

Module 4

Staffing

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- Overview to staffing functions, factors affecting staffing, position requirements, job design, job description, selection process and techniques, orientating new employees, performance appraisal and career strategy - appraisal criteria, team evaluation, rewards, and formulating career strategy, managerial training and development, conflict management, managing change, and learning organization.

Staffing

Human resource management can be defined as a collection of those managerial activities that are associated with

- ❖ human resources planning,
- ❖ recruitment,
- ❖ selection,
- ❖ orientation,
- ❖ training,
- ❖ appraisal,
- ❖ motivation,
- ❖ remuneration, etc.

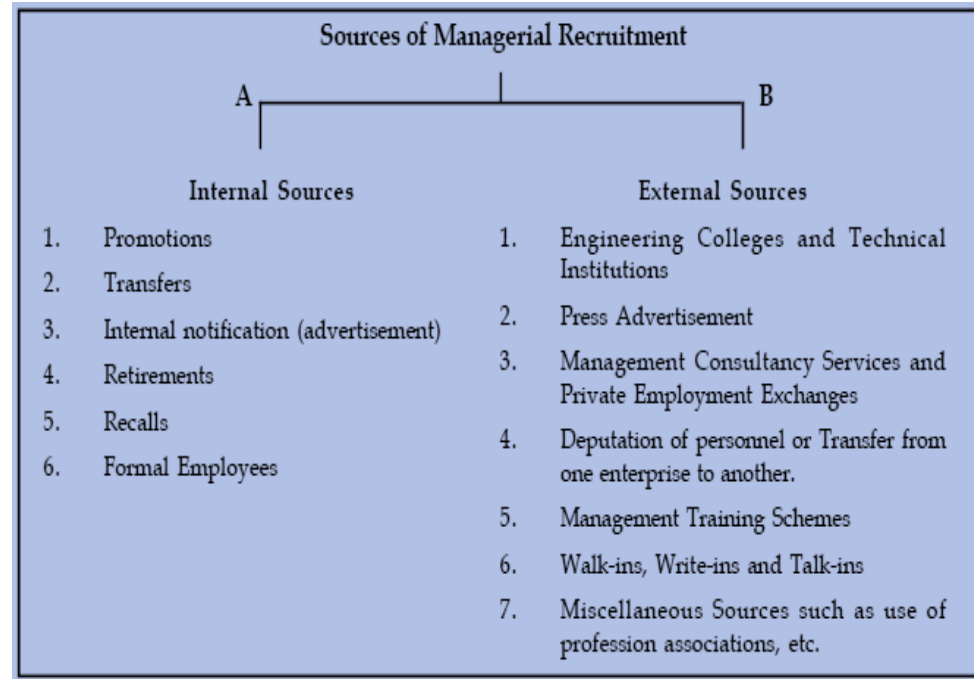
HRM aims at developing people through work. HRM is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach of personnel management.

Recruitment

The sources of recruitment may be broadly divided into two categories: **internal sources and external sources**. Let us understand each of them one by one. Persons who are already working in an organisation constitute the 'internal sources'. Retrenched employees, retired employees, dependents of deceased employees may also constitute the internal sources.

Whenever any vacancy arises, someone from within the organisation is upgraded, transferred, promoted or even demoted.

External sources imply to those who are not related to the organisation before recruitment.



Selection Process

The selection process is based on (i) the organisational objectives, (ii) the job specification and (iii) the recruitment policy of the organisation.

The various selection processes are

- ❖ **application forms,**
- ❖ **initial screening,**
- ❖ **selection tests,**
- ❖ **group discussions,**
- ❖ **interviews and**
- ❖ **reference checks.**

The filled-in application forms provide pertinent information about the individual and are used in the job interview and for reference checks to determine the applicant's suitability for employment.

Selection Process

Selection Testing: Another important decision in the selection process involves applicant testing and the kinds of tests to use. Selection tests, which are widely used include **intelligence tests, aptitude tests, achievement tests, situational tests, interest tests, and personality tests**. A test is a standardised, objective measure of a person's behaviour, performance or attitude.

Selection Interview: Interview is the oral examination of candidates for employment. This is the most essential step in the selection process. In this step, