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Senior High School

TEACHERS' TRAINING FOR THE

K^{to} 12

BASIC EDUCATION PROGRAM

Chapter 5 – Staffing

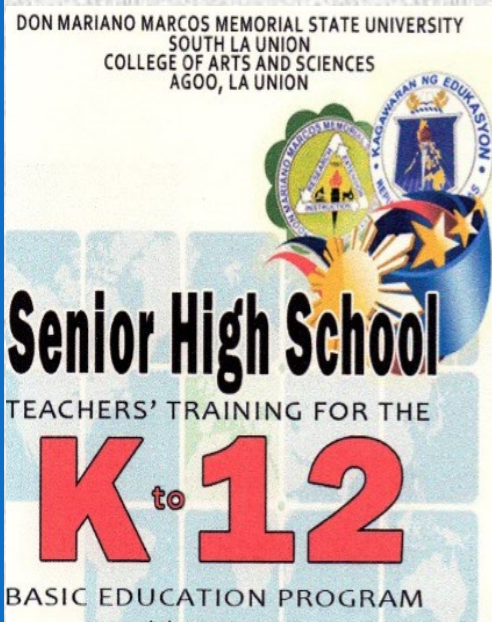
Organization and Management

(K to 12 Senior High School ABM Specialized Subject)

Prepared by: MR. ARIEL D. CASTILLO
12 ABM – St. Teresa of Avila

As you read and study this chapter, concentrate on the following learning objectives, and at the end of the chapter be able to:

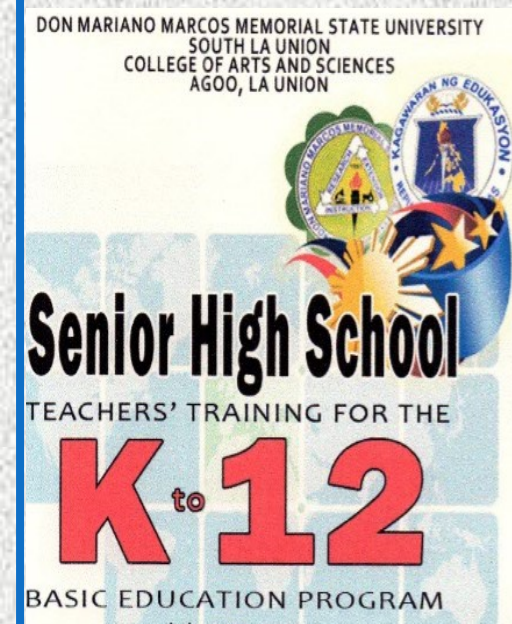
- 1. Discuss the nature of staffing;**
- 2. Explain the steps in the recruitment and selection process;**
- 3. Recognize the different training programs;**
- 4. Identify the policy guidelines on compensation, wages, and performance evaluation or appraisal;**
- 5. Discuss the importance of employee relations;**
- 6. Differentiate various employee movements; and**
- 7. Realize the importance of adopting an effective rewards systems.**



Lesson 1: Definition and Nature of Staffing

Staffing, according to Dyck and Neubert (2012), is the human resource function of identifying, attracting, hiring, and retaining people with the necessary qualifications to fill the responsibilities of current and future jobs in the organization.

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



What is Staffing?

- the process of recruiting, selecting and training of men.
- putting the right men on the right jobs.
- involves manning the organizational structure through proper and effective evaluation, selection and development of people to perform the roles.



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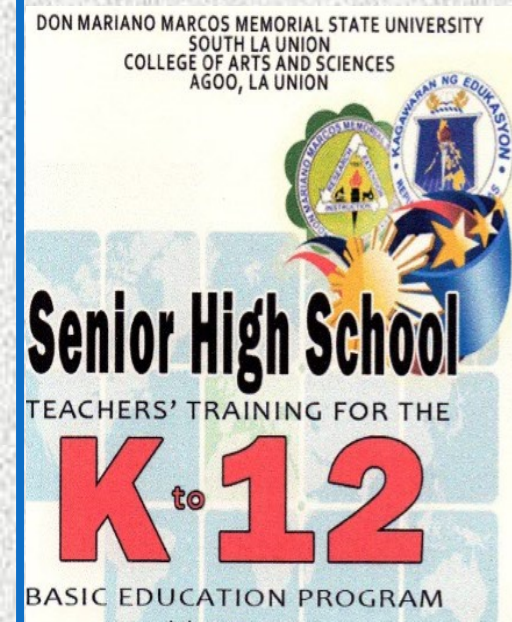
Nature of Staffing

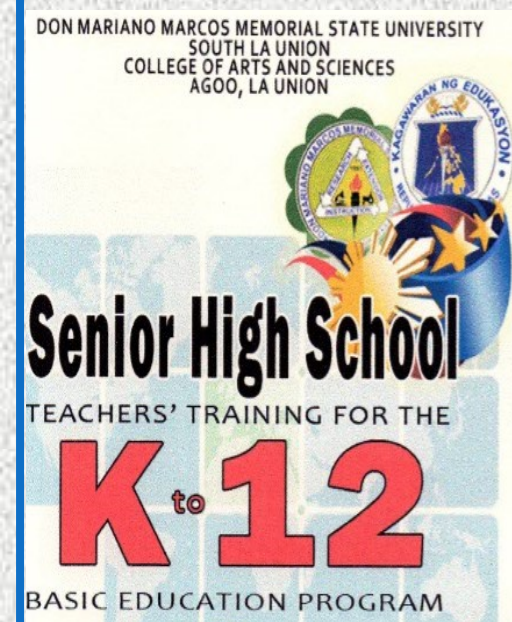
- All business organizations should focus their attention and be concerned about the effectiveness and efficiency of their employees especially their managers.
- the staffing function includes the determination of manpower needs, the discovery of persons to fill these needs, their recruitment and employment, their replacement and orientation and the rearrangement of team members through promotion and transfers.



