

Chapter 6

Staffing

Chapter 6 Staffing

Very Short Answer Questions

1) “Staffing makes for higher performance by putting right person on the right job”. Is this statement true or false? (1M)

Ans. True

2)“There is no need of human resource planning as so many people are available in the market these days.” Do you agree with this statement? Give reasons. (3M)

Ans. No, I don't agree with this statement. There is a great need of man power planning due to the following reasons. :

1. Organisation needs man power planning: To meet the demands of changing job requirements due to change of technology.
2. Man power requires forecasting: Provides a basis of recruitment, transfer and training employees.

3) Human resource management is a part of staffing. Do you agree? (1M)

Ans. No.

4) “The present day human resource management is a broader concept.” Explain (4M)

Ans. The present day human resource management includes the following activities:

- a. Helps the organization to achieve its goals
- b .Employees the skills and knowledge of employees efficiently and effectively.
- C .Enhance job satisfaction.
- d. Maintain high morale and good human relations within the organization.

5) why is induction is not required in the internal source of recruitment. (1M)

Ans. Because employees are already well familiar with the organization.

6) State the meaning of placement as a staffing function. (1M)

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Ans. Placement: Once the job offer has been accepted by the selected candidate he placed on this new job. Proper placement of an employee reduces absenteeism
Placement therefore refers to placing the right person on the right job.

7) Describe briefly the steps involved in the process of staffing.(5/6M)

Ans. Man power Planning: The organization estimate the total man power requirement by considering all the departments of the organization. Recruitment:

The second step after man power planning is recruitment and selection.

Recruitment aims at attracting job applicants preposition in the organization.

Selection: Selection consists of making choice among applicants. Placement and

Orientation: It refers to placing the right person on the right job.

Induction: it is concerned with the process of introduction of a new employee to the

organization. Training and development: It is more accurately considered as a process of skill formation and behavioral change. Performance appraisal

Promotion and career planning

Compensation

8) Name two websites which are commonly visited both by the prospective employees and the organizations searching for suitable people. (1M)

Ans.a) www.naukari.com; b) www.jobstreet.com

9) 'Internal sources of recruitment are better than external sources of recruitment.' Do you agree with this statement? Give any two reasons in support of your answer. (3M)

Ans. Yes, I agree with this statement.

Advantages: 1. It will assist in developing high moral of employees.

2. The candidates already working in the organization can be evaluated more economically as the expenditure is relatively less.

10) Name the concept which relates to the following:

Ans. a)Searching of prospective candidates.

b) Streamlining the attributes of a person required for doing a job.

Ans. a. Recruitment b. Selection.

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11) List the different types of tests used in selection process.

Ans. i. Intelligence test ii. Aptitude test iii. Personality test. Iv. Trade test
v. Interest test

12) What is meant by 'Selection'? Explain any five steps involved in the process of selection of employees. (6M)

Ans. Selection is the process of carefully screening the candidates who offer themselves for

appointment so as to choose the most appropriate person for the job.

Steps : 1. The preliminary screening : A brief screening interview is conducted as the first

step in the selection process.

2. Selection test: Each candidate appears for employment test.

3. Employment Interview: Interview is a phase of testing on the basis of face to face

interaction between the interviewer and the applicant.

4. Reference and background checking: Gather more information about the candidates from indirect personal sources.

5. Selection decision: After candidates process the tests and interview final decision for

selection is made after considering the view of concerned manager.

6. Medical Test: The selection process is not complete without the medical test.

7. Job offer: Letter of appointment mentioning the date by which a candidate has to report on duty is handed over to the appointee.

8. Contract of employment: It includes various details such as pay, allowances, work rules etc.

13) Training and Development are one and the same thing. Do you agree?(1M)

Ans. No they are different

14) Distinguish between training and development. (4M)

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Ans. A)

Training	Development
It is used to add skills abilities of the workers	Development involves improving the capacities and capability of the managerial personnel.
The term training is generally used to impart specific skills among operative workers	It is associated with the over all growth of the executives.
it is to enable the employee to do the job better	It is to enable the overall growth of the Employee.
It is a job oriented process	It is a carrier oriented process.

