



Sixth/ Seventh Semester B.E (All branches) Essentials of Management HSS-302/401



Staffing

- **Staffing** is the process of hiring, positioning and overseeing employees in an organisation.



Nature and purpose of Staffing:

“It is defined as filling and keeping filled, positions in the organizational structure”

It includes:

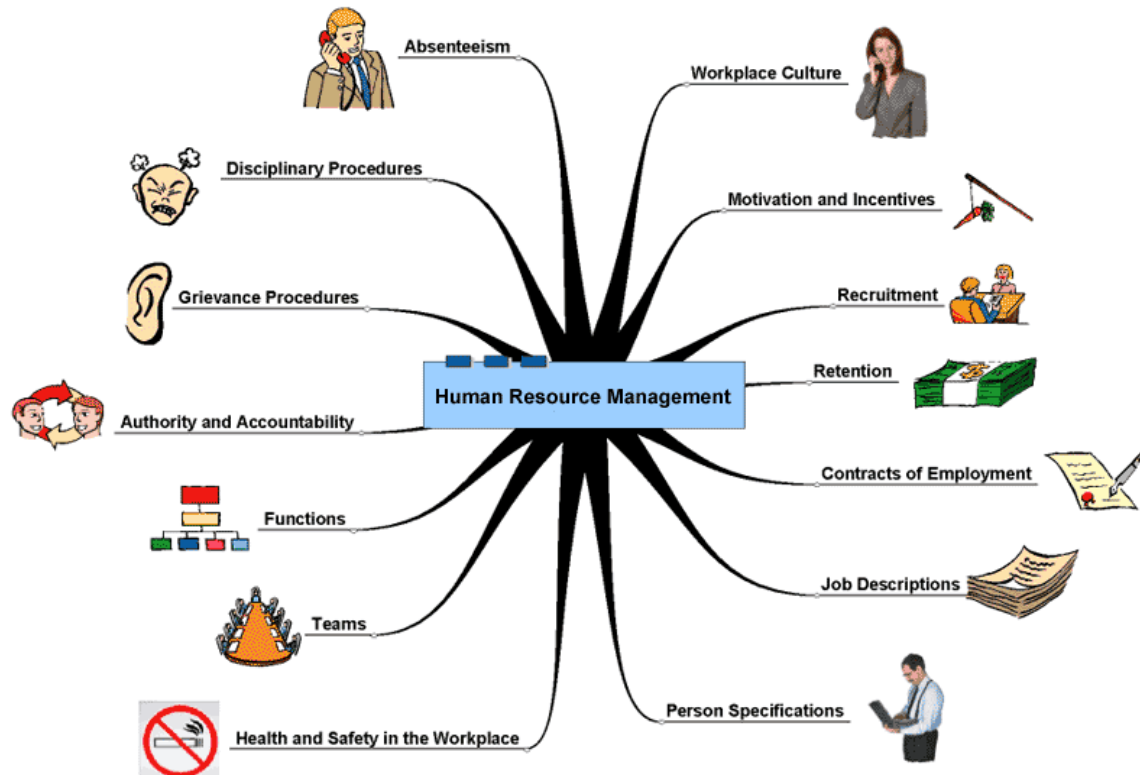
- Identifying work force requirements.
- Inventorying the people available.
- Recruiting, selecting, placing, promoting, appraising, planning the careers of, compensating and training or otherwise developing both candidates & current job holders to accomplish their tasks effectively & efficiently.

Activities of staffing



Human Resource Management

The integration of all processes, programs, and systems in an organization that ensure staff are acquired and used in an effective way.



Staffing (Human Resource Management)

HR is multidisciplinary: It applies the disciplines of

- Economics (wages, markets, resources),
- Psychology (motivation, satisfaction),
- Sociology (organization structure, culture) and
- Law (min. wage, labor contracts)

What HR Professionals Do?

- HR planning
- Recruitment & Selection
- Training and development
- Compensation & Performance review
- Labor relations



Human Resource Planning



Human Resource Planning

The process of systematically reviewing HR requirements to ensure that the required number of employees, with the required skills, are available when they are needed



Definitions

- **Job** - Consists of a group of tasks that must be performed for an organization to achieve its goals
- **Position** - Collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization
- **Job analysis** - Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization
- **Job description** – document providing information regarding tasks, duties, and responsibilities of job
- **Job specification** – minimum qualifications to perform a particular job

Job analysis

- **Job analysis**

Studies are conducted to answer:

What skills are needed?

What should be the qualification?

What are desirable abilities?

