# Unit 3- Part 2

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What is Staffing

- Staffing is the process of hiring eligible candidates in the organization or company for specific positions.

- In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly.

Staffing
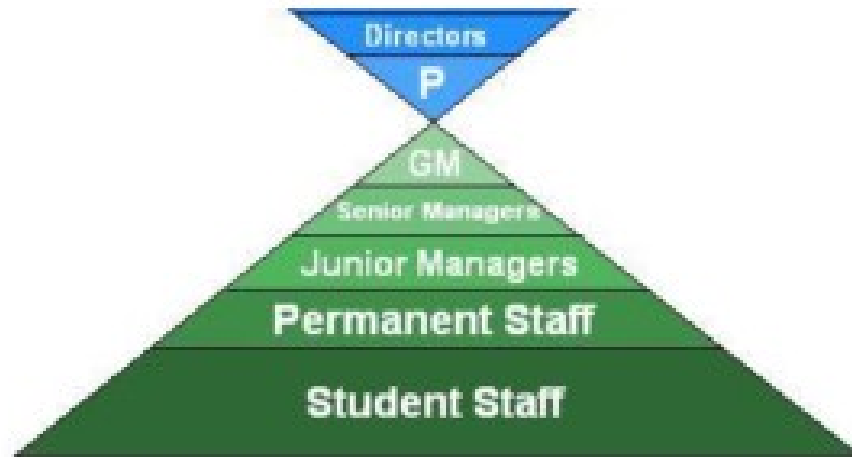
- Staffing can be defined as one of the most important functions of management. It involves the process of filling the vacant position of the right personnel at the right job, at right time. Hence, everything will occur in the right manner.
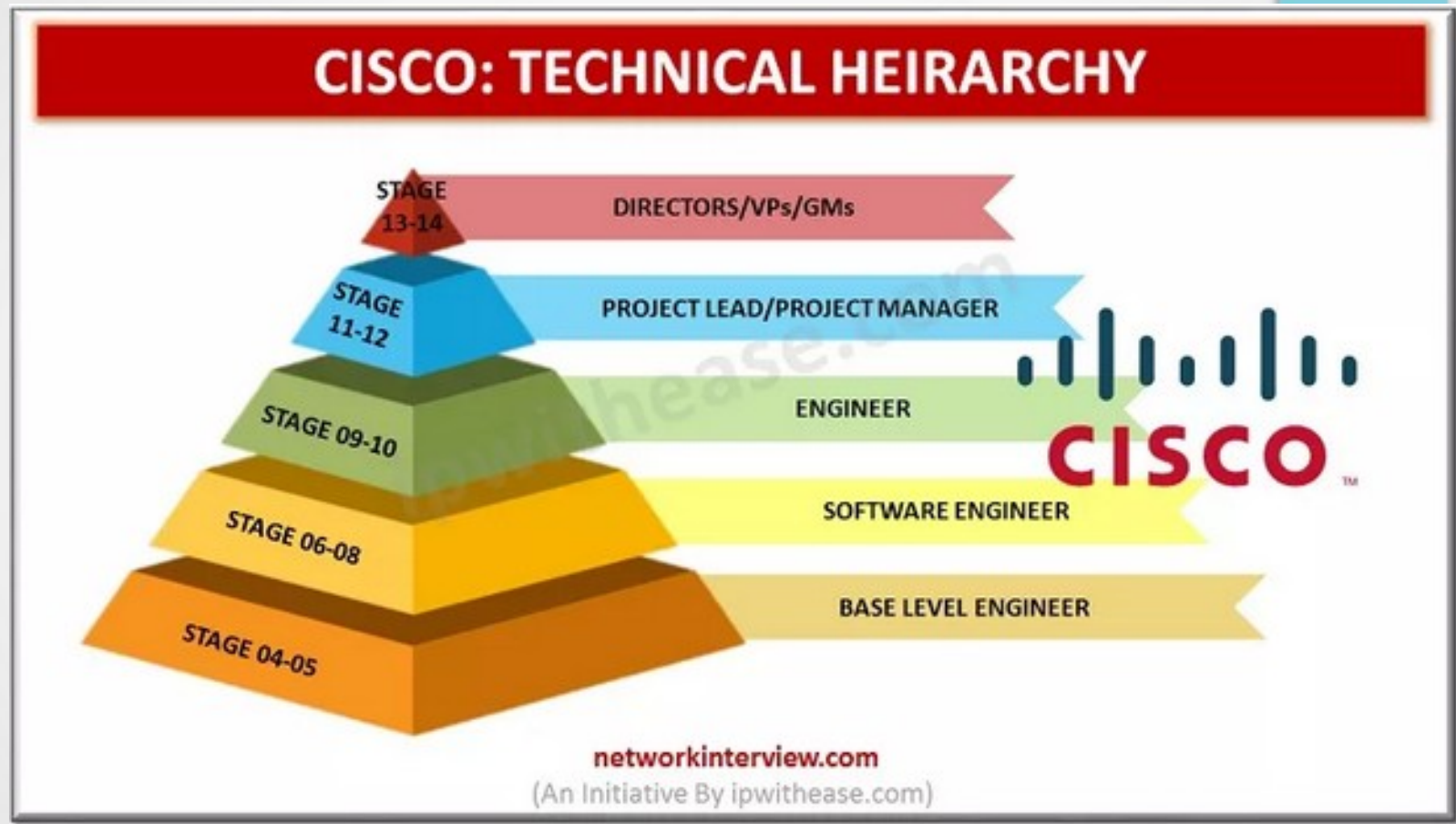
Functions of Staffing