15) State the benefits of employee's training.(4M)

Ans. Benefits to the organization

a) Economic operations: Trained personal will make economic and efficient use of resources.

b) Increases productivity; It improves the quality and quantity of the production

Benefits to the employees:

a) Acquisition of new skills: A trained employee acquires new skills.

b) Higher Earnings: Trained employees can perform better and there by earn more. superiors at the actual work place.

16) What do you meant by 'on the job training'? Explain any three methods of 'off the job' training. (5/6M)

Ans: A) On the job training: Learning by doing by the subordinates under the supervision of superiors at the actual work place.

B) Methods: i. Apprenticeship Programme: It is designed for higher levels of skills. It ensures on the job training and is explained with classroom instruction in a particular subject.

ii. Coaching: At lower levels the coaching may simply consist of trainee observing his supervisor so as to develop the basic skills necessary for operating machine.

iii. Internship training: Technical institutes and business organizations jointly

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impart training
to their members.

iv. Job rotation: It is a method of training which serves the purpose of employees' development through provision of diversified training.

QUESTIONS WITH DIFFERENT DIFFICULTY LEVELS

1. It is described as the managerial function of filling and keeping filled the positions in the organization structure. Which function of management is referred here? (1M)

Ans. Staffing

2. It is recruitment, selection, development, utilization, compensation and motivation of human resources of the organization. Give the name of the concept mentioned here. (1M)

Ans: Human Resource Management.

3.It implies introducing the selected employee to other employees and familiarizing him with the rules and policies of the organization. Name it. (1M)

Ans: Orientation.

4. What is the next step after selection? (1M)

Ans: Placement and Orientation.

5. It seeks to attract suitable applicants to apply for available jobs. Give the term.(1M)

Ans: Recruitment.

6. These are run by the Government as a source of recruitment for unskilled and skilled operative jobs. What is being referred here? (1M)

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Ans: Employment exchanges.

7. Which type of personnel is recruited by management consultancy firms?

Ans: Management consultancy firms help the organization to recruit technical, professional and managerial personnel.

8. Hamish is working as a supervisor in a company. Due to his hard work he is promoted to the post of Production Manager. Now the post of supervisor is vacant and no one can be transferred or promoted to this post. Name the source of recruitment the company will use to fill up this post. State any three advantages of using this source of recruitment. (4M)

Ans: The Company will use external source of recruitment.

Advantages: i. Fresh talent ii. Wider choice iii. Qualified personnel

9. It is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Name it. (1M)

Ans: Selection.

10. Name the test which is used as a measure of individual's potential for learning new skills. (1M)

Ans: Aptitude test.

11. Which step in the process of selection helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms? (1M)

Ans: Preliminary Screening

12. What is formal, in-depth conversation conducted to evaluate the applicant's suitability for job called. (1M)

Ans: Employment interview.

13. Why is selection considered as negative process? (1M)

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Ans: Because it is a process in which a person is selected and the others are rejected.

14. It is a test used for selection of employees to measure individual's potential for learning new skills. Mention its name and explain two other tests also. (1M)

Ans: Aptitude.

Other Tests: a) Personality Test: These tests are used judge the psychological makeup of a person.

b) Interest Test: These tests identify individual likes and dislikes in relation to work.

15. It is the process of increasing the knowledge and skills of an employee for doing a particular job. Which process is referred to here? (1M)

Ans: Training

16. Which of type of training is a joint programme of training in which educational institutions and business firms cooperate? (1M)

Ans: Internship training

17. Trainee is put under the guidance of a master worker to acquire a higher level of skill, for example to become plumber, electrician, etc. Which method of training is referred here? (1M)

Ans: Apprenticeship programme

Question based on Values:

1. While selecting employees, an organization is not giving any priority to disabled candidates, weaker sections in the society and even women. Identify the values missing in the company's selection process and also suggest a remedy.

Ans. i. Social objectives are not followed.

ii. Gender biased.

iii. Inclusive employment policy is violated

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iv. Company's selection policy is not good.

Company should give equal opportunity to all the prospective candidates.

Exercises

1. What is meant by staffing?

Staffing is a management function that involves the hiring of candidates suitable for the organisation by evaluating their skills and knowledge, and offering specific roles as per their skill set. It is involved in the fulfilment of human resource requirements for an organisation.