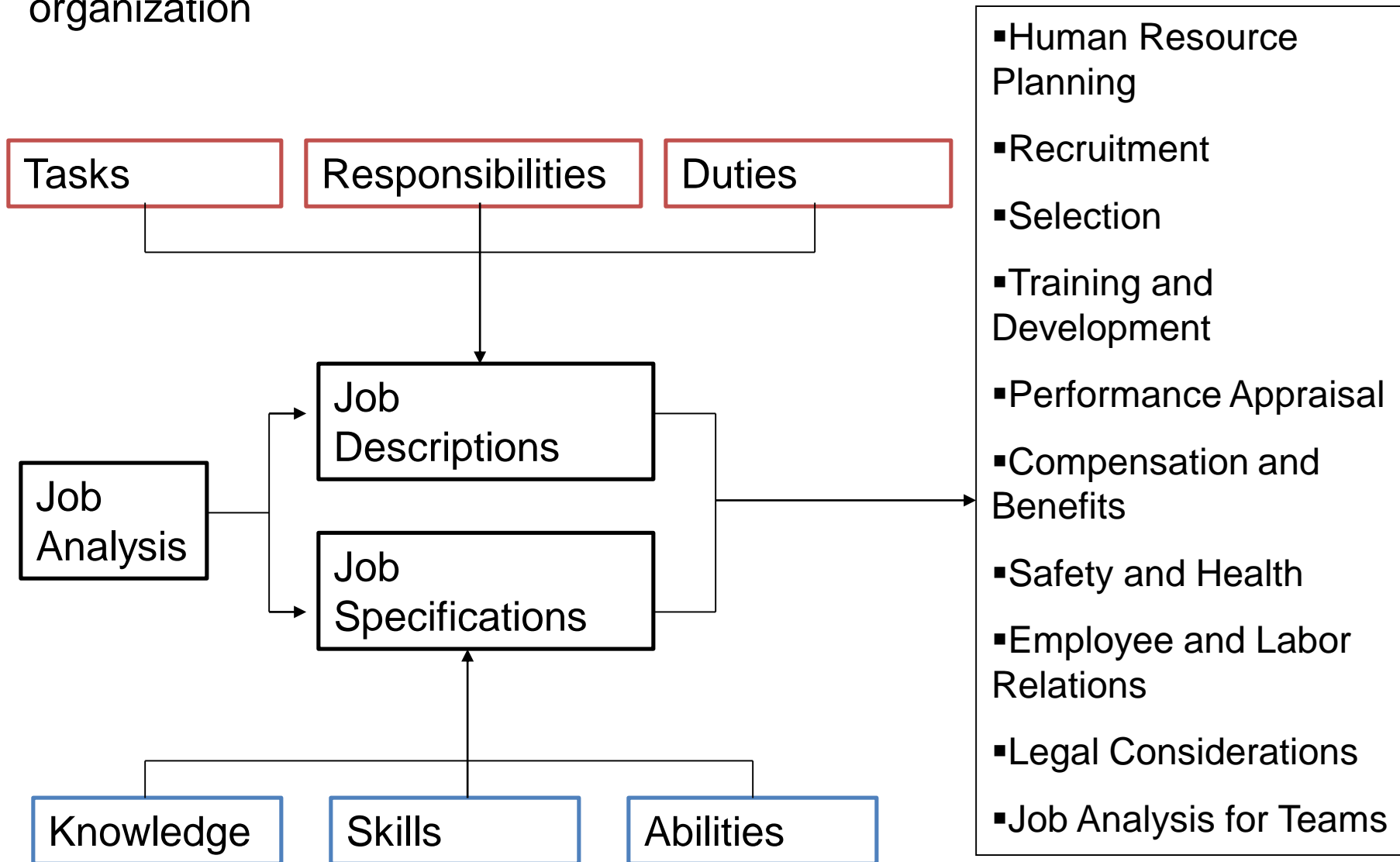
What should be the work experience?

What are his/her responsibilities?

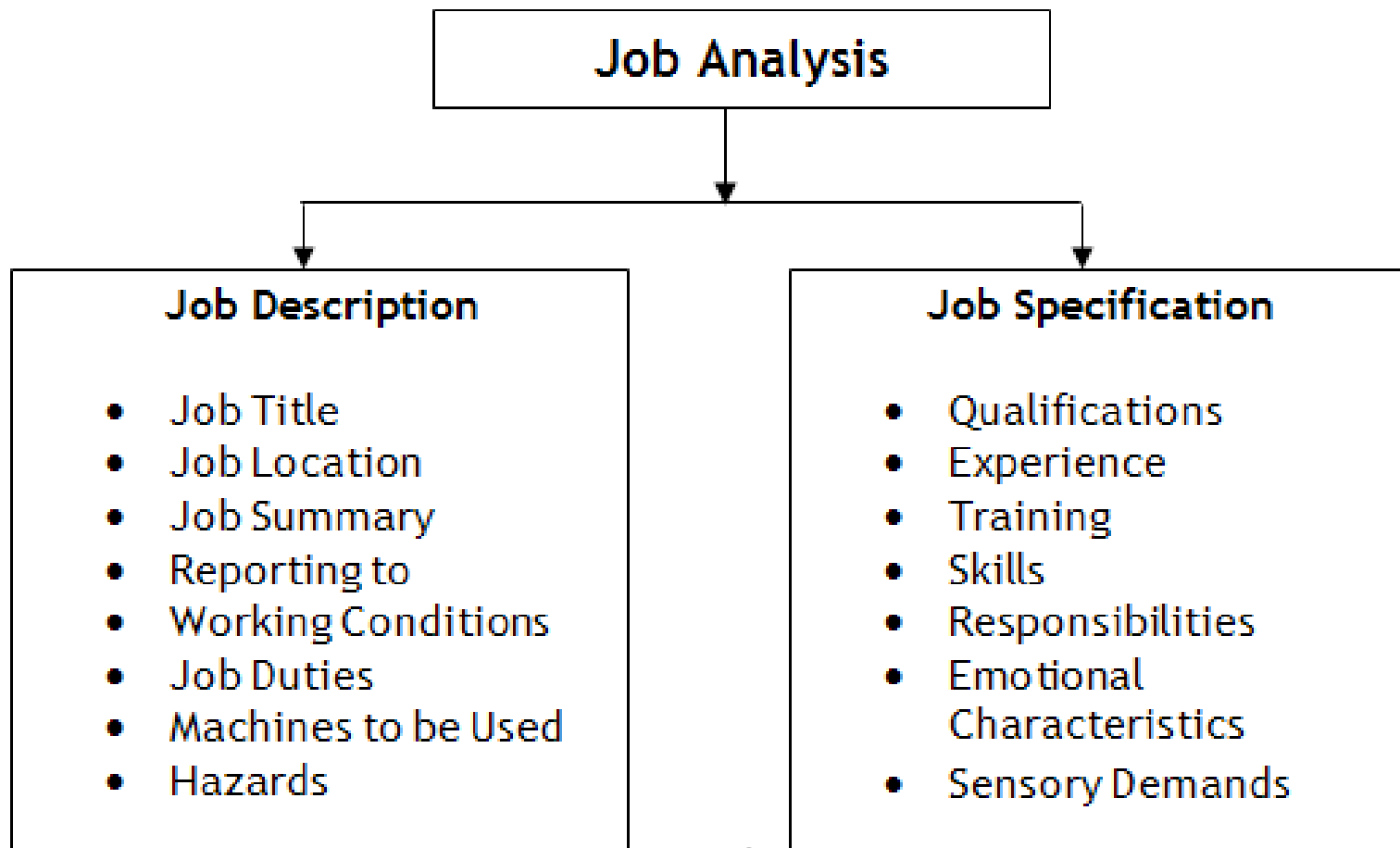
Job analysis includes the preparation of Job descriptions and Job specifications.



