

STAFFING



DEFINITION OF STAFFING

- is the process of recruiting, selecting, and training of men. It means putting the right men on the right jobs.



The managerial function of staffing involves manning the organizational structure through proper and effective evaluation, selection and development of people to perform the roles.

However, some educators and authors in management consider staffing as part of organizing. But, there are number of reasons why staffing should be treated as a separate managerial function.

First, the actual recruitment and selection of organization positions include procedures not usually discussed in the function of organizing.

Second, is that all managers are responsible in the recruitment, selection and training of men within their respective departments and have too often overlooked the essential nature of their responsibility that should not be assigned only to the personnel manager.

Finally, staffing has developed into a relevant and important knowledge and practice in management.

THE STAFFING PROCEDURE

1. Human Resource Planning
2. Recruitment
3. Selection
4. Induction and Orientation
5. Training and Development
6. Performance Appraisal
7. Employment and Decision
8. Separations



HUMAN RESOURCE PLANNING

The planned output of any organization will require a systematic deployment of human resources at various levels.

Human Resource Planning may Involve Three Activities as follows:

1. **Forecasting** – which is an assessment of future human resource needs in relation to the current capabilities of organization.
2. **Programming** – which means translating the forecasted human resource needs to personnel objectives and goals.
3. **Evaluation and Control** – which refers to monitoring human resource action plans and evaluating their success.

NATURE OF STAFFING

All business organizations should focus their attention and be concerned about the effectiveness and efficiency of their employees, especially their managers. The function of staffing has to do with manning an organization structure so that it can completely operate in the present and future. This function must be considered as part and parcel of the whole system of management. The staffing function includes determination of manpower needs, the discovery of persons to fill these needs, their recruitment and employment, their placement and orientation and the rearrangement of team members through promotion and transfers.

NATURE OF STAFFING

Every manager, including the chairman of the board of the company, must handle some phases of staffing, even though the personnel department may provide technical help. The degree of importance given to the staffing function depends upon the size of the organization. In small organizations, the chairman of the board of the company performs this function.

MAIN OBJECTIVES OF STAFFING:

- To understand all function in an organization.
- To understand manpower planning so that people are available at right time and at right place.
- To understand issued related to job analysis and to overcome the problem.

IMPORTANCE OF STAFFING

The staffing function is a very important function of the management due to the following reasons.

- Staffing helps in discovering and obtaining competent personnel for various jobs.
- It helps in the optimum utilization of the human resources.
- It helps in developing professionals in every field of organizational activity.
- It helps to improve the quantity and quality of the output by putting the right person on the right job.

IMPORTANCE OF STAFFING

- It helps in developing competencies in the organization to face the challenges.
- It helps to improve job satisfaction of the employees and hence their morale.
- It facilitates higher productive performance of the organization by appointing right man for right job.
- It reduces the cost of manpower by eliminating the wastage of the human resources.
- It facilitates growth and diversification activities in the organization.
- It provides for the development of the employees and through them it ensures continuous survival and growth of the organization.

BENEFITS OF STAFFING

The benefits of an effective staffing function are as follows.

- Staffing helps in getting right people for the right job at the right time. The function of staffing enables the management to find out as to how many employees are needed and with what qualifications and experience.
- Staffing contributes to improved organizational productivity. Through proper selection the organization can enhance the quality of the employees, and through proper training the performances level of the employees can also improved.

BENEFITS OF STAFFING

- Staffing helps in providing job satisfaction to the employees and thus keeps their morale high. With proper training and development programs, their efficiency improves and they feel assured of their career advancements.
- Staffing maintains harmony in the organization. Through proper staffing, individuals are not just recruited and selected but their performance is regularly appraised and promotions made on merit. For all these, certain procedures are made and are duly communicated to all concerned. This fosters harmony and peace in the organizations.

RECRUITMENT



**Now
Hiring
People!**



RECRUITMENT

The process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization.