2. State the two important sources of recruitment.

Recruitment is the process of searching and hiring the right person for the job. It can also be said as the process of finding potential candidates suitable for the job and convincing them to apply for the post. Two important sources of recruitment can be defined as follows:

1. Internal Sources

2. External Sources

Internal sources refer to sources of recruitment within the organisation. It means any vacancy created is filled by an existing employee working in the organisation.

External sources of recruitment include hiring a new candidate either through agencies or conducting a direct hiring session.

3. The workers of a factory are unable to work on new machines and always demand the help of a supervisor. The supervisor is overburdened with their frequent calls. Suggest the remedy.

This situation can be controlled by providing the workers with proper training regarding the use of machines. It will increase their confidence and skill set. It will also result in faster working with no delay in performing the task.

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4. The quality of Production is not as per standards. On investigation, it was observed that most of the workers were not fully aware of the proper operation of the machinery. What could be the way to improve the quality of production to meet the standards? (training).

The quality of the production can be improved by offering training to employees. This can be job training, where there will be a master worker whose role will be to train the employees in the use of machinery. The employees can learn and practise under the guidance of a master worker for a period of time before working individually. This type of training will help an employee to work with efficiency.

5. The workers of a factory remain idle because of the lack of knowledge of hi-tech machines. Frequent visit of an engineer is made, which causes high overhead charges. How can this problem be removed?

This kind of problem is dealt with by providing workers with proper training. These workers can be provided vestibule training which will reduce the frequent visits of the engineer. Vestibule training is the kind of training where the workers are made to practise on dummy machines, which are models of industrial equipment that the workers need to work on. Once they gain adequate exposure, the workers can be shifted to the factory to perform the work.

Short Answer Questions

1. What is meant by recruitment? How is it different from the selection?

Recruitment is the process of searching and hiring the right person for the job. It can also be said as the process of finding potential candidates suitable for the job and convincing them to apply for the post. Whereas selection is the procedure of choosing the required set of candidates from a pool of candidates.

The points of comparison between recruitment and selection are as follows:

Basis of Comparison	Recruitment	Selection

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Meaning	It is the process of searching and hiring the right candidate for the job.	It refers to the process of choosing the best candidates from a candidate pool at the time of recruitment
Sequence	It is the second stage of staffing	It is the third stage in staffing, and it comes after the recruitment
Employment Contract	The candidates who come for the recruitment process are not offered any form of employment contract by the organisation	Candidates who are shortlisted for selection will be offered an employment contract by the organisation, which includes details of the appointment.
Characteristic	The recruitment process is concerned with getting many candidates for the vacancy that is advertised.	The selection process is about choosing the right candidate and discarding inappropriate candidates.

2. An organisation provides security services. It requires such candidates who are reliable and don't leak out the secrets of their clients. What step should be incorporated into the selection process?

For conducting such a selection process, the tests that can be conducted are personality tests. Such tests will help recruiters identify the candidates with the most stable personalities, which is suitable for the job type that is offered.

3. A company manufactures paper plates and bowls. It produces 1,00,000 plates and bowls each day. Due to a local festival, it got an urgent order of extra 50,000 plates and bowls. Explain the method of recruitment that the company should adopt in the given circumstances to meet the order.

The method of choice in this situation is approaching labour contractors. Production of paper plates and bowls is done by workers or labourers who have

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low skills. Labour contractors have access to labourers looking for work opportunities and, therefore, will be able to provide the required manpower at the time of need.

4. Distinguish between training and development.

Training and development are closely related concepts but are distinct in their function. The focus is the same for both concepts, but there is a change in perspective. Training is related to the process of imparting abilities and skills that are required in a job, while development is the growth of an individual over a period of time.

The following points highlight the difference between training and development.

Basis of Comparison	Training	Development
Meaning	It is the process of enhancing the abilities and skills of an employee, which is essential to perform a job.	It is the process that involves the overall growth of an employee.
Focus	The focus of the training is job oriented. It is specific to the job that is assigned.	The main focus of development will be overall growth and is, therefore, more career-oriented.
Scope	Training has a narrow scope as it focuses only on how to make someone efficient in the assigned job	Development has a wider scope as it is focused on the development of the personality of the individual. Training is considered a part of the development process.

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5. Why are internal sources of recruitment considered to be more economical?