(2) Two main components of Staffing

1. **RECRUITMENT-** is the process of encouraging or influencing applicants to apply for a certain vacant position.
2. **SELECTION-** is the process of getting the most qualified applicant from among different job seekers.





HIRING - accepting the applicants based on the standards.

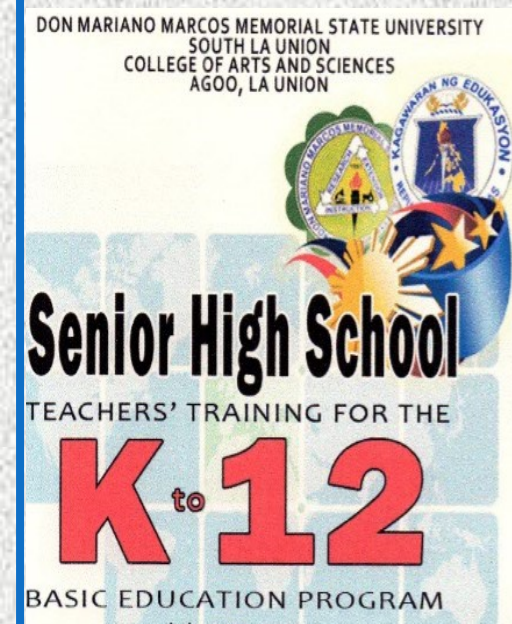
ORIENTATION - giving the bird's eye view about the company and duties and responsibilities.

TRAINING AND DEVELOPMENT - is the systematic development of the attitude/knowledge/behavior patterns for the adequate performance of a given job or task.

PERFORMANCE APPRAISAL - evaluation of employees.

Staffing includes the following steps:

1. The identifying of job position vacancies.
2. Checking internal environment of the organization for human resources.
3. External recruiting.
4. Selecting those with essential qualifications for the jobs opening.
5. Placing the selected applicant.
6. Promoting
7. Evaluating performance
8. Planning of employee's career
9. Training of human resources, and
10. Compensating human resources.

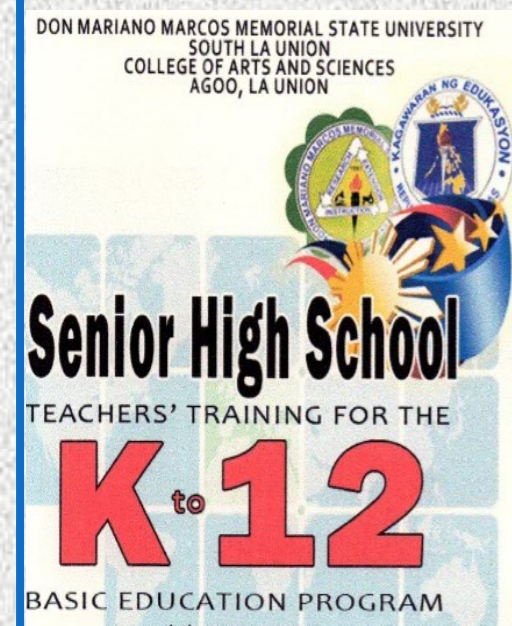


Lesson 2: Recruitment

Recruitment - a set of activities designed to attract qualified applicants for a of position vacancies in an organization.

External Recruitment – refers to recruitment from outside sources.

Internal Recruitment – refers to recruitment done within the organization.





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What is Recruitment?

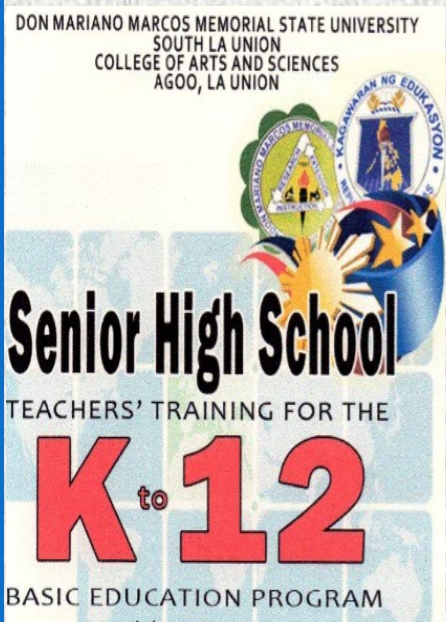
- the process of encouraging, inducing, or influencing applicants to apply for a certain vacant position.
- whenever there are vacancies, it is necessary to find a person to fill those vacancies .
- some organizations do not wait until the vacancy arises, but they anticipate such vacancies and new openings in the short and long run and thus plan for the future needs.

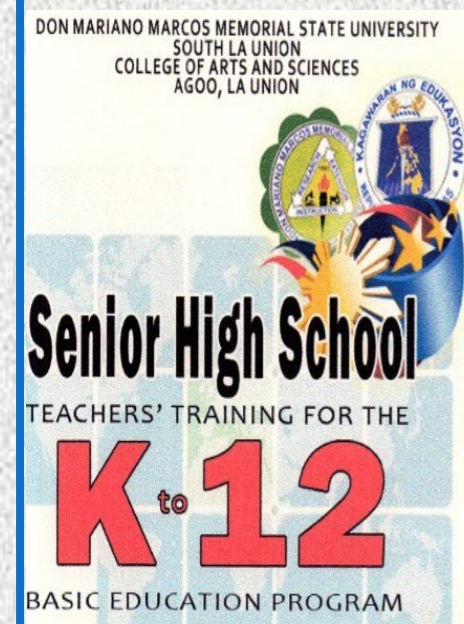


Department of Labor and Employment (DOLE) - is the national government agency mandated to formulate policies and implement programs in the field of labor and employment.