Steps in Recruitment

Step one

- Studying the Different Jobs in the Company and Writing Job Descriptions and Specifications (Job Analysis)

THE NATURE OF JOB ANALYSIS

Once jobs have been designed or redesigned, an employer's performance-related expectations need to be defined and communicated based on job analysis, a process by which information about jobs is systematically gathered and organized.

Job analysis

- the procedure for determining the tasks, duties, and responsibilities of each job and the human attributes (in terms of knowledge skills, and abilities) required to perform it.



Example of Job Analysis

Name	:	Marietta Tamaray
Position	:	Accounting Supervisor
Organization Relationship	:	
Reports to	:	Chief Accountant
Supervises	:	Bookkeeper II Bookkeeper I Accounting Representatives
Department	:	Office of the Controller
Section	:	Accounting
Company	:	Good Morning Corporation

Job description

- Defines the duties and responsibilities of a particular position. A description of the duties and responsibilities attached to the job enables the employment officer to determine the special qualification which an individual must possess in order to do the job successfully.



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Example of Job Description

Supervises and conducts activities relative to the maintenance of complete, accurate, and up-to-date accounting records of transactions, control and handling of funds, preparation of required reports and costing of products. Participates in the formulation of manpower and material resources within her jurisdiction.

Duties and Responsibilities

1. Plans and prepares work programs and ensures effective implementation thereof.
2. Verifies daily cash position reports to ensure proper implementation of cash handling.
3. Verifies petty cash resources, effects proper charging of accounts and ensures that reimbursement of expenses in accordance with finance policies and procedures.
4. Checks and counts petty cash fund handled by accounting representative and takes note of unauthorized and unliquidated advances.



GTRI[®]

GLOBAL TECHNOLOGY RESOURCES INC.

Job Description

Position/Title: Senior Accountant
Department: Finance
Status:
Last Revision: February 24, 2009
Salary Range: \$50,000 to \$70,000
Work Location: Denver, Colorado
Job Category:

Overview:

GTRI has quickly become one of the leading high-end solutions providers and technology consulting firms in the U.S. We focus on helping clients align IT investments with business strategy, reduce costs, and bridge the technology gap with emerging technologies and their adoption. Our end-to-end consulting solutions address client needs in IT Strategy and Planning, Infrastructure, Convergence, Cyber-Security, Data Storage & Transport, Network Architecture, Systems Management, and Project Management. Our integrated IT solutions help businesses develop their technical architectures, organizations, and core business processes for competitiveness, profitability, and growth.

We have a strong commitment to our values; business integrity and strong ethical practices, complete customer satisfaction, and employee recognition & growth.

Job Description:

The Senior Accountant reports to the Assistant Controller and is responsible for the monthly general ledger close, balance sheet and income statement analysis, and balance sheet and income statement presentation. The Senior Accountant is also responsible for the performance analysis and presentation of GTRI's Professional Service business unit.

Job specification

- Gives the specific qualifications required for the position, such as the following: amount and type of experience needed to perform the job, special training, skill and physical demands, special abilities and aptitudes, age, physical qualifications, and other requirements.



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Example of Job Specifications

- CPA, preferably MBA and with experience in computer operation
- At least five years experience on a Department Manager's level
- Female, at least 35 years old
- Reliable and trustworthy
- Of good moral character

Steps in Recruitment

Step two

- Requisition of New Employee

To inform the personnel department, the line supervisor or the department head concerned should accomplish a formal requisition form, indicating the position to be filled, the date when the new employee will be needed, his pay rate, the required qualifications of the employee, the job description, approval by the responsible official of the company, and other pertinent data.

Steps in Recruitment

Step three

- Actual Recruitment of Applicants

Recruitment is the process by which prospective applicants are induced to apply in the company in order that their qualifications for present and anticipated vacancies can be evaluated through sound screening and selection procedures.

Steps in Recruitment

Step three

- *Actual Recruitment of Applicants*

To make the selection truly discriminating there must be several qualified applicants from whom the final choice can be made. In this manner, the chance of drawing out the most qualified applicants for the position may be more discerning.