Internal sources of recruitment involve selecting an existing employee for a new position in the organisation. The way of recruiting is either through transfer or promotion. It is considered more economical because it saves time and money. The recruitment process is not that extensive as compared to external recruitment. There will be no expenditure on the training of employees, which is further cost-efficient. Therefore, in these ways, it is economical.

6. No organisation can be successful unless it fills and keeps the various positions filled with the right kind of people for the right job. Explain.

In today's world, finding the right candidate for the job is pretty challenging, given the developments in technology, the nature of the job and the skill sets that are required. Staffing is an essential function of management that helps in the hiring of manpower for the organisation.

Staffing provides the following benefits:

1. Staffing helps in finding and selecting the best-suited candidate for the job.
2. It ensures that the right people are selected for the right job, which will help in increasing the overall efficiency and performance of the organisation.
3. By selecting the best candidates for the job, an organisation has a better chance of registering growth.
4. Staffing helps in manpower planning and helps in the proper utilisation of manpower. It also helps in filling up vacant job posts so that working efficiency is maintained.

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Long Answer Questions

1. 'Human resource management includes many specialised activities and duties.' Explain.

Human resource is one of the essential functions of management which is involved with the hiring, development and management of resources in the form of humans for the organisation. It performs a lot of activities which includes determining the demand for recruiting, preparing plans for recruiting, conducting recruitment, selecting the best candidates, rolling out offer letter, inducting employees to the organisation, imparting training and development and finally, acting as support for employee grievances.

The following points will explain the activities that are performed by human resources:

1. Human resource planning
2. Recruiting the candidates (the process of finding candidates for jobs)
3. Determine the job and its specific requirements and perform research and analysis to prepare the correct job description.
4. Conduct training and development programmes for the newly joined employees as well as refresher programmes for existing employees.
5. Conduct performance appraisals for the employees on a quarterly/half-yearly/yearly basis.
6. Maintaining good relations with labours and paying attention to the labour union demands.
7. Act as the point of contact for handling employee complaints and grievances.
8. Assist in providing schemes for the welfare of employees.
9. Representing the company in various lawsuits and finding ways to prevent legal complications.

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2. Explain the procedure for the selection of employees.

Selection is the process of choosing the best candidates from the pool of candidates that appear for a recruitment programme. It is a process that comprises various types of tests and interviews. The following steps are involved in the selection process:

1. The first step in the selection process is screening; in this process, candidates who do not fill the required criteria and qualifications are eliminated from the initial recruitment process. The process of elimination starts with the screening of the information that is provided by candidates in their application forms. Initial interviews conducted will also help determine the facts that are not present in the application and will be helpful in rejecting candidates.
2. The next step in screening is to put the candidates through a set of tests like the intelligence test, personality test and aptitude test. These tests assess the candidates on different levels and help recruiters determine their candidature.
3. The candidates who complete the tests are made to appear for the next round of interview, which is a personal interview. These are conducted to help the candidate know better by having conversations with the managers. This test also helps the recruiter assess the mental stability of the candidate regarding the job.
4. The candidates, once they complete the interview process, have to wait for some time when the organisation performs background checks on the employee; it can be asking the previous employer or colleagues and verifying the information as provided by the candidate.
5. After conducting all the checks and being satisfied, the candidate is shortlisted for the job offer.
6. There can be an optional medical examination of the candidate, and the final job offer is processed once the candidates clear the test.
7. The next step is sending out the offer letter, which contains information on the joining date and time at which to report to the office.

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8. Employment contract: Once the employee joins, the final step is to get over with the documentation and provide the employee with the details such as salary, designation, HR policies, leave policies etc.

3. What are the advantages of training to the individual and to the organisation?

Training is an important event for any organisation. It is an activity that is aimed at building the skills and abilities of the individuals who are required to perform a job. It is an essential part of the job which is helpful in improving the knowledge of an individual. The nature of jobs changes with the changes in the business environment. The following are the benefits of training for the employee and the organisation.

Benefits to employee

- i. Training provides employees with the skills to grow in their careers. It is helpful in improving knowledge of the processes, which is essential for future growth.
- ii. An individual with training will be able to earn more than those without any kind of training. It improves working efficiency and results in a good performance.
- iii. Training makes an employee more confident in handling work. The equipment and machines at the workplace will be easier to manage with proper training so that there will be less accidents.
- iv. Training improves the self-confidence of the employees and helps them to face new challenges at work. The increased confidence also contributes to the sense of feeling of higher job satisfaction.

