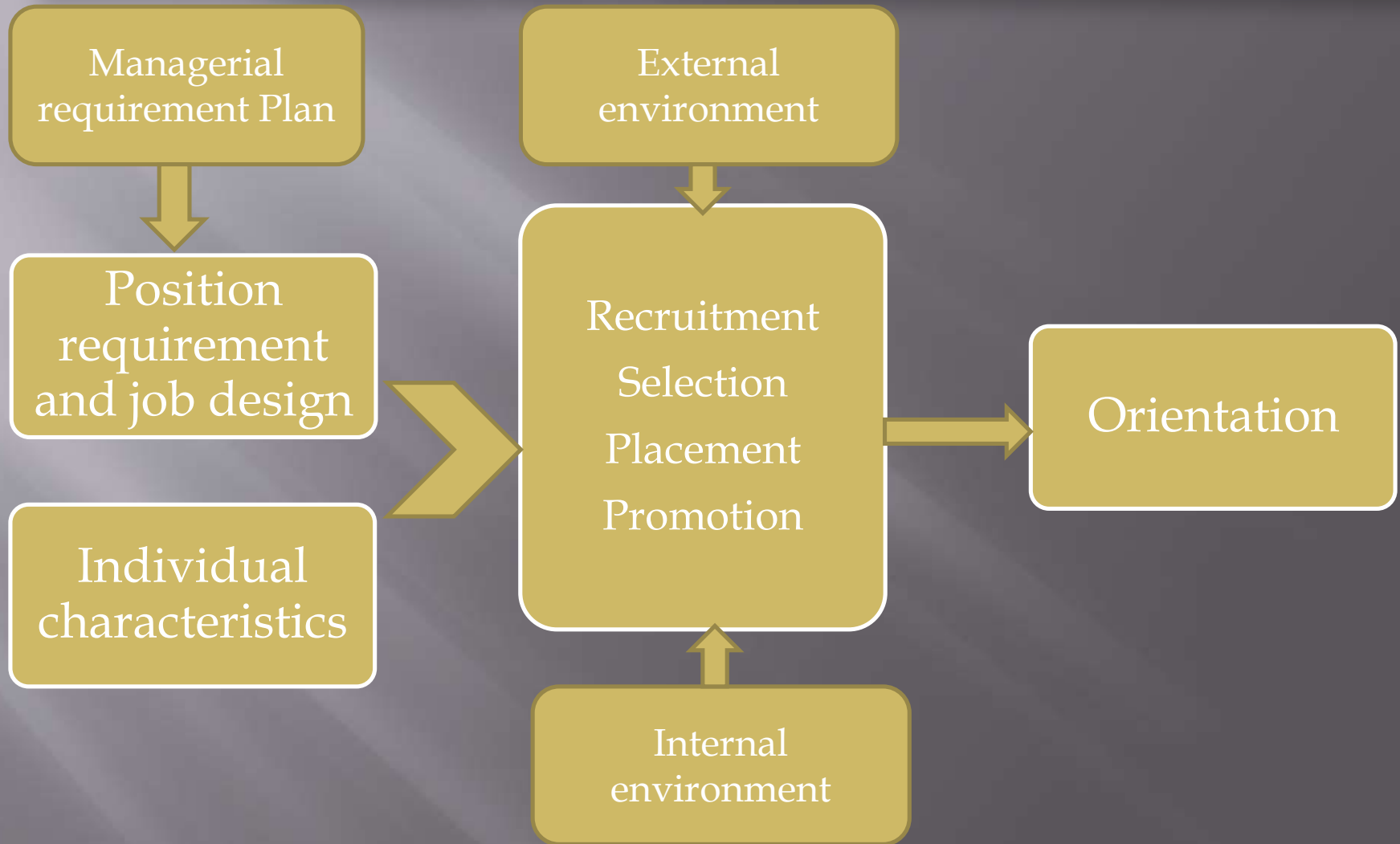
Pressure from Socio-political group

Competition

Educational Standards

Other external factors

Systems Approach



Staffing Process

- ▣ Manpower
- ▣ Recruitment
- ▣ Selection
- ▣ Orientation and Placement
- ▣ Training and Development
- ▣ Remuneration
- ▣ Performance Evaluation
- ▣ Promotion and transfer



Manpower Planning

- ▣ Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization.