- The first and foremost function of staffing is to obtain qualified personnel for different jobs position in the organization.

- In staffing, the right person is recruited for the right jobs, therefore it leads to maximum productivity and higher performance.

- It helps in promoting the optimum utilization of human resource through various aspects.

- Job satisfaction and morale of the workers increases through the recruitment of the right person.

- Staffing helps to ensure better utilization of human resources.

- It ensures the continuity and growth of the organization, through development managers.

Line of staffing in software management

- 1 PROJECT SPONSOR
- 2 SUBJECT MATTER EXPERTS (SME)
- 3 PRODUCT OWNER
- 4 PROJECT MANAGER (PM)
- 5 TECHNICAL LEAD
- 6 SOFTWARE DEVELOPERS
- 7 SOFTWARE TESTERS
- 8 USER ACCEPTANCE TESTERS

Example

Line of staffing in software management

- PROJECT SPONSOR: The Project Sponsor is the person or group that provides direction and resources, including financial resources for the software project. The Project Sponsor works with the project management team, aiding with wider project matters such as scope clarification, progress, monitoring, and influencing others in order to benefit the software project.

- PRODUCT OWNER: Product Owner is a software development role for a person who represents the business or end-users and is responsible for working with the user group to determine what features will be in the product release.

The Process of Delegation of Authority

- 1. Assignment of Duties to Subordinates

- Before delegation can begin, the delegator needs to determine the duties which they want the subordinate(s) to perform. It is in this stage that the superior lists the activities they want to be performed by their subordinates, along with the targets to be achieved, and then communicates this to those recruited. Duties are then assigned to the subordinates, as per their job roles, rankings, and expectations.

- 2. Transfer of Authority to Perform the Duty

- The second stage is when the delegator determines the necessary amount of authority required to perform the assigned duty and bestows that on the subordinate(s). During this phase, the manager must always ensure that the authority is strictly delegated just to perform the assigned responsibility, since disproportionate authority lends risk to misunderstanding by the subordinate.

Line of staffing in software management

- PROJECT MANAGER (PM): The Project Manager (PM) is responsible for knowing the "who, what, where, when and why" of the software project. This means knowing the stakeholders of the project and being able to effectively communicate with each of them.

- The Project Manager is also responsible for creating and managing the project budget and schedule as well as processes including scope management, issues management and risk management.

- SOFTWARE DEVELOPERS:

- The Software Developers (front-end and back-end) are responsible for using the technical requirements from the Technical Lead to create cost and timeline estimates.

- The Software Developers are also responsible for building the deliverables and communicating the status of the software project to the Technical Lead or Project Manager.

Line of staffing in software management

- SOFTWARE TESTERS:

- The Software Testers ensure that the software solution meets the business requirements and that it is free of bugs, errors and defects.

- In the test planning and preparation phases of the software testing, Software Testers should review and contribute to test plans, as well as be analysing, reviewing and assessing technical requirements and design specifications.

Importance of Staffing

Efficient Performance of Other Functions

- For the efficient performance of other functions of management, staffing is its key. Since, if an organization does not have the competent personnel, then it cannot perform the functions of management like planning, organizing and control functions properly.

- Effective Use of Technology and Other Resources: Well, it is the human factor that is instrumental in the effective utilization of the latest technology, capital, material, etc. the management can ensure the right kinds of personnel by performing the staffing function.