Sources of Labor/Applicants

Internal

- employees recruited within the company

External

- Applicants recruited through schools, references, advertisements, placement agencies, etc.

SELECTION



SELECTION

It refers to the act of choosing from those that are available from the individuals who are most likely will succeed on the job. The purpose of selection is to evaluate each candidate and to pick the most suited for the positions available. Selection procedures may be simple or complex depending on the cost of the decision.

Ways of Determining the Qualifications of a Job Candidate

1. Application banks
2. References
3. Interviews
4. Testing

Types of Test

1. Psychological Test – which an objective, standard measure of a sample behavior.

It is classified into:

- a. Aptitude Test – one used to measure person's capacity or potential ability to learn.
- b. Performance Test – one used to measure a person's current knowledge of a subject.
- c. Personal Test – one used to measure a personality traits as dominance, sociability, and conformity.
- d. Interest Test – one used to measure a person's interest in various fields of work.

2. Physical Examination – assess the physical health of an applicant.

**INDUCTION
AND
ORIENTATION**



INDUCTION

Involves the planned introduction of the employee with the organization.

ORIENTATION

It is the integration of the employee in the organization.

Induction is a short term process, whereas orientation lasts for a longer period. Induction is done at the introductory stage, which is then followed by the orientation.

TRAINING AND DEVELOPMENT



TRAINING AND DEVELOPMENT

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Two types of training programs are:

- a. Training program for nonmanagers
- b. Training and educational program for executives.

Types of Training Programs

1. Nonmanagers

- a. On-The-Job Training – where the trainer is placed in an actual work situation.
- b. Vestibule School – where the trainee is placed in a situation almost exactly the same as the workplace.
- c. Apprenticeship Program – where combination of on-the-job training and experiences with classroom instruction in particular subjects are provided to trainees.
- d. Special Courses – are those taken which provide more emphasis on education rather than training.

2. Managers

- a. Decision-Making Skills
- b. Interpersonal
- c. Job Knowledge
- d. Organizational Knowledge

Performance Appraisal



PERFORMANCE APPRAISAL

PERFORMANCE APPRAISAL

Performance appraisal is the measurement of employee performance.

The purposes for which performance appraisal is made are as follows:

- a. To influence, in a positive manner, employee performance and development;
- b. To determine merit pay increases;
- c. To plan for future performance goals;
- d. To determine training and development needs; and
- e. To assess the promotional potential.

Ways of Appraising Performance:

- a. Rating Scale Method – rater indicates the degree to which the individual possesses the trait or characteristic.
- b. Essay Method – the evaluator composes statement that best describe the person evaluated.
- c. Management by Objectives Method – specific goals are set collaboratively for the organization as a whole, for various submits, and for each individual member.
- d. Assessment Center Method – where one is evaluated by persons other than the immediate superior.

Ways of Appraising Performance:

- e. Checklist Method - the evaluator checks statements on a list that are deemed to characterize an employee's behavior or performance.
- f. Work Standards Method - standards are set for the realistic worker output and later on used in evaluating the performance of nonmanagerial employees.
- g. Ranking Method - each evaluator arranges employees in rank order from the best to the poorest.
- h. Critical Incident Method - the evaluator recalls and writes down specific but critical incidents that indicate the employee's re performance.

Employment Decisions

- a. Monetary rewards – these are given to employees whose performance is at par or above standard requirements.
- b. Promotion – this refers to a movement by a person into a position of higher pay and greater responsibilities and which is given as a reward for competence and ambition.
- c. Transfer – this is the movement of a person to a different job at the same or similar level of responsibility in the organization.
- d. Demotion – this a movement from one position to another which has less pay or responsibility attached to it.



SEPARATION

SEPARATION

Separation is either a voluntary or involuntary termination of employee.

- a. **Voluntary** – organization management must find out the real reason. If the presence of a defect in the organization is determined, corrective action is necessary.
- b. **Involuntary** – is the last option that the management exercises when an employee's performance is poor or when he/she committed an act violating the company rules and regulations.

THE END!