Steps in Manpower Planning

- ▣ **Analysing the current manpower**
 - Type of organization
 - Number of departments
 - Number and quantity of such departments
 - Employees in these work units
- ▣ **Making future manpower forecasts-**
 - Expert Forecasts
 - Trend Analysis
 - Work Load Analysis
 - Work Force Analysis
- ▣ **Developing employment programmes**
- ▣ **Design training programmes**

Importance of Manpower Planning

- ▣ Key to managerial functions
- ▣ Efficient
- ▣ Motivation
- ▣ Better human relations
- ▣ Higher productivity



Obstacles in Manpower Planning

- ▣ Under Utilization of Manpower
- ▣ Degree of Absenteeism
- ▣ Lack of Education and Skilled Labour
- ▣ Manpower Control and Review
 - $\text{Productivity} = \text{Output} / \text{Input}.$
 - $\text{Employee Productivity} = \text{Total Production} / \text{Total no. of employees}$

Types of Recruitment

1. Internal Recruitment- is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization.

- a)Transfers

- b)Promotions

- c)Re-employment of ex-emplo



Continued..

2. External Recruitment- External sources of recruitment have to be solicited from outside the organization. But it involves lot of time and money.

a)Employment at factory level

b)Advertisement

c)Employment exchange

d) Employment agencies

e)Educational Institution

f)Recommendations

g)Labor contractors



Employee Selection Process

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people.



Different Process



Interviews



Tests



Assessment Centers

Interviews

- ▣ Every manager hired or promoted by a company is interviewed by one or more people.
- ▣ Techniques used to improve the interviewing process-
 - Interviewer-What to look for?
 - Should be prepared to ask the right questions
 - Conducting multiple interviews
 - Just one aspect of selection



Tests

- ▣ Primary aim of testing is to obtain data about applicants that help predict their probable success as managers.
- ▣ Some of the commonly used tests-
 - ✓ Intelligence tests
 - ✓ Proficiency and aptitude tests
 - ✓ Vocational tests
 - ✓ Personality tests



Assessment Centers

- ▣ A technique for selecting and promoting managers.
- ▣ The usual center approach is to have candidates take part in a series of exercises.
- ▣ During this period, they are observed and assessed by psychologists or experienced managers.
- ▣ A typical assessment center-
 - a) Various psychological tests
 - b) Management games
 - c) “In-basket” exercises

Difference between Recruitment and Selection

RECRUITMENT

It is an activity of establishing contact between employers and applicants.

It encourages large number of Candidates for a job.

The candidates have not to cross over many hurdles.

It is a positive approach.

It proceeds selection.

SELECTION

It is a process of picking up more competent and suitable employees.

It attempts at rejecting unsuitable candidates.

Many hurdles have to be crossed.

It is a negative approach.

It follows recruitment.

Placement

- ▣ Once the candidates are selected for the required job, they have to be fitted as per the qualifications.
- ▣ Placement is said to be the process of fitting the selected person at the right job or place, i.e. fitting square pegs in square holes and round pegs in round holes.
- ▣ Once he is fitted into the job, he is given a job description, he has to perform and also told about



Orientation

- ▣ During Orientation employees are made aware about the mission and vision of the organization
- ▣ Generally the information given during the orientation programme includes-
 - ✓ Employee's layout
 - ✓ Type of organizational structure
 - ✓ Departmental goals
 - ✓ Organizational layout
 - ✓ General rules and regulations
 - ✓ Standing Orders
 - ✓ Grievance system or procedure



Training of Employees

- ▣ Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job.
- ▣ Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.



Importance of Training

- ▣ Training is crucial for organizational development and success.
- ▣ It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.
- ▣ It also-
 - ✓ Improves morale of employees
 - ✓ Less supervision
 - ✓ Chances of promotion
 - ✓ Increased productivity



Employee Remuneration

- ❑ Employee Remuneration refers to the reward or compensation given to the employees for their work performances.
- ❑ Remuneration provides basic attraction to a employee to perform job efficiently and effectively.
- ❑ There are mainly two types of Employee Remuneration
 - ✓ Time Rate Method
 - ✓ Piece Rate Method



Any Questions?