Benefits for organisation

- i. Training is a systematic way of teaching processes. It will be, therefore, more efficient and saves the organisation time and money.

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ii. Training helps individuals and makes them more efficient; the direct result is an improvement in productivity. The rise in employee productivity will result in the growth of the company.

iii. Training helps in preparing employees to face new challenges and situations. It helps in building an effective way to counter issues that arise in future.

iv. Good training helps in boosting employee morale. It gives proper confidence and motivation, which reduces employee turnover and absenteeism from work.

4. Kalu Consultants has launched www.naukaripao.com exclusively for senior management professionals. The portal lists out senior-level jobs and ensures that the job is genuine through the rigorous screening process.

a. State the source of recruitment highlighted in the case above.

b. State four benefits of the above-identified source of recruitment.

a. www.naukaripao.com is an online portal which serves as a common platform for job providers and seekers. It helps the candidates to find good jobs, and companies to find good candidates. This form of recruitment is called web publishing.

b. The benefits associated with web publishing are as follows:

1. Resumes get screened very fast on the website only as per the job title, which saves a lot of time for the recruiters. It makes the search for prospective candidates much easier. The added benefit is real-time interaction between the job seeker and the organisation.

2. The reach of online recruitment is across the globe, so more candidates can be hired.

3. The companies looking for candidates can put their brand on the recruitment website, which will help the recruitment company gain name in the market.

4. It makes the hiring process short as compared to traditional recruitment. Not only time is reduced, but it reduces costs also.

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5. A company, Xylo limited, is setting up a new plant in India for manufacturing auto components. India is a highly competitive and cost-effective production base in this sector. Many reputed car manufacturers source their auto components from here.

Xylo limited is planning to capture about 40% of the market share in India and also export to the tune of at least ₹ 50 crores in about 2 years of its planned operations. Achieving these targets requires a highly trained and motivated workforce. You have been retained by the company to advise in this matter. While giving answers, keep in mind the sector the company is operating.

Questions:

- a. Outline the process of staffing the company should follow.**
- b. Which sources of recruitment the company should rely upon? Give reasons for your recommendation.**
- c. Outline the process of selection, which the company should follow with reasons.**

a. The following process of staffing should be followed by the company.

1. Identify and prepare the number and types of personnel required for the setup.
2. Find suitable candidates who can fill the vacancies in the company and approach them to apply for the position.
3. Select the right candidate after performing a thorough interview process.
4. Help the employee get familiar with the working environment as it will make them feel comfortable.
5. Train the employee as per the requirements of the job description.
6. Determine the performance of the employee against the set of standards and provide appropriate feedback.
7. Promote employees who are good performers.

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8. Provide appropriate compensation and benefits to the employees to keep them motivated.

b. The company should rely on recruitment sources that are external. The company is going to set up a new plant in a new region; therefore, candidates who are locals of that area will be the best resources as they will be familiar with the environment and working conditions of the local region, so it will be beneficial for the organisation.

c. The company should follow the following selection process:

1. Screen the candidates and reject those who are not matching with the job description.

2. Test the candidate using various types of tests, which can include an aptitude test, personality test, and intelligence test.

3. Arrange a personal interview session for candidates who make the cut from the tests. The manager will be able to judge the candidate further and help in assessing the candidate's true potential.

4. Before finalising the candidate, perform a background check by taking references from the candidate about previous employers.

5. On finding the candidate suitable for the job, provide a confirmation.

6. Help the candidate with the employment contract and terms of employment.

6. A major insurance company handled all recruiting, screening and training processes for data entry/customer service representatives. Their competitor was attracting most of the qualified, potential employees in their market. Recruiting was made even more difficult by the strong economy and the 'jobseeker's market.' This resulted in the client having to choose from candidates who had the 'soft' skills needed for the job but lacked the proper 'hard' skills and training.