Job Analysis: Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization



Job description and Specification



Job description and Specification

CENTRE FOR POLICY RESEARCH

(www.cprindia.org)

requires

Librarian - One post on contractual basis

Qualification and experience: Post Graduate Degree in Library Science. At least five years relevant experience in the capacity of Asst./Deputy Librarian in an academic/research institute of repute. Knowledge of computer applications in various library activities is essential. M.Phil/Ph.D in Library Science will be preferable.

Initial contract will be for two years.

Salary would commensurate with qualification and experience.

Interested candidates may apply with full particulars including expected salary within **10 days** to the **Chief, Administrative Services, Centre for Policy Research, Dharma Marg, Chanakyapuri, New Delhi - 110021**

THE BEST JOB IN THE WORLD.

Islands of the Great Barrier Reef, Queensland Australia.

Position Vacant: Island Caretaker

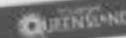
Salary: AU\$150,000 6-month contract

Responsibilities: • Clean the pool • Feed the fish • Collect the mail • Explore and report back

Applications close: 22 February 2009 **Interviews:** 4 May 2009 **Announcement made:** 8 May 2009

Work begins: 1 July 2009

ANYONE CAN APPLY.
www.islandreefjob.com

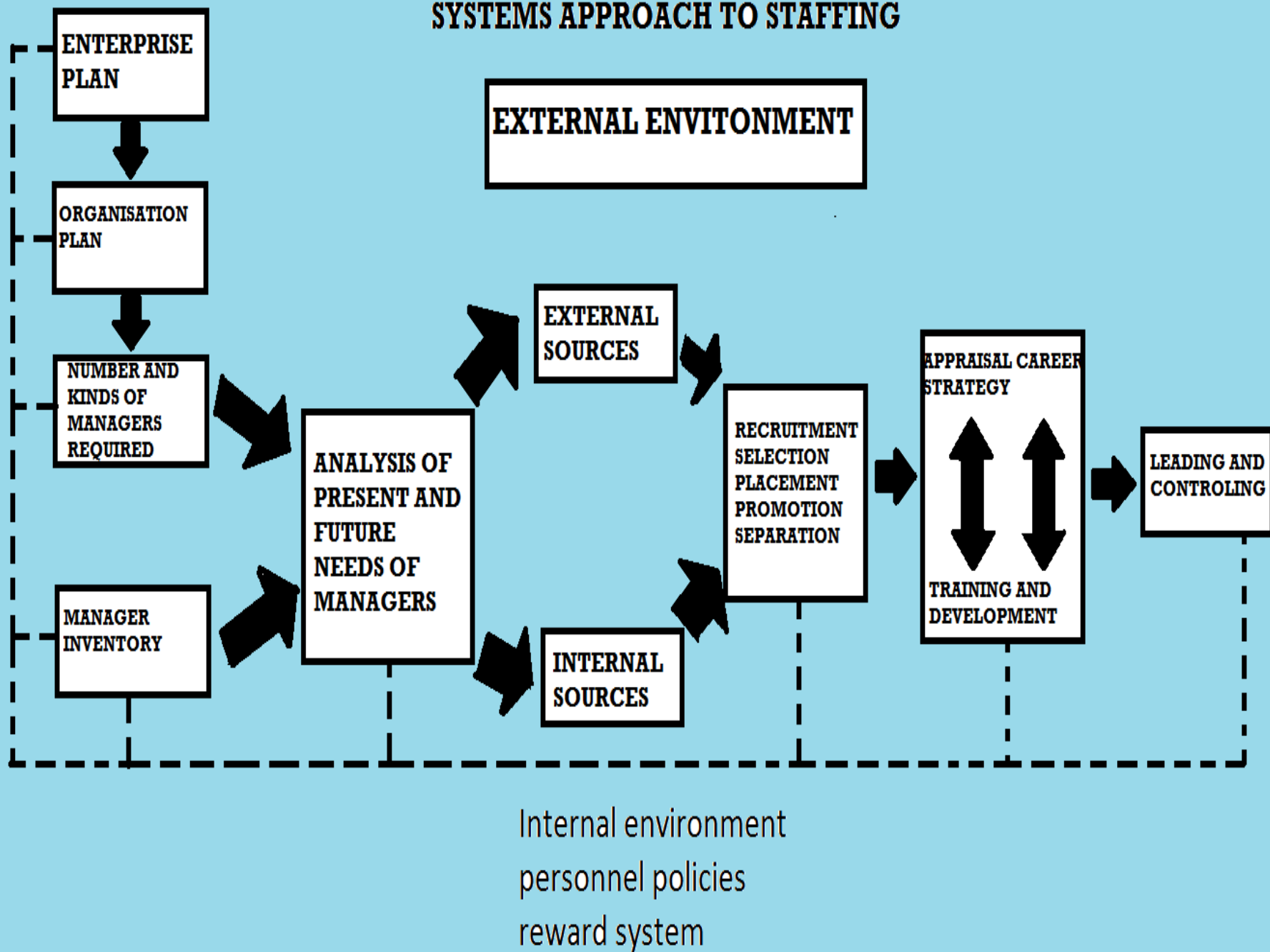


Job evaluation



- The process of determining how much a job should be paid, balancing two goals
 - Internal Equity: Paying different jobs differently, based on what the job entails
 - External Equity: Paying satisfactory performers what the market is paying

SYSTEMS APPROACH TO STAFFING



Systems approach to staffing

- The figure clearly shows how the managerial function of staffing relates to the total management system.
- Specifically the enterprise plans become the basis for organizational plans, which are necessary to achieve the enterprise objectives.
- The present and the projected enterprise structure determines the number and kind of managers required.
- These demands for managers are compared with available talent through the management inventory.
- On the basis of this analysis, external and internal sources are utilized in the process of recruitment, selection, placement, promotion etc.