Importance of Staffing

Optimum Utilization of Human Resources

- The wage bill of big concerns is quite high. Also, a huge amount is spent on recruitment, selection, training, and development of employees. To get the optimum output, the staffing function should be performed in an efficient manner.

- Development of Human Capital

- Another function of staffing is concerned with human capital requirements. Since the management is required to determine in advance the manpower requirements. Therefore, it has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in the future.
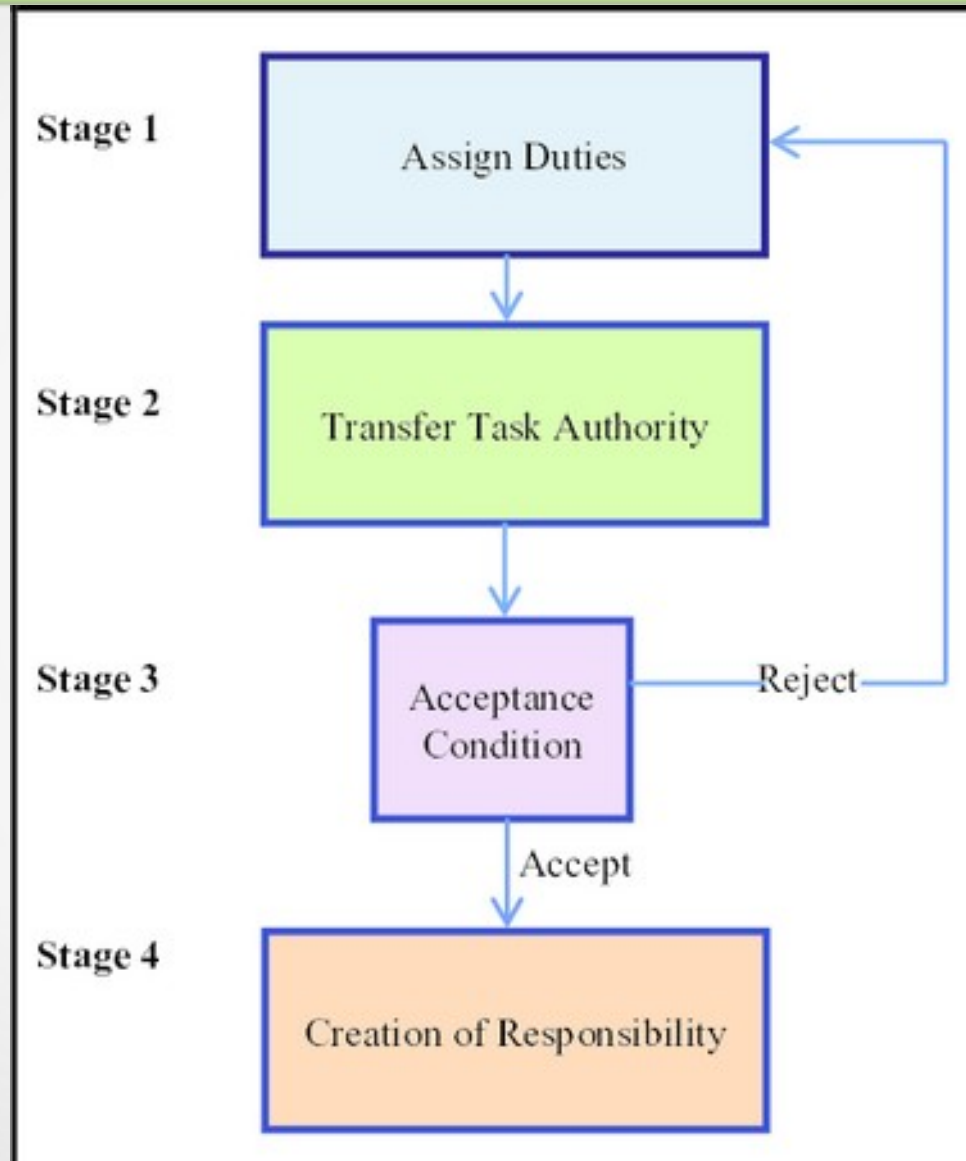
Importance of Staffing

The Motivation of Human Resources

- In an organization, the behaviour of individuals is influenced by various factors which are involved such as education level, needs, socio-cultural factors, etc. Therefore, the human aspects of the organization have become very important and so that the workers can also be motivated by financial and non-financial incentives in order to perform their functions properly in achieving the objectives.