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Questions

- a. As an HR Manager, what problems do you see in the company?**
- b. How do you think it can be resolved and what would be its impact on the company?**

a. The following problems can be identified in the company:

1. There is a lack of qualified candidates in the company as most of the skilled candidates have been hired by the competitors.
2. The company employees lack the hard skills required for the job; this results in poor performance of the employees.

b. To resolve this problem, the following steps can be taken:

1. Employees should be provided proper hard skills training in order to make them more suitable for the job.
2. The company can try an external recruitment process in order to attract the best talents. The agencies will shortlist such candidates as deemed suitable for the job.

7. Ms. Jayshree recently completed her Post Graduate Diploma in Human Resource Management. A few months from now, a large steel manufacturing company appointed her as its Human Resource Manager. As of now, the company employs 800 persons and has an expansion plan in hand, which may require another 200 persons for various types of additional requirements. Ms. Jayshree has been given complete charge of the company's Human Resources Department.

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Questions

- 1. Point out what functions is she supposed to perform?**
- 2. What problems do you foresee in her job?**
- 3. What steps is she going to take to perform her job efficiently?**
- 4. How significant is her role in the organisation?**

1. Being a Human Resource Manager, Ms. Jayshree should be looking to hire candidates for the company. This falls under the staffing function. She must ensure that the hiring of the candidates should be as per the expansion plan of the company, and the candidates that are hired should be the ideal candidate for the position. She must also check if the employees are getting proper training and also are motivated.

Her role will consist of the following functions:

- a. Preparing job descriptions for individual positions.
- b. Recruitment of candidates who are qualified for the job.
- c. Developing the salary structure for the employees.
- d. Conducting interviews of the candidates.
- e. Arrange proper training of new candidates.
- f. Look after the welfare of employees.
- g. Address employee complaints and grievances.
- h. Defend the company in lawsuits and legal matters.

2. We can foresee the following problems in her job:

- a. The job role requires her to perform multiple functions on a daily basis.
- b. Finding the right candidate for a role is a tedious job.
- c. She has to identify sources of recruiting candidates.

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d. She needs to arrange proper training for the employees to develop the necessary skills required for the job.

3. She has to take the following steps in order to perform efficiently in her job:

a. Devise a proper staffing plan that has an estimate of human resource requirements of the present as well as the future.

b. The minimum qualification for the jobs should be decided in advance.

c. There should be a proper structure and assessment tests for screening the potential candidates.

d. The selection test should be properly conducted along with the interview.

4. The role of Ms. Jayshree is very important for the organisation. She has to ensure the right candidates are getting selected for the job. Any mistake in hiring the wrong candidate will result in a waste of time and cost, which impacts not only the performance but also the efficiency of the organisation. Her job is to ensure the selected candidates are best suited to be part of the organisation.

In the following ways, the human resource function can be important for the organisation:

1. Hiring of right candidate leads to high performance and efficiency.

2. Growth and survival of employees in the organisation can be planned by managers.

3. Helps in maintaining employee morale and provides motivation to employees in the form of rewards and recognition.

4. Assists in the proper utilisation of resources for the organisation.

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Multiple Choice Questions

1. When Jaskaran Singh applied for the post of Computer teacher in a school in Bhubaneswar, he was asked to prepare a PowerPoint presentation on a particular topic during the selection procedure. Identify the type of selection test being mentioned in the above lines.

- (a) Trade test
- (c) Intelligence test
- (b) Personality test
- (d) Interest test

Answer: (a) Trade test

2. Identify the correct sequence of the steps involved in the selection process.

- (a) Medical Examination, Contract of Employment, Reference and Background Checking, Selection Decision, Job Offer
- (b) Reference and Background Checking, Selection Decision, Contract of Employment, Medical Examination, Job Offer
- (c) Job Offer, Reference and Background Checking, Selection Decision, Medical Examination, Contract of Employment
- (d) Reference and Background Checking, Selection Decision, Medical Examination, Job Offer, Contract of Employment

Answer: (d) Reference and Background Checking, Selection Decision, Medical Examination, Job Offer, Contract of Employment

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3. Identify the correct sequence of the steps involved in the staffing process.