Systems approach to staffing

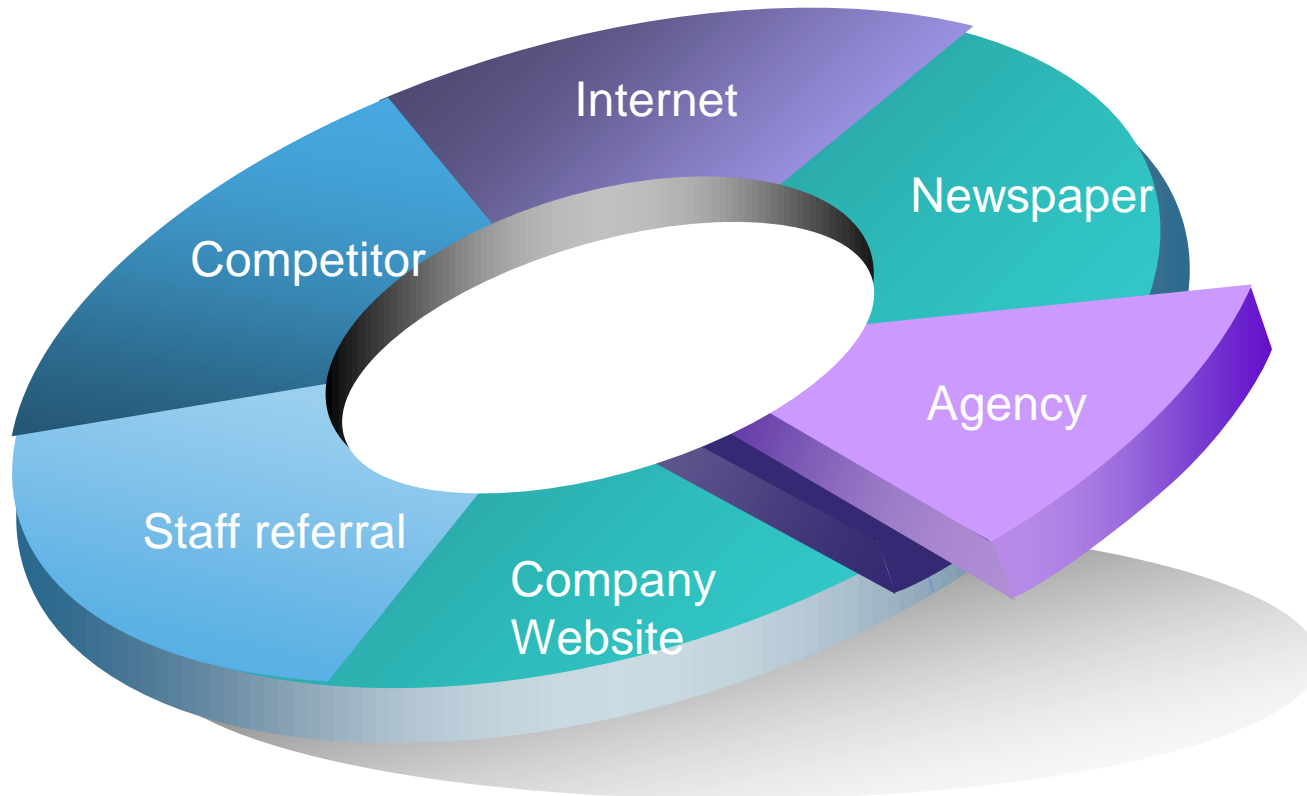
Other aspects of staffing include appraisal, career strategy, training and development of managers.

Staffing in the model affects the functions of leading and controlling. Proper staffing facilitates leading and controlling.

The number of managers required in an enterprise depends upon the following factors:

- Size
- Complexity of organizational structure
- Plans of the enterprise
- Rate of turnover of managerial personnel.

Advertisement (Where will I promote this position?)



What / Where would the ideal candidate look for ...

Recruitment – The overview



- Process of locating, identifying, and attracting capable candidates
- Can be for current or future needs
- Critical activity for some corporations.

Recruitment, Selection, Placement

Recruitment means search for the prospective employees to suit the job requirements as represented by job specification.

Out of the prospective applicants right type of persons to match the jobs are selected for the job.

Under placement the selected person is placed on the job which is most suited to him.

Sources of recruitment

Internal sources:

1. Promotion/ Demotion
2. Transfer

- Internal sources are the most obvious sources. These include personnel already on the pay-roll of an organization.
- Whenever any vacancy occurs, somebody from within the organization is upgraded, transferred, promoted or sometimes demoted.
- This source also includes personnel who were once on the pay-roll of the company but who plan to return or whom the company would like to rehire, such as those on leave of absence, those who quit voluntarily or those on production layoffs.

Present employee referrals (friends and relatives) is one internal modern source.

IBM, Procter & Gamble, and many more successful firms use promotion-from-within strategies and they have proven extremely effective.

External sources lie outside the organization.

The traditional external sources include:

- I. Educational institutes(for young, mostly inexperienced potential employees)
- II. Private employment agencies/consultants
- III. Public employment exchanges
- IV. Professional organizations (maintain complete bio-data of experienced and professional members and provide the same to various organizations on requisition and clarify doubts).
- V. Trade unions.
- VI. Waiting lists
- VII. Field trips
- VIII. Labour contractors
- IX. Ex-employees
- X. Casual applicants (some people apply casually through mail or hand over the application in the personnel department).
- XI. Similar organizations
- XII. Unsolicited applications.

The modern external sources include:

- I. Walkin
- II. Consult-in
- III. Head-hunters(or search consultants search for the best candidates especially for senior executive positions and give such information to the organizations)
- IV. Body shoppers or employee leasers (few hi-tech training institutes (NIIT Ltd) and professional organizations which are called body shoppers develop the pool of human resources and supply on lease basis)
- V. Mergers and acquisitions
- VI. E-Recruitment (Job Street.com etc)
- VII.Outsourcing

Various methods of recruitment in industry

Direct, Indirect and Third party.

Direct Methods

These include sending:

Travelling recruits to educational and professional institutions, employee contacts and manned exhibits.

Most college recruiting is done in co-operation with the placement officer of a college. The placement office usually provide help in attracting students, arranging interviews, furnishing space and providing student resumes.

For managerial, professional and sales personnel, campus interview is an extensive operation.

For this purpose, carefully prepared brochures, describing the organization and the jobs it offers are distributed among students, before the interviewer arrives. The TATAs, and other firms maintain constant contacts with institutions' placement officials with a view to recruit staff regularly for different responsible positions.

Sometimes, firms directly solicit information from the concerned professors about students with an outstanding record.

Other direct methods include sending recruiters to conventions and seminars, setting up exhibits at fairs, and using mobile offices to go to the desired centres.

