

Principles of management

08_ Staffing

introduction

- **Staffing** involves human resources management and although it is very important, it is often the most neglected function.

- If staffing is not taken care, the organization faces many problems.

Careful attention must be given to this function.

This function ensures the right person for the right job.

In any organization, **staffing** follows the planning and organizing functions.

It is a continuous process similar to planning as well as organizing.

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Elements of staffing

- 1-Effective recruitment and selection
- 2-classification of personnel
- 3-fitment .right man for the right job
- 4.Appropriat training for development

8.4 Objectives and functions of staffing

1. Manpower planning:

The short term manpower planning may achieve the objectives of the company at present conditions. The long term manpower planning should be concerned with the estimation of staff members required in future.

2. Development:

It is concerned with the development of staff members through and adequate training programs. The training is given to the needy persons. It is also concerned with the development of the organization itself through the development of manpower.

3. Fixing the employment standards:

It involves job specification and job description. These enable the management to select the personnel and train them adequately. Job description is a systematic and organized written statement of the duties and responsibilities in a specific job. Job specification is a statement of personal qualities that an individual must possess if he is to successfully perform the job.

4. Sources:

It is concerned with the method by which the staff members are selected. The sources may be internal and external ones. Internal source means that a vacancy is filled up by the company from the available staff members. The external source means that a vacancy is filled up by the company from outside of the company. The selected person could be unemployed or working in some other company.

5. Selection and placement:

It includes the process of selection of the staff members. The placement includes giving a job to a person on the basis of his ability, education, experience etc.

8.5 Processes in staffing

Estimation of total number of staff members required by the company in various grades depending upon size of the company and policy



Selection of qualified applicants for filling the jobs by using a standard procedure.



Training and development: For new staff members as well as existing employees for improving work efficiency



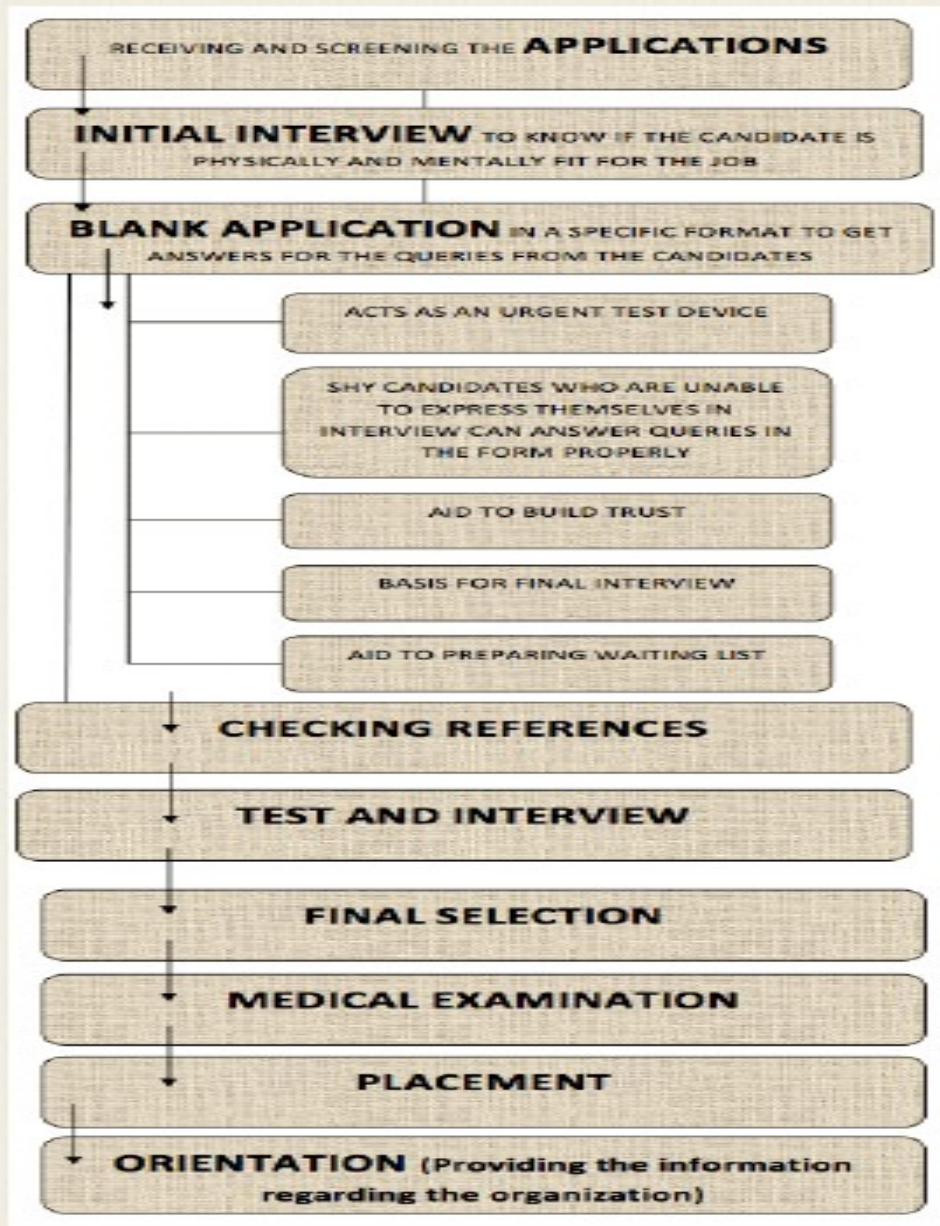
Performance management: assessment of the work performed by the staff members in an organization as per a standard fixed.

8.8 Selection

Selection is the process adopted by the organization to select adequate number of persons who have required educational qualifications, skills, abilities, personality and experience. A screening test may be conducted through which unsuitable candidates are rejected.

Selection is a tough task because available candidates are more qualified and experienced than what is required. So, more care is required in the selection of proper personnel.

Selection Process:



8.10 Interview

Principles of interview:

1. The management should define the specific objectives of an interview.
2. The management has to prepare the procedure for the interview to achieve the objectives.
3. The interviewers should ask only the questions related to the job to be filled.
4. The interviewer should create a rapport with interviewee before starting the interview.
5. The interviewees are to express their opinions or views freely without any hesitation.

Kinds of interview:



184



Chapter 8 - Staffing

1. Direct interview:

Straight questions are put before the applicant to get answers from them. Face to face conversation.

2. Indirect interview:

Questions are not raised but the applicant is asked to express his views freely on any topic as he likes. By this the personality is easily assessed.

3. Patterned interview:

A number of standard questions are framed well in advance which are to be put before the applicant. The answers are written near the questions. These are used for verification purpose when answers are given by the applicant during the interview.

4. Stress interview:

Irritating questions are put before the applicant by the interviewer. If any applicant gets angry then he is considered as unfit for the job.

e.g.”How many legs an eight legged insect have?” or “Mr. Laxman, what is your name?”