- (a) Recruitment, Estimating the Manpower Requirements, Placement, and Orientation, Selection
- (b) Estimating the Manpower Requirements, Selection, Placement, and Orientation, Recruitment
- (c) Selection, Estimating the Manpower Requirements, Recruitment, Placement, and Orientation
- (d) Estimating the Manpower Requirements, Recruitment, Selection, Placement, and Orientation

Answer: (d) Estimating the Manpower Requirements, Recruitment, Selection, Placement, and Orientation

4. Which of the following activities lie within the scope of the Human Resource Department?

- (a) Formulating compensation and incentive plans
- (b) Ensuring healthy labour relations and union-management relations
- (c) Creating provision for social security and welfare of employees
- (d) All of the above

Answer: (d) All of the above

5. Which type of training is provided to the new employees of an organisation in order to familiarise them with the organisational rules and policies, their superior and subordinate, and so on?

- (a) Vestibule training
- (b) Apprenticeship training
- (c) Internship training

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(d) Induction training

Answer: (d) Induction training

6. Under the _____ method of training, a trainee is put under the guidance of a master worker.

(a) Internship training

(b) Vestibule training

(c) Apprenticeship training

(d) Induction training

Answer: (c) Apprenticeship training

7. Which of the following is not a benefit of training and development to an organisation?

(a) Help to avoid wastage of efforts and money

(b) Enhance employee productivity

(c) Lead to a better career of the individual

(d) Reduce absenteeism and increase employee turnover

Answer: (b) Enhance employee productivity

8. _____ are used to know the pattern of interests or involvement of a person.

(a) Trade test

(b) Personality test

(c) Intelligence test

(d) Interest test

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Answer: (d) Interest test

9. Many big organisations maintain a close liaison with the universities, vocational schools, and management institutes to recruit qualified personnel for various jobs. This is known as _____.

- (a) Placement agencies and management consultants
- (b) Direct recruitment
- (c) Labour contractors
- (d) Campus recruitment

Answer: (d) Campus recruitment

10. _____ a very useful source of recruitment for hiring casual or 'badli' workers to whom compensation is provided on a daily wage basis.

- (a) Placement agencies and management consultants
- (b) Direct recruitment
- (c) Labour contractors
- (d) Advertising on television

Answer: (b) Direct recruitment

11. Under this method of recruitment, an organisation maintains a database of unsolicited applicants in their offices. Which is the method?

- (a) Direct recruitment
- (b) Casual callers
- (c) Labour contractors
- (d) Advertising on television

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Answer: (b) Casual callers

12. _____ is suitable for filling casual vacancies when the workload is high or when a certain number of permanent workers are absent.

- (a) Direct recruitment
- (b) Labour contractors
- (c) Advertising on television
- (d) Placement agencies and management consultants

Answer: (a) Direct recruitment

13. It refers to the horizontal movement of employees along with the organisational structure. What is it?

- (a) Transfer
- (b) Promotion
- (c) Training
- (d) Demotion

Answer: (a) Transfer

14. The various activities involved in the process of recruitment include _____.

- (a) Identification and assessment of the different sources of recruitment
- (b) Selecting the most suitable source or sources
- (c) Inviting applications from the prospective candidates
- (d) All of the above

Answer: (d) All of the above

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15. _____ is the process of introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation.

- (a) Orientation
- (b) Selection
- (c) Training
- (d) Recruitment

Answer: (a) Orientation

Summary

Meaning

Staffing means putting people to jobs. It begins with human resource planning and includes different other functions like recruitment, selection, training, development, promotion and performance appraisal of work force.

Need and Importance of Staffing

- 1. Obtaining Competent Personnel:** Proper staffing helps in discovering and obtaining competent personnel for various jobs.
- 2. High Performance:** Proper staffing ensures higher performance by putting right person on the right job.
- 3. Continuous growth:** Proper staffing ensures continuous survival and growth of the enterprise.
- 4. Optimum utilization of human resources:** It prevents under-utilization of personnel and high labour cost.
- 5. Improves job satisfaction:** It improves job satisfaction and morale of employee.

Staffing As a Part of Human Resource Management (HRM)

• Staffing

- Function which all managers have to perform as all managers directly deal with people
- Staffing refers to this kind of role played by all managers in small organizations.
- As organizations grow and number of people employed increases, a separate

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department called the human resource department is formed which consists of specialists who are experts in dealing with people.

- In fact early definitions of staffing focused narrowly on only hiring people for vacant positions. But today staffing is a part of HRM which encompasses not only staffing but also a number of other specialized services such as job evaluation, management of labour relations.