Indirect Methods

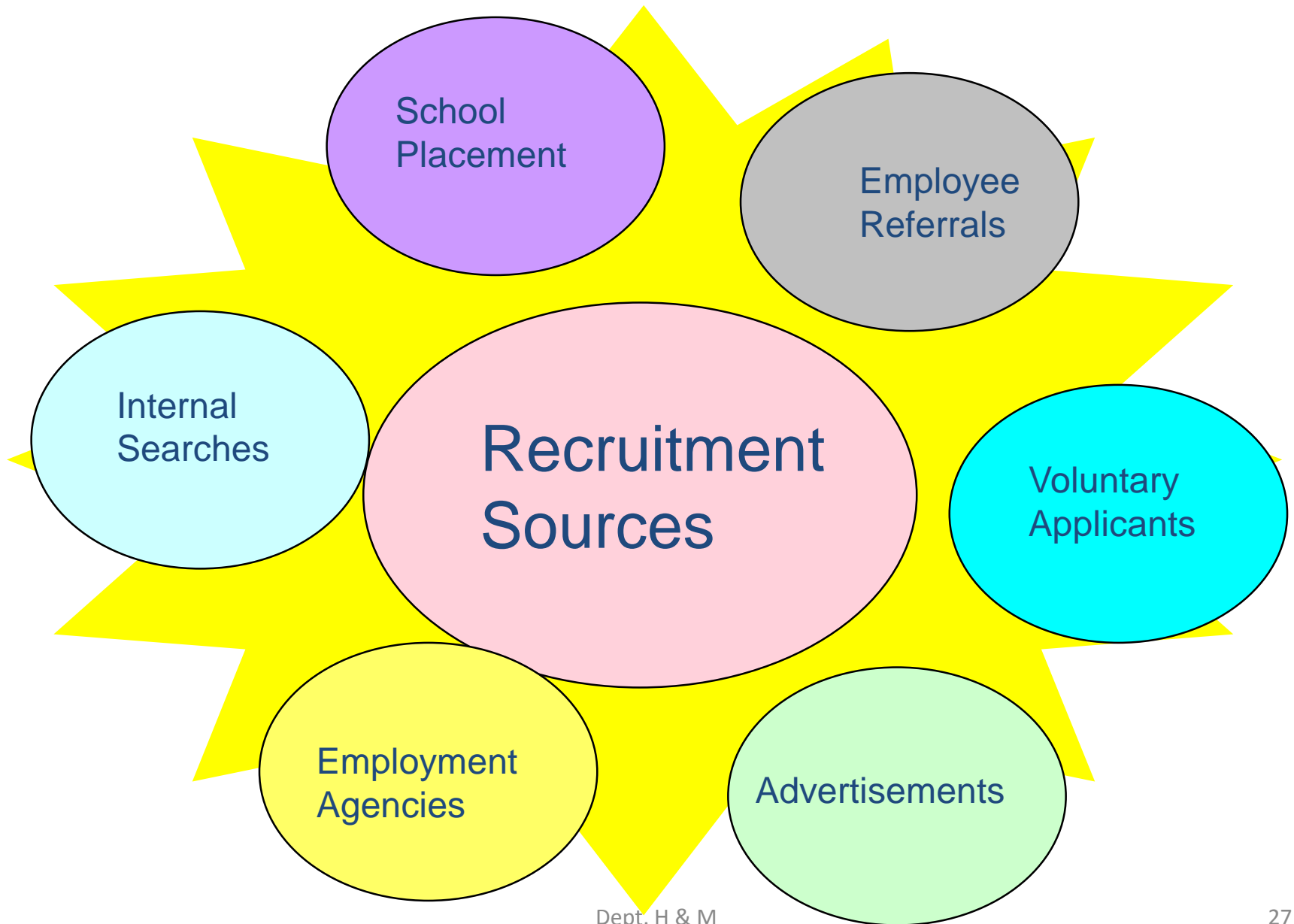
Indirect methods involve mostly advertising in newspaper, on the radio, T.Vs, in trade and professional journals, technical magazines and brochures. Senior posts are largely filled by advertising in newspapers and/or trade journals and magazines. Local newspaper can be a good source of blue-collar workers, clerical employees and lower level administrative employees. Higher the position is in the organisation, or the more specialised the skills sought, the more widely dispersed advertisement is likely to be.

The advantage of advertisement is that all details about the job can be given in advertisement to allow self screening by the prospective candidates.

Third party methods

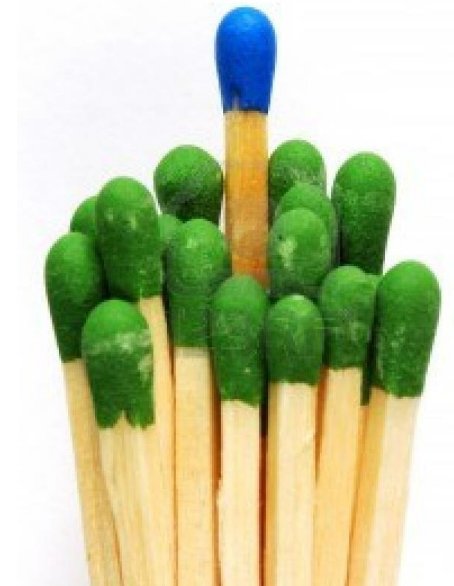
These include the use of commercial or private employment agencies, state agencies, placement offices of schools, colleges and professional associations, recruiting firms, management consulting firms etc.

Private employment agencies charge a small fee from an applicant. They bring employers and employees together.



Selection

Selection refers to picking from among the candidates the one that best meets the position requirements.



Various steps of the selection procedure:

1. Initial or Preliminary interview
2. Application form
3. Reference checks
4. Employment tests
5. Interview
6. Selection decision

1. Reception, initial or preliminary interview or screening:



Initial interview is often held in case of “at the gate” candidates.

This is conducted by a special interviewer (assistant in the personnel department) or a high caliber receptionist in the employment office. Applicants are asked why they are applying for a job with this organisation. Salary requirements, education and experience can be obtained by asking.

The information thus provided by the candidate may be related to the job or personal specifications regarding education, experience, salary expected, aptitude towards the job, age, physical appearance and other physical requirements.