Methods of External Recruitment includes;

1. **Advertisements** - through websites, newspaper, trade journal, radio, television, billboards, poster, and e-mails among others.
2. **Unsolicited Application** – received by employers from individuals who may or may not be qualified for the job openings.
3. **Internet Recruiting** – independent job board on the Web commonly used by seekers and recruiters to gather and disseminate job opening information.





4. Employee Referrals – are recommendations from the organizations present employees who usually refers friends and relatives who they think are qualified for the job.

5. Executive Search Firms – also known as head hunters help employers find the right person for a job. Such firms seek out candidates with qualifications that match the requirements of the job opening that their client company hopes to fill.

6. Educational Institutions – good sources of young applicant or new graduates who have formal training but with very little work experience.

7. Professional Associations – may offer placement services to their members who seek employment.

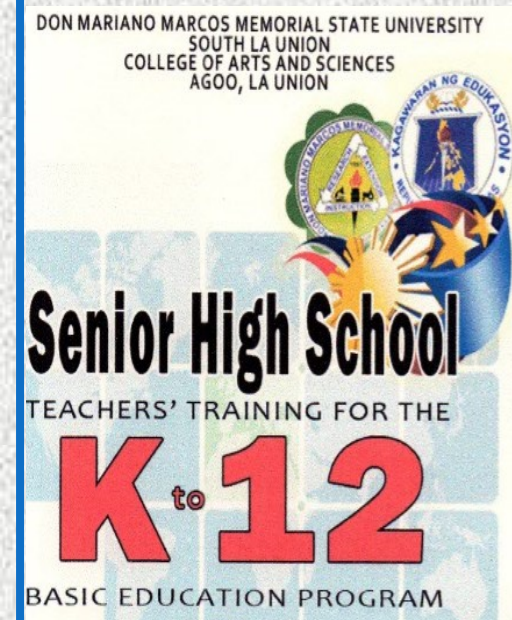
8. Labor Unions - possible sources of applicants for blue-collar and professional jobs.

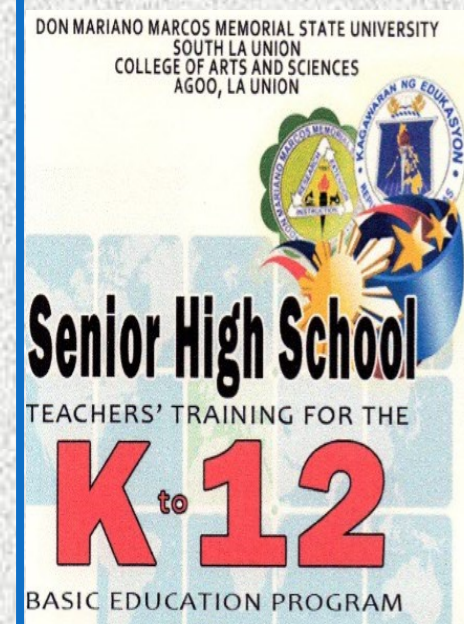
9. Public and Private Employment Agencies – may also be good sources of applicant for different types of jobs vacancies for they usually offer free services while private ones charge fees from both the job applicant and the employers soliciting referrals from them.

Lesson 3: Selection

Selection - the process of choosing individuals who have the required qualifications to fill present and expected job openings.

Interview - the determining of an applicants qualifications in order to gauge his or her ability to do the job.





The Selection Process typically includes the following steps:

1. Establishing the selection criteria.
2. Requesting applicants to complete the application form.
3. Screening by listing applicants who seem to meet the set criteria.
4. Screening interview to identify more promising applicants.
5. Interviews by the supervisor/manager or panel interviewers.
6. Verifying information provided by the applicants.
7. Requesting the applicant to undergo psychological and physical examination.
8. Informing the applicant that he or she has been chosen for the position applied for.

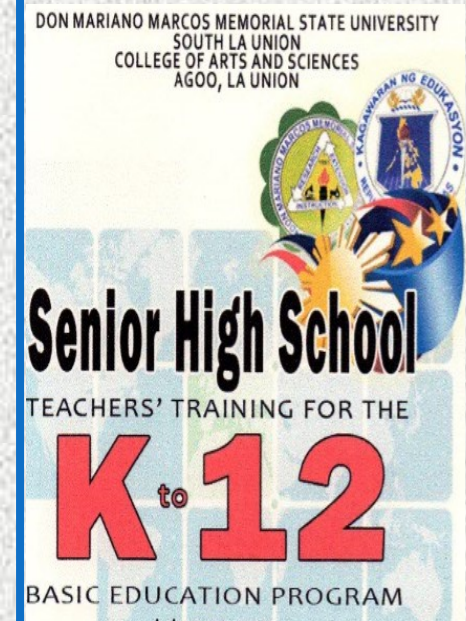
Types of Job Interviews

Structures Interview - the interviewer asks the applicant to answer a set of prepared questions – situational, job knowledge, job simulation, and worker requirements questions.

Unstructured Interview - the interviewer has no interview guide and may ask questions freely.

One-on-one Interview - one interviewer is assigned to interview the applicant.

Panel Interview - several interviewers or a panel interviewer may conduct the interview of applicant; three to five interviewers take turns in asking questions.



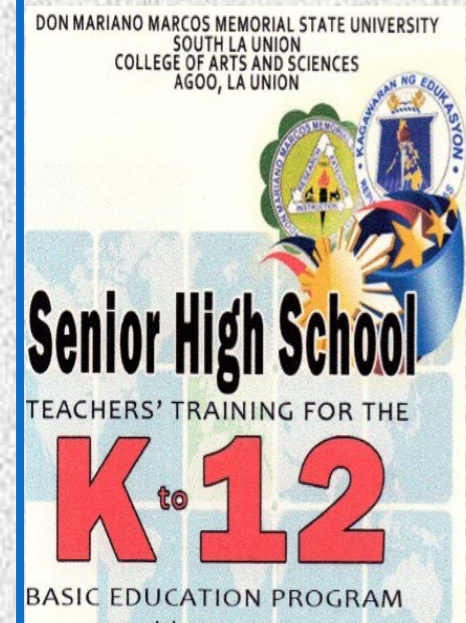
Types of employment tests

Intelligence Test - designed to measure the applicants mental capacity; test his or her capacity, speed of thinking, and ability to see relationship in problematic situations.