- Building Higher Morale

- The right type of climate should be created for the workers to contribute to the achievement of the organizational objectives. Therefore, by performing the staffing function effectively and efficiently, the management is able to describe the significance and importance which it attaches to the personnel working in the enterprise.
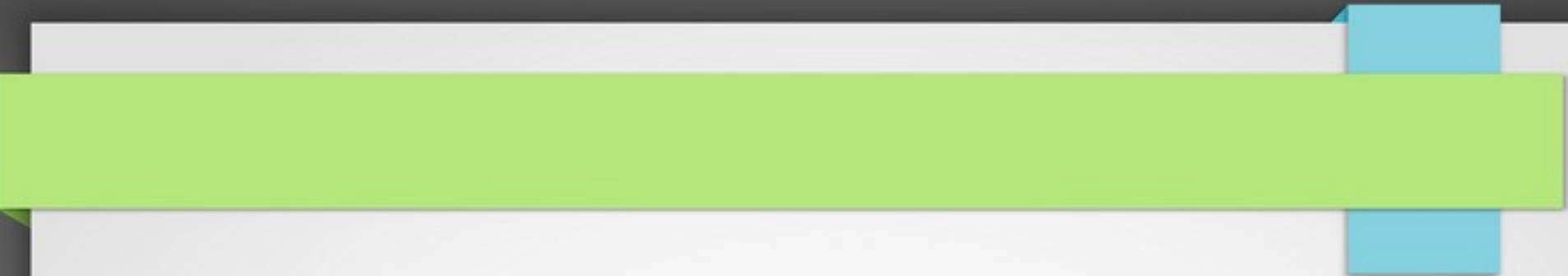
Delegation

- Delegation is a way to appropriately and consistently provide direction to the staff.

- By delegating properly, you can teach employees new skills and expertise to help them be more productive and instill a sense of self-reliance, improving morale and motivation.

- As a supervisor, you must assess your staff's current abilities and their potential to accept and complete assignments through established guidelines.

- You must know how to plan and coordinate a variety of activities and how to monitor progress.

- Delegation brings into play many management functions planning, organizing, coordinating, motivating, communicating, and leading.

Delegation

Stage 1 — Assign Duties

Stage 2 — Transfer Task Authority

Stage 3 — Acceptance Condition — Reject

Accept

Stage 4 — Creation of Responsibility

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- 3. Acceptance of the Assignment

- It is in this stage that the subordinate can either accept or reject the tasks assigned to them. If the delegate refuses to accept the duty, and subsequently the authority to perform it, it is the responsibility for the delegator to either investigate as to why the delegate has refused or to identify another person who is capable and willing to undertake the assignment. Once the task is accepted by a subordinate, the process reaches its final stage.

- 4. Accountability

- The process of delegation of authority concludes when an obligation is established on the part of the subordinate, that indicates the performance expectation and the amount of responsibility and authority assigned to him. Once the assignment is accepted, the subordinate becomes accountable for the completion of the duty and is held responsible to their superior for their performance.

Barriers of Delegation

- The 8 barriers to delegation are:

  1. I can do it better myself.

  2. My people are just not capable enough.

  3. It takes too much time to explain what I want done.

  4. If it goes wrong I'll still be accountable.

  5. Delegation reduces my own authority.

  6. I'll be shown up if they do too good a job.

  7. My people prefer that I make the decisions.

  8. Team members want to avoid responsibility (at least at work).

Introduction To Decentralisation

- Decentralisation of authority is another concept closely related to centralisation. The delegation of authority by an individual manager is closely related to organization's Decentralisation of authority.

- Decentralisation of authority means conscious/systematic effort to bring **dispersal (spreading) of decision making power to the lower levels of the Organisation.** In decentralisation, only broad powers will be reserved at the top level. Such powers include power to plan, organise, direct and control and maximum powers will delegated to the authority at the lower level.

- Decentralisation is just opposite to centralisation. Under centralisation, authority is mostly concentrated at the top level management. Centralisation and decentralisation are mutually dependent. In a large Organisation, the process of centralisation and decentralisation co-exist and reinforce each other.

Introduction To Decentralisation

- Decentralisation is a natural development when the Organisation grows large and complex. Here, centralisation of management is neither possible nor desirable. The only practical solution is to divide the Organisation into decision-making units and giving the powers to take routine types of decisions in regard to the functioning of those units. This is decentralisation in practice.

- In decentralisation, systematic efforts are being made to delegate to the lowest levels all authority except that which can only be exercised at the central points.

- Decentralisation is delegation not from one individual to another but delegation to all units in an Organisation.

- A company is said to be highly decentralized, when the delegation is company-wide in all functions and divisions of the company and also for a wide range of authorities and responsibilities.