If a candidate meets with the requirements of the organisation, he may be selected for further process.

Many firms do not bother to initiate paper work at this early stage. This type of interviews are known as stand-up interviews.

The main objectives of such interviews is to screen out undesirable/ unqualified candidates at the very outset.

2. Application Blank or form:

This is used as one of the selection tools.

It provides factual information needed for evaluating the candidate's suitability.

Once hired, the data can become a part of the employee's records.

It contains written record of:

- a) Identifying information
- b) Information regarding education
- c) Information regarding experience
- d) Expected salaries and allowances and other fringe benefits
- e) Information regarding community activities

3. Reference checks:

The applicant is asked to mention the names and addresses of his former employees and also of two or three persons known but not related to him.

Referees may be called upon to give detailed information about candidate's capabilities.

If references are checked in the correct manner, a great deal can be learned about a person that an interview or tests can't elicit.

4. Employment tests

Tests are instruments designed to measure selected qualities and abilities in terms of job specifications. Such tests provide a sample behaviour that is used to draw inferences about the future behaviour or performance of an individual.

Employment selection tests

Measures of Human characteristics

Physical Characteristics

Height
Weight
Senses
Visual activity

Abilities & Skills

Dexterity
Mathematical ability
Verbal ability
Intelligence
Clerical Skills

Interests

Mechanical Aptitudes
Mechanical Interests
Scientific Interests
Economic Interests
Cultural Interests

Personality traits

Sociality
Dominance
Cooperativeness
Tolerance
Emotional stability

Aptitude tests

Achievement tests

Situational tests

Interest tests

Personality tests

Multi-dimensional testing

Employment selection tests

Types of Psychological tests

Aptitude tests	Achievement tests	Situational tests	Personality tests
Intelligence/ mental tests Emotional Quotient Skill tests Aptitude tests Psychomotor tests Clerical aptitude tests	Job knowledge test Work sample test	Group discussion In basket	Objective tests Projective tests Situation tests
Interest test	Multi-dimensional testing		

Aptitude tests:

These tests measure whether an individual has the capacity or latent ability to learn a given job if given adequate training.

They are used to determine their ability for effective job performance after the completion of the training period.

Such tests are more valid when an applicant has little or no experience along the lines of the job opening.

a) Intelligence (IQ) or Mental tests:

In general, these tests measure intelligence quotient of a candidate.

In detail, these tests measure capacity ***for comprehension, reasoning, word fluency, verbal comprehension, numbers, memory*** etc.

b) Emotional quotient (EQ) Tests:

Most of the organisations realised that emotional involvement and commitment of the employees determine their contribution to the company rather than their intelligence quotient.

c) Skill tests: measure the candidate's ability to do a job perfectly and intelligently.

These tests are useful to select the candidates to perform artistic jobs, product design, design of tools, machinery etc. The candidates can be selected for assembly work, testing and inspection also.

d) Mechanical aptitude tests: measures the capacities of spatial visualisation, perceptual speed and knowledge of mechanical matter.

These tests are useful for selecting apprentices, skilled mechanical employees, technicians etc.

e) Psychomotor tests: measure abilities like motor ability and eye hand coordination of candidates.

These tests are used to select semi-skilled workers and workers for repetitive operations like packing and watch assembly.

f) Clerical aptitude tests: measure specific capacities involved in office work. Items of this test include spelling, computation, comprehension, copying, word measuring etc.

Achievement Tests

These are conducted when applicants claim to know something as these tests are concerned with what one has accomplished.

These tests are more useful to measure the value of a specific achievement when an organization wishes to employ experienced candidates.

- a) Job knowledge test: Under this test, a candidate is tested in the knowledge of a particular job. For example, if a junior lecturer applies for the job of a senior lecturer in commerce, he may be tested in job knowledge where he is asked questions about accountancy principles, banking, law, business management etc.
- b) Work sample test: Under this test, a portion of the actual work is given to the candidate as a test and the candidate is asked to do it. If a candidate applies for a post of lecturer in management, he may be asked to deliver a lecture on Management Information System as work sample test. Thus, the candidate's achievement in his career is tested regarding his knowledge about the job and actual work experience.

Situational test:

This evaluates a candidate in a similar real life situation. In this test, the candidate is asked either to cope with the situation or solve critical situations of the job.

- a) Group discussion: This test is administered through the group discussion approach to solve a problem under which candidates are observed in the areas of initiating, leading, proposing valuable ideas, conciliating skills, oral communication skills, coordinating and concluding skills.
- b) In basket: Situational test is administered through in basket. The candidate in this test is supplied with actual letters, telephone and telegraphic message, reports and requirements by various officers of the organization, adequate information about the job and organization. The candidate is asked to take decisions on various items based on the in basket information regarding requirements in the memoranda.
- c) Interest tests: The purpose of this test is to find out whether a candidate is interested or disinterested in the job for which he is a candidate and to find out in which area of the job range/occupation the candidate is interested. ***The assumption of this test is that there is a high correlation between the interest of a candidate in a job and job success.***

Personality tests

These tests aim at measuring characteristics/traits of personality of an individual like emotional stability, self confidence, tact, ambition, sociability, co-operativeness, aggressiveness, thoughtfulness, optimism, objectivity, patience, fear, distrust, initiative, judgment, sympathy, integrity etc. These are pen and paper tests.

- a) Objective tests: which measure neurotic tendencies, self-sufficiency, dominance-submission, and self confidence are suitable for group testing and can be scored objectively.
- b) Projective tests: are those in which a candidate is asked to project his own interpretation into certain standard stimulus situations, basing on ambiguous pictures, figures etc. The way in which he responds to these stimuli depends on his own values, motives and personality.

Multi-dimensional testing:

Many companies have felt after globalisation that they need to test the candidates for multi-skills. Organisations have to develop multi-dimensional testing to find out whether the candidates possess a variety of skills or not, able to apply them based on situation and functional requirement.

Interview (5th step in selection)

Preliminary interview

- Informal interview
- Unstructured interview

Core interview

- Background information interview
- Job and probing interview
- Stress interview
- The group discussion interview
- Formal and structured interview
- Panel interview
- Depth interview

Decision-Making interview

Interview is the most widely used selection technique by all kinds of organizations.