Proficiency and Aptitude Tests - tests his or her present skills and potential for learning other skills.

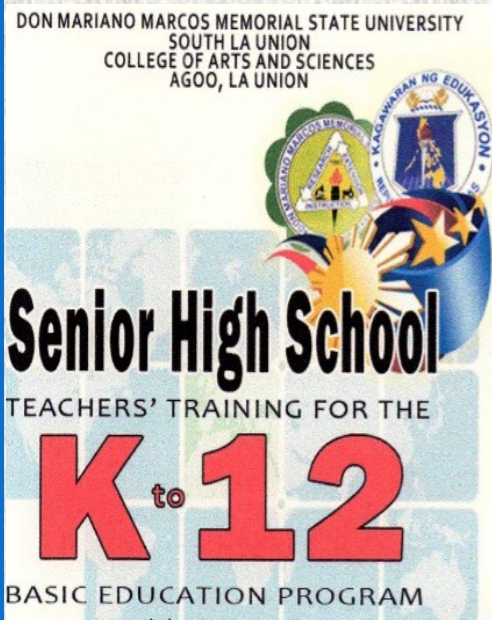
Personality Tests - designed to reveal the applicants personal characteristics and ability to relate with others.

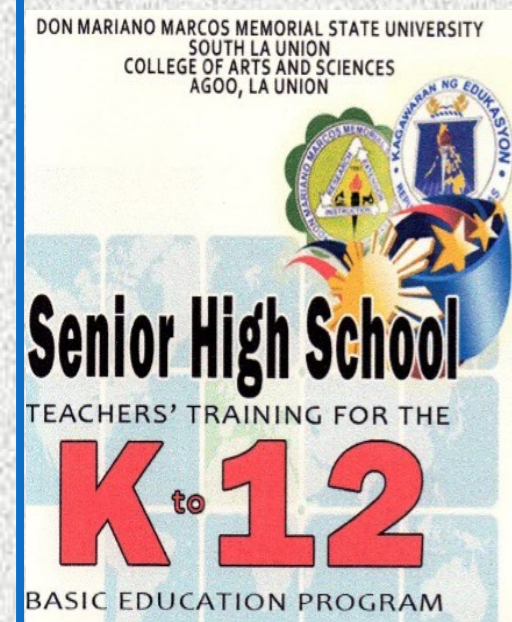
Vocational Tests - tests that show the occupation best suited to an applicant.



Lesson 4: Training and Development

Both training and development are essential to achieve success in today's organizations. In order to have an edge over their rival organizations, managers must to it that their human resources have the necessary knowledge and expertise; training and development work toward this end by providing continuous learning activities and opportunities.





Training - refers to learning given by organizations to its employees that concentrates on short-term job performance and acquisition or improvement of job-related skills.

Development - refers to learning given by informations to its employees that is geared towards the individuals acquisition and expansion of his or her skills in preparation for future job appointments and other responsibilities.

Implementing the Training Program

Various types of training program implementation include; **on-the-job training, apprenticeship training, classroom instruction, audio-visual method, simulation method, and e-learning.**

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Role Of Training & Development

Increase in Efficiency

Increase in Morale of Employees

Better Human Relations

Reduced Supervision

Increased Organizational Viability
and Flexibility.

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Training & Development Process

Determine T&D Needs



Establish Specific Objectives



Select T&D Methods



Implement T&D Programs



Evaluate T&D Programs

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Determining Training and Development Needs



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Establishing Training and Development Objectives

- Desired end results
- Clear and summarize objectives must be formulated

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Select T&D Methods

- On the job training
 - Mentoring
 - Coaching
 - Job Rotation
 - Internships
- Off the job training
 - Distance Learning and Videoconferencing
 - Classroom Programs
 - Simulations
 - Role Playing

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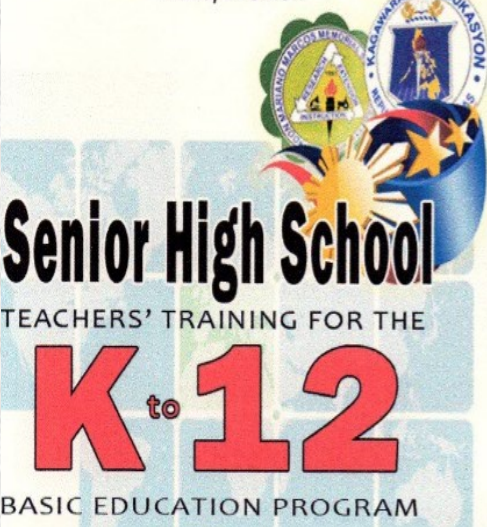
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Implementing Human Resource Development Programs

- Implies change
- Qualified trainers must be available
- Trainers must understand company objectives

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Evaluation



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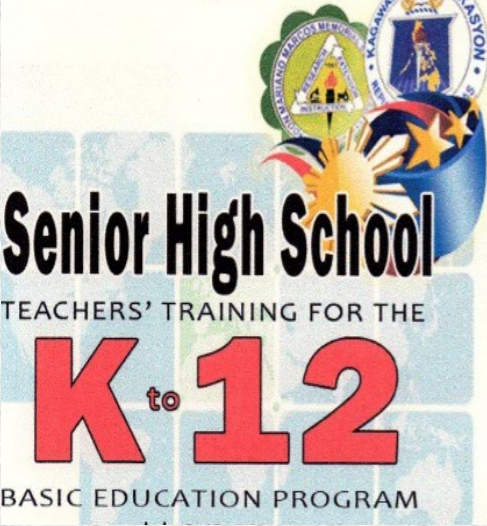
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Criteria for Evaluation