- **Human Resource Management**

- Involves procuring, developing, maintaining and appraising a competent and satisfied workforce to achieve the goals of the organization efficiently and effectively.

- Its purpose is to enable every human being working in the organization to make his best possible contribution..

PROCESS OF STAFFING

1. Estimating Manpower Requirement: It involves the following:

(a) Making inventory of current human resources in terms of qualification, training & skills.

(b) Assessing future human resource needs of all departments.

(c) Developing a programme to provide the human resources. Job Analysis is an intensive way of finding details related to all jobs.

2. Recruitment: It refers to identification of the sources of manpower availability and making efforts to secure applicants for the various job positions in an organization.

3. Selection: It is the process of choosing and appointing the right candidates for various jobs in an organization through various exams, tests & interviews.

4. Placement and Orientation: When a new employee reports for duty, he is to be placed on the job for which he is best suited. Placement is very important process as it can ensure “Right person for right job”. Orientation/Induction is concerned with the process of introducing a new employee to the organization. The new employees are familiarized with their units, supervisors and fellow employees. They are also to be informed about working hours, procedure for availing leave, medical facilities, history and geography of organization and rules/regulations relating to their wages etc.

5. Training and Development: Systematic training helps in increasing the skills and knowledge of employees in doing their jobs through various methods.

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Development involves growth of an employee in all respects. It is the process by which the employees acquire skills and competence to do their present jobs and increase their capabilities for higher jobs in future.

6. Performance Appraisal: It is concerned with rating or evaluating the performance of employees. Transfers and promotions of the staff are based on performance appraisal.

RECRUITMENT

(A) Recruitment: Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

Sources of Recruitment

(A) Internal Sources

(B) External Sources

(A) Internal Sources of Recruitment

Internal sources refer to inviting candidates from within the organization.

Following are important sources of internal recruitment:

- 1. Transfers:** It involves the shifting of an employee from one job to another, from one department to another or from one shift to another shift.
- 2. Promotions:** It refers to shifting an employee to a higher position carrying higher responsibilities, prestige, facilities and pay.
- 3. Lay-Off:** To recall the temporary worker for work is called Lay-Off, who were temporarily separated from organization due to lack of work.

Advantages of Internal Sources Recruitment:

- (1) Employees are motivated to improve their performance.
- (2) Internal recruitment also simplifies the process of selection & placement.
- (3) No wastage of time on the employee training and development.
- (4) Filling of jobs internally is cheaper.

Limitation of Internal Sources

- (1) The scope for induction of fresh talent is reduced.
- (2) The employee may become lethargic.
- (3) The spirit of competition among the employees may be hampered.
- (4) Frequent transfers of employees may often reduce the productivity of the organization.

External Sources of Recruitment

When the candidates from outside the organization are invited to fill the vacant job

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position then it is known as external recruitment. The common methods of external sources of recruitments are:

- 1. Direct Recruitment:** Under the direct recruitment, a notice is placed on the notice board of the enterprise specifying the details of the jobs available.
- 2. Casual callers:** Many reputed business organizations keep a data base of unsolicited applicants in their office. This list can be used for Recruitment.
- 3. Advertisement:** Advertisement in media is generally used when a wider choice is required. Example– Newspapers, Internet, Radio, Television etc.
- 4. Employment Exchange:** Employment exchange is regarded as a good source of recruitment for unskilled and skilled operative jobs.
- 5. Campus recruitment and labour contractors** can be used for the purpose.

Merits of External Sources

- 1. Qualified Personnel:** By using external source of recruitment the management can attract qualified and trained people to apply for the vacant jobs in the organization.
- 2. Wider Choice:** The management has a wider choice in selecting the people for employment.
- 3. Fresh Talent:** It provides wider choice and brings new blood in the organization.
- 4. Competitive Spirit:** If a company taps external sources, the staff will have to compete with the outsiders.

Limitations of External Sources of Recruitment

- 1. Dissatisfaction among existing employees:** Recruitment from outside may cause dissatisfaction among the employees. They may feel that their chances of promotion are reduced.
- 2. Costly process:** A lot of money has to be spent on advertisement therefore this is costly process.
- 3. Lengthy Process:** It takes more time than internal sources of recruitment.

Selection

Selection is the process of choosing from among the candidates from within the organization or from outside, the most suitable person for the current position or for the future position.