- Interview is a two way communication which enables the employer to view the total individual and appraise the candidate and his behaviour.
- It is a method by which an idea about an applicant's personality (including his intelligence, breadth of interests and general attitudes towards life) can be obtained by a face-to-face contact.

In STRESS INTERVIEW, the interviewer tests the candidate by putting him under stress and strain by interrupting the applicant from answering, criticizing his options, asking questions pertaining to unrelated areas, keeping silent for unduly long periods after he finished speaking etc. Stress during the middle portion of the interview gives effective results. Stress interview must be handled with utmost care and skill.

In DEPTH or ACTION Interview, experts test the candidate's knowledge in depth in core areas of job skills and knowledge.

Types of interview



- Companies which conduct on-campus interviews fall into two categories: looking to fill specific positions, or those who are collecting more resumes. Find out which category the company falls in
- Know the company – Do some pre-research
- Find out the nature of the interview
- Dress well and Be energetic



- Conducted for a job where candidate is not local / for prescreening.
- Typical questions or behavioral questions may be asked
- Make sure your call waiting is turned off, you are in a quiet room, and you are not eating, drinking or chewing gum.
- If there is enough common ground, then the phone interviews are followed-up by an in-person interview.



- Conducted when the candidate is in a different geographical location
- Make sure there is no background noise; you are in a closed room with instructions that you should not be interrupted for next one hour.
- Dress appropriately as you could be seen; Watch your body language
- Check for understanding when / if the network breaks

Types of interview

1-on-1 Interviews



- Most Traditional form of interview
- Consists of interviewer and the interviewee
- Usually conducted by your potential Manager
- Questions are asked about your skills and experience
- You could be asked "Why would you be good for this job?" or "Tell me about yourself."

Panel Interviews



- Objective is to save time / to get the collective opinion of panel regarding the candidate.
- The panel may consist of different representatives of the company such as human resources, operations, and training.
- Each member of the panel may be responsible for asking questions that represent relevancy from their position.

Interview over a meal



- Employer invites you with other team members to see how you fit in.
- Great time to ask any questions - Prepare your questions in advance.
- Don't order anything that is too expensive / messy to eat.
- Never take your leftovers home in a doggy bag either.
- Have your best table manners; You don't need to offer to pay.
- Chew in small bites so you don't get caught with a mouthful when questioned.

Types of interview



- Interviewer wants to see how you deal with certain problems.
- The logic behind the behavioral interview is that your future performance will be based on a past performance of a similar situation.
- Questions based on common situations of the job you are applying for may be asked.
- Expect questions like - What did you do when you were in X situation?



- Common in sales positions and is rare today
- It is a deliberate attempt to see how you handle yourself under pressure
- The interviewer may be sarcastic / argumentative / may keep you waiting.
- Do not take it personally & calmly answer each question.
- Ask for clarification if you need it; never rush into an answer.



- The interviewer will outline a situation / provide you with a case
- You do not have to come up with the ultimate solution. The interviewers are looking for how you apply your knowledge & skills to a real-life situation.
- Speak aloud so interviewers have an understanding of your thought process.
- Before answering a case interview question, ask questions for clarity.
- Take notes and jot down thoughts as you work through.

Categories of training methods

1. On the job training:

- The trainee learns on the actual equipment in use and in true environment of his job.



2. Vestibule/ Classroom training:

- ✓ Duplicates on the job situations in a company classroom.

Categories of training methods

3. Apprenticeship programs:

- Employees are employed on a small stipend to learn the job first and after satisfactorily completing the training they are absorbed in the industry.



4. Work Simulation training:

- ✓ Simulation is a technique which duplicates, as nearly possible, the actual conditions encountered on a job.
- ✓ Most widely used in aeronautical/ defense settings.

TRAINING

Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

The purpose of training is to achieve a change in the behaviour of those trained and to enable them to do their jobs in a better way. Training is not a one-step process but it is a continuous or never-ending process.

Training is different from education. Education is concerned with improving the general knowledge and understanding of the employee's total environment. Eg: Automobile mechanic and automobile engineer. In some cases, training and education occur at the same time.

Different areas of training in an industry

For rank and File employees:

- Job training
- Apprenticeship
- Pre-employment training
- Retraining

For supervisory levels:

Supervisory skill training

Coaching

Special course and classes

Conferences

Job rotation

Brain storming

Case studies

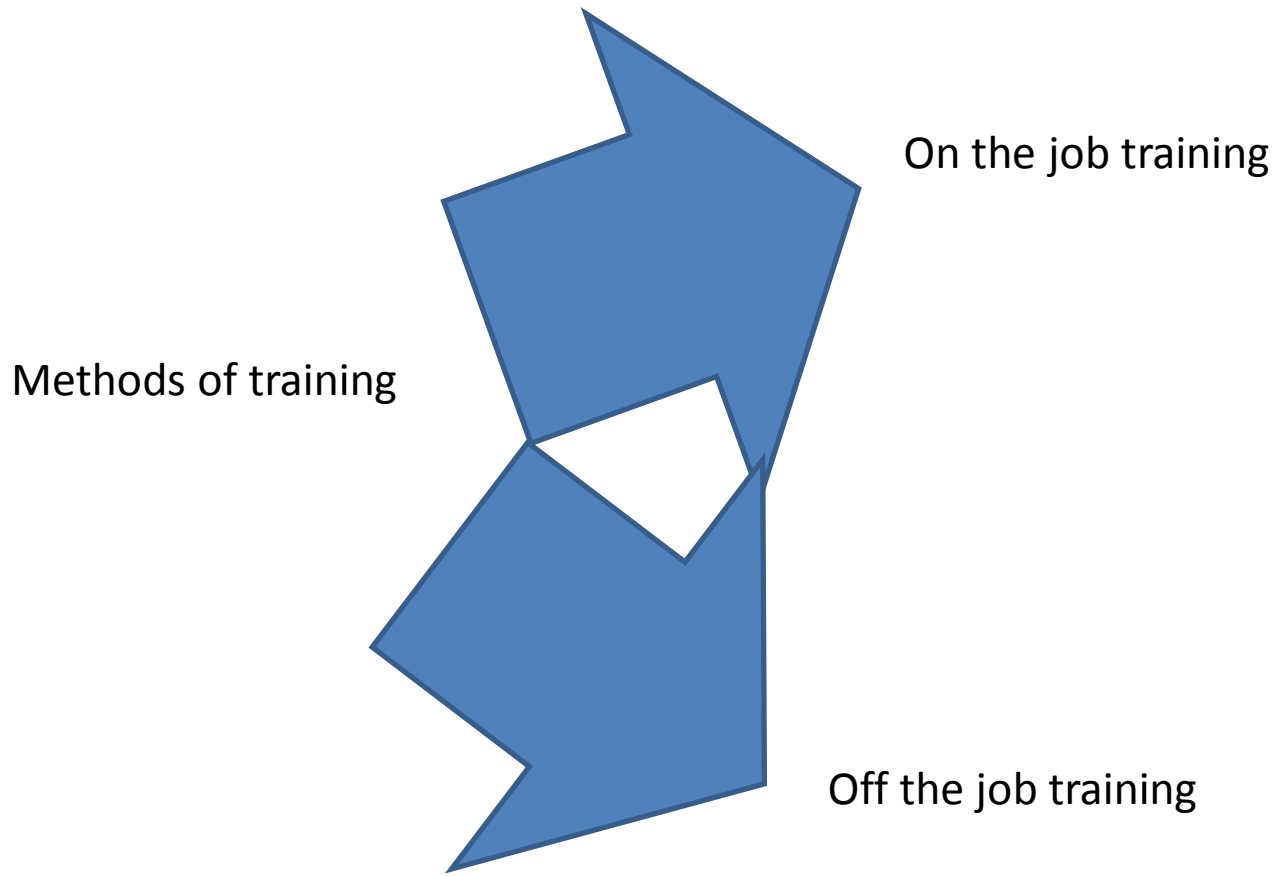
Special projects and task forces

Simulation-role playing

Sensitivity training

For management level:

- Coaching
- Special courses and classes
- Conferences
- Job rotation
- Brainstorming
- Committee assignments
- Selective reading
- Case studies
- Multiple management
- Simulation-role playing gaming
- Sensitivity training



On the job training Methods

These are the most commonly used methods in training for all levels of personnel. The objective is to bring the employees to at least a minimum acceptable standard of performance in the shortest possible time, By these methods the worker learns to master the operations involved on the actual job.

- (1) On specific job (for job knowledge): The most common on the job training programme is training for specific job. It can be done by:
 - a) Experienced workmen: New worker learns from experienced worker by watching and then copying him. Whenever necessary experienced worker gives him necessary instructions.
 - b) Training by supervisors: It is the duty of the supervisor to train the new worker as and when they are sent to his department. It provides opportunities to the trainees for getting acquainted with their bosses. The bosses, too, have an opportunity to judge the abilities and possibilities of trainees.

(2) Vestibule schools:

A schooling facility organised within an industrial plant to teach specific skills to trainee workers.

When the amount of training that has to be done exceeds the capacity of the line supervisor, a portion of this training is evolved from the line and assigned to staff through a vestibule school which is operated by the personnel department.

Large organizations frequently provide vestibule schools, a preliminary to actual shop experiences.

Vestibule schools are widely used for factory production jobs, clerical and office jobs. More individualized instruction can be given thereby, the student avoids the confusion and pressure of work situation and thus is able to concentrate on learning.

Vestibule training is relatively expensive but, these costs are justified if the volume of training is large.

(3) Apprenticeship Programs

(4) Position rotation (for organizational knowledge)

(5) Special project

(6) Selective reading (for general knowledge)

Induction

Let us assume that the HR team has carefully recruited, screened, and tested several applicants for that new position. When the time came to make a hiring decision, the HR team confidently selected the most qualified candidate. But two months later, the new hire resigned, confessing that s/he "never felt part of the company."

The right first impression is everything, and a poor employee induction can cost one dearly. It's a fact: those who don't start right don't tend to stick around long. And high turnover means the HR team must find new people all over again.

To retain new employees, it's critical to have an effective induction program.

Staff members who are properly trained and welcomed at the beginning of their careers feel good about their choice of employer, fit in quickly with colleagues, and readily contribute new ideas. They also represent the company more confidently to customers, business partners, and suppliers.

Thus, an induction program is the process used within many businesses to welcome new employees into the firm or organization and prepare them for their new role. An induction is planned to provide the new employee with the information he/she requires to settle down comfortably and efficiently into the firm.

Induction primarily allows the employee to get familiarized with the basics of the organization, its policies and procedures, its processes, its goals, vision, mission, values, compensation payout methods, reimbursement payout methods and the nature of business the organization is involved in.

These basics focus more on the information or knowledge that is immediately required for an employee to feel comfortable. This also introduces the employees to gain an understanding about the organization's work culture.

Why Induction?

- Induction provides an opportunity for both employer and new employee to confirm their decision to continue their professional association.
- In any organization, employee turnover is seen to be the highest within the first 3 months. Induction is a good opportunity to build cohesiveness between the employee and the employer. The idea is to eliminate any chances of turnover.
- Induction in certain countries by law requires that new employees be told about the health and safety procedures to be followed in certain situations.

Types of Induction

An organization needs to make a strategic choice before designing an induction/orientation programme. They are: Formal Induction and Informal Induction

Informal Induction

In this the new employees are instructed to report to the HR department for an explanation of organization policies before being referred to the manager for on the job briefing on specific work process.

In informal orientation, new employees are put directly on the job and are expected to adjust themselves on the new job and organization. Informal orientation tends to be brief; may last for an hour or may be less than an hour.

Example: A sales person is asked to go along with a tenured high performing sales person or his manager to make sales calls and learn about the product and the selling skills during the calls.

Formal Induction

Here the management has a structured programme which is executed when new employees join the firm.

Formal induction is more elaborate and is spread over a couple of weeks or months. Most formal induction programmes consist of three stages:

- General introduction to the organization is often given by the HR department.
- Specific orientation to the job and the department, typically is given by the supervisor or manager.
- Follow up meeting to verify that the important issues have been addressed and employee questions have been answered. This follow up meeting usually takes place after a week of joining between the new employee and the manager.

A formal induction programme is shared by the HR specialists and managers. The HR manager covers areas such as:

Introduction: to supervisors, trainers and colleagues.