- Reactions
- Learning
- Behavior – *Transfer of Training*
- Results or Return on Investment (ROI)

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Factors Influencing Employee T&D

Training and Development

Top Management Support

Training and Development

Technological advances

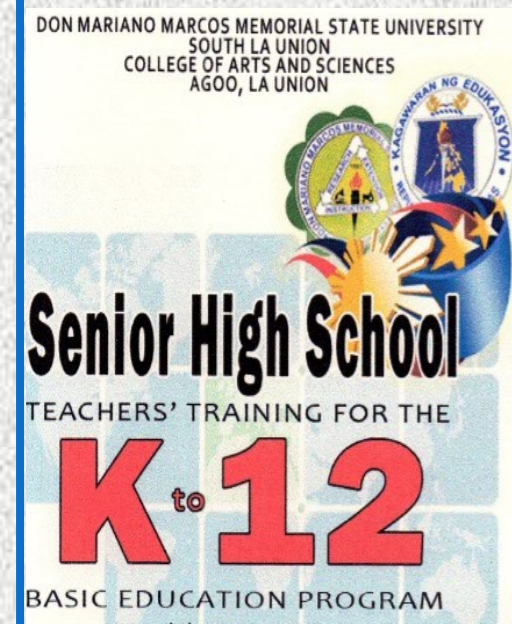
Training and Development

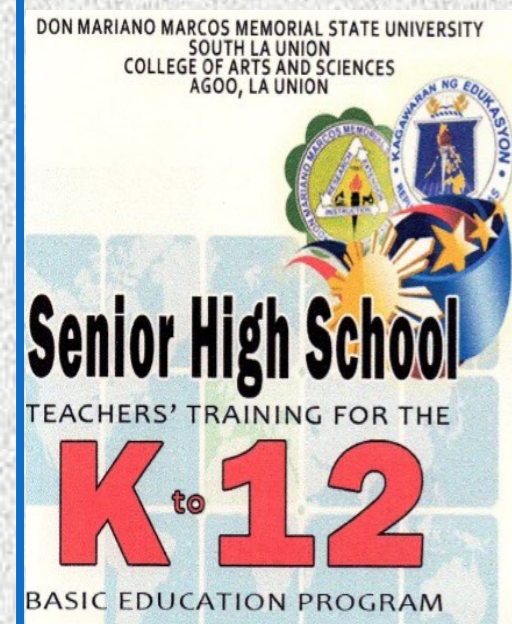
Learning Style

Lesson 5: Compensation / Wages and Performance Evaluation

Compensation/Wages - all forms of pay given by employers to their employees for the performance of their jobs.

Performance Evaluation - a process undertaken by the organization, usually done once a year, designed to measure employees work performance.



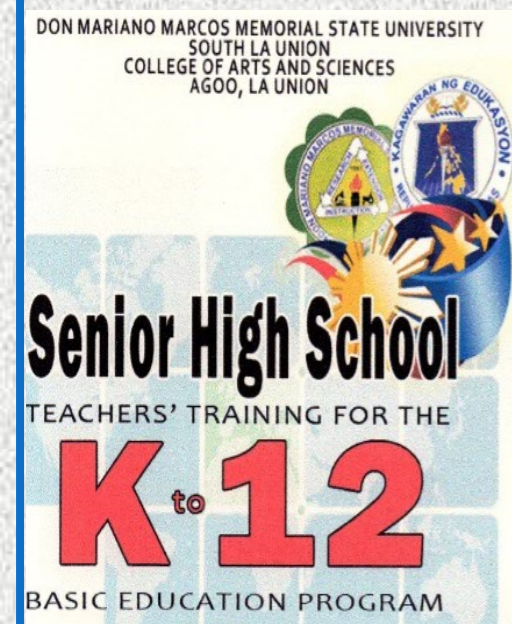


Types of Compensation

Direct Compensation - includes workers salaries, incentives pays, bonuses, and commissions.

Indirect Compensation - includes benefits given by employees other than financial remunerations; for example travel. Educational and health benefits, and others.

Non-Financial Compensation - includes recognition programs, being assigned to do rewarding jobs, or enjoying management support, ideal work environment, and convenient work hours.



Bases for Compensation

Employees may be compensated based on the following:

Pieces Basis - when pay is computed according to the number of units produced.

Hourly Basis - when pay is computed according to the number of work days rendered.

Daily Basis - when pay is computed according to the number of work week rendered.

Weekly Basis - when pay is computed according to the number of work weeks rendered.

Monthly Basis – when pay is computed according to the number of months rendered.

Compensation Policies

- Pay-for performance standard
- No pay secrecy – open policy
- Different compensation options/plan for each level of managerial employee
- Competitive base salary (merit pay program)
- Short-term incentives - bonuses
- Long-term incentives – stock plans
- Indirect compensation- general benefits
- Nonfinancial compensation –perks eg: employee recognition program, special relocation benefits,

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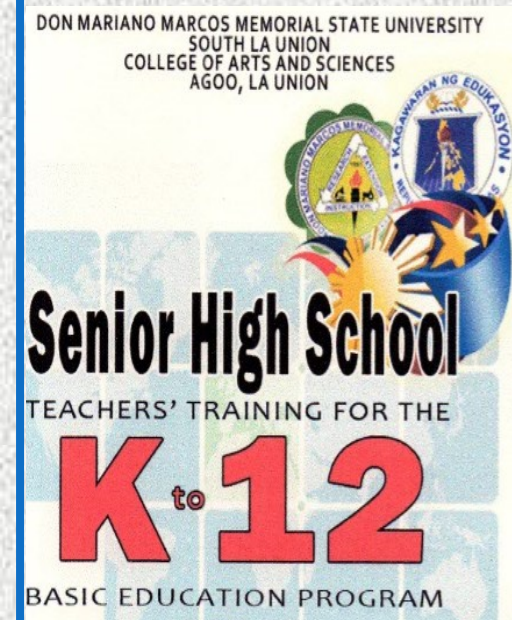
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Benefits Objectives

- Improve employee work satisfaction
- Meet employee health and security requirements
- Attract and motivate employees
- Reduce turnover
- Maintain a favorable competitive position

Core Benefits

- Health care
- Day care
- Cellular phone
- Food services
- Housing and moving expenses



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PERFORMANCE APPRAISALS

Reasons for Appraisals

- Compensation "Pay for Performance"
- Job Performance Improvements
- Feedback to Subordinates
- Documentation for Decisions
- Goal Setting - Later Evaluation
- Promotion Decisions
- Identify Training Needs
- HR Planning

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Who Performs the Appraisal?

- Immediate Supervisor
- Higher Management
- Self-Appraisals
- Peers (Co-Workers)
- Evaluation Teams
- Customers
- “360° Appraisals”



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Supervisor Appraisal

- Performance appraisal done by an employee's manager and often reviewed by a manager one level higher.



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Self-Appraisal

- Performance appraisal done by the employee being evaluated, generally on an appraisal form completed by the employee prior to the performance review.



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Subordinate Appraisal

- Performance appraisal of a superior by an employee, which is more appropriate for developmental than for administrative purposes.



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Peer Appraisal

- Performance appraisal done by one's fellow employees, generally on forms that are complied into a single profile for use in the performance interview conducted by the employee's manager.



Team Appraisal

- Performance appraisal, based on TQM concepts, that recognizes team accomplishment rather than individual performance.



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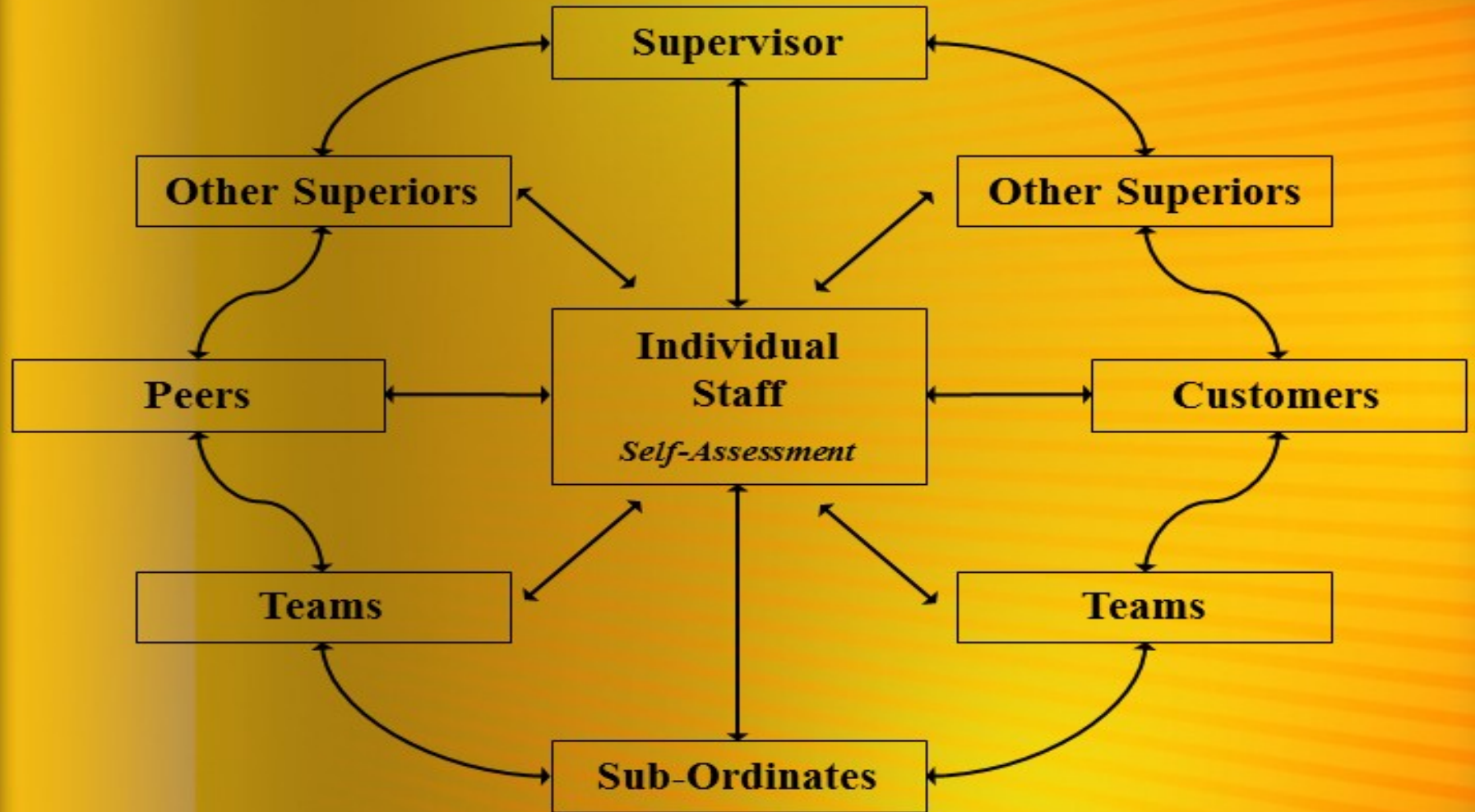
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The 360° Appraisal Interview



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Appraisal Methods

- Rating Scales
- Essay
- Management by Objectives
- Check Lists by Key Words
- Forced Choice Statements
- Ranking of Employees

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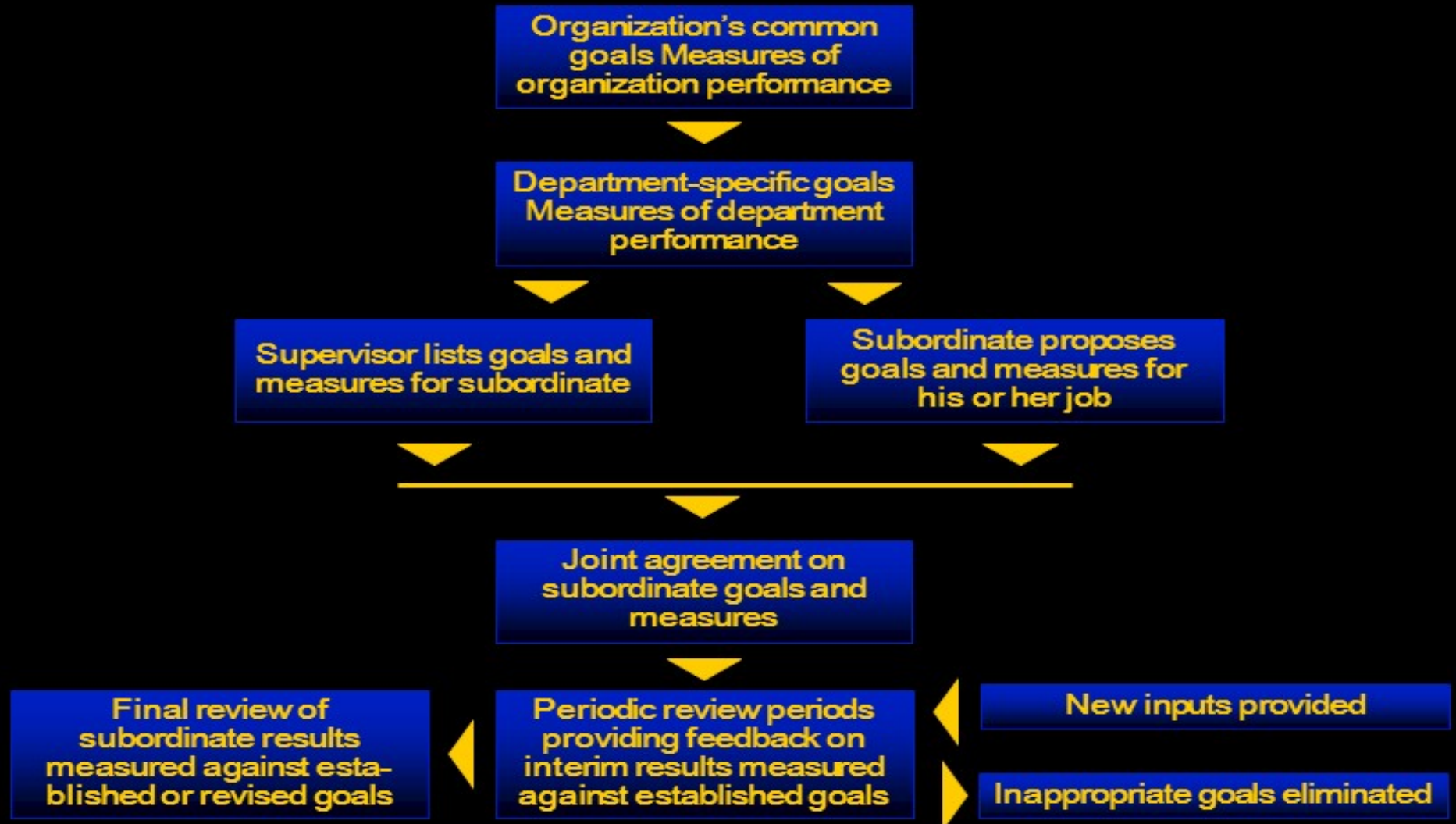
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Measuring Performance



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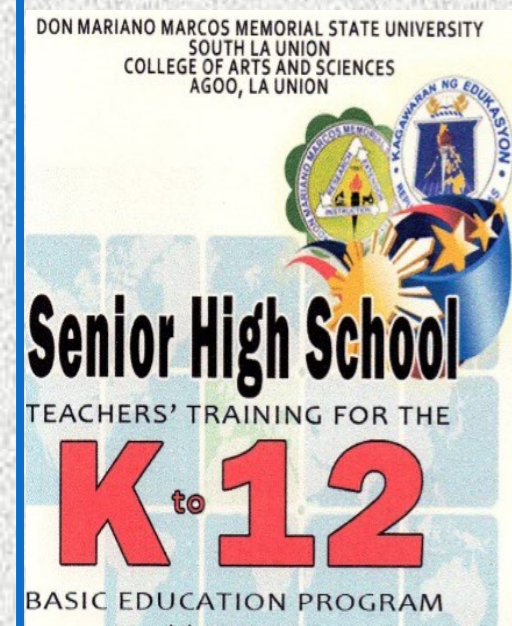
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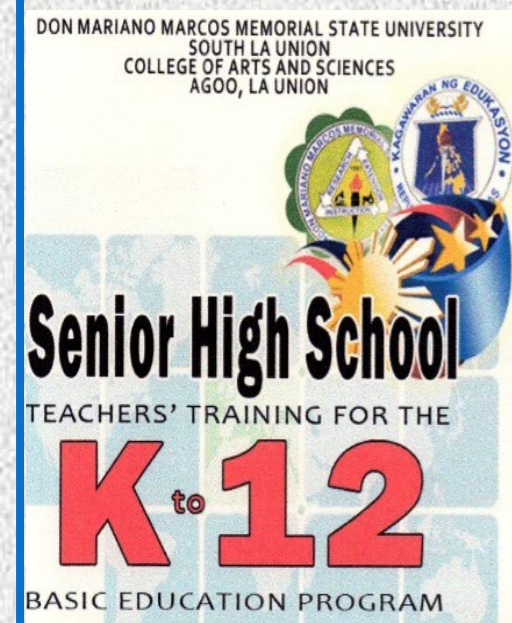
Lesson 6: Employee Relations

Employee Relations - the connection created among employees/workers as they do their assigned tasks for the organization to which they belong.

(3) Three types of Employees

- 1. Engaged** - employees who work with passion and feel a deep connection with their company.
- 2. Not Engaged** - they put time, but not energy or passion, into their work.
- 3. Actively Disengaged** - employees who are not only unhappy at work, but also act out their unhappiness.





Importance of Employee Relations

1. There are several issues on which an individual cannot take decisions alone.
2. Work becomes easy if it is shared among all.
3. The organization becomes a happy place to work if the employees work together as a family.
4. An individual feels motivated in the company of others whom he can trust and fall back on whenever needed.
5. Healthy employee relations also discourage conflicts and fights among individuals.
6. It is wise to share a warm relation with your fellow workers, because you never know when you need them.

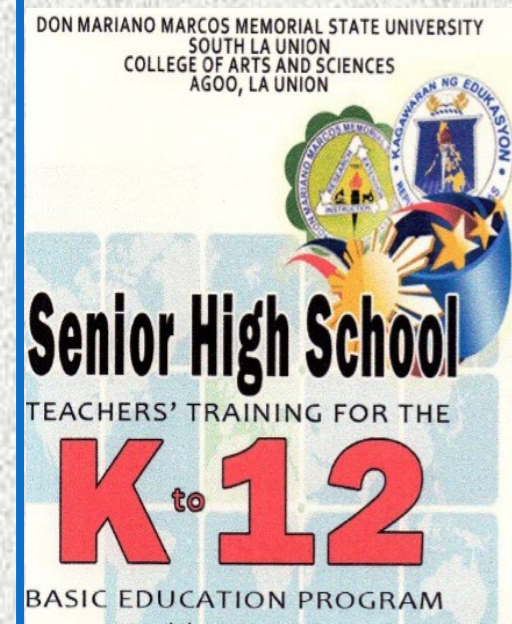
Lesson 7: Employee Movements

Labor Union - is a formal union of employees/workers that deals with employees, representing workers in their pursuit of justice and fairness and in their fight for their collective or common interests.

Employee Movements - series of actions initiated by employee groups towards an end or specific goal.

Unionism - the principle of combination for unity of purpose and action.

Grievance Procedure - is a formal procedure that authorizes the union to represent its members in processing a grievance or complaint.



Steps in Union Organizing

Terry Moser, an expert union organizer, was credited by Snell and Bohlander (2011) for the following union-organizing steps:

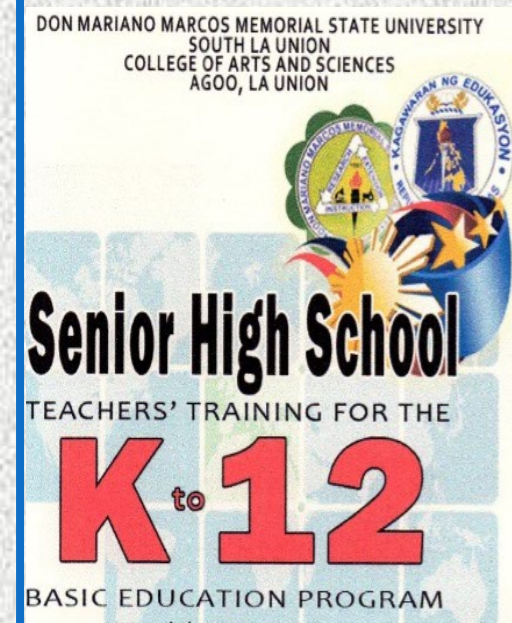
Step 1. Employee/Union Contact

Step 2. Initial Organizational meeting

Step 3. Formation of in-house organizing committee

Step 4. If a sufficient number of employees support the union movement, the organizer request for a representation election or certification election.

Step 5. End of Union organizing

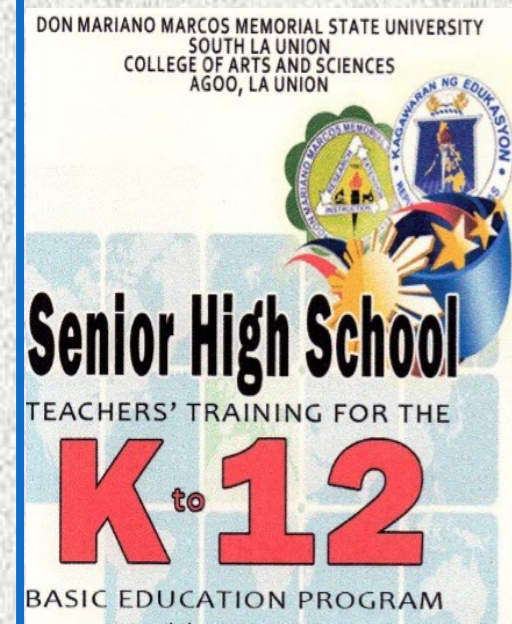


Lesson 8: Rewards System

Reward System - gift, prize or recompense for merit, service or achievement, which may have a motivating effect on the employee.

(2) Types of Rewards

- 1. Monetary Rewards** - refers to money, finance or currency reward, includes *pay/salary, benefits, incentives, executive pay and stock options*.
- 2. Non-monetary Rewards** - refers to intrinsic rewards which do not pertain to money or finance, includes *awards and praise*.



Activity 5

Answer the following questions in a yellow pad paper:

- 1. What are the interventions done by DOLE to address unemployment in the Philippines?**
- 2. In your opinion, which is a better method of job interview, structured or unstructured? Explain your choice.**
- 3. How important is effective employee relations in achieving the goals of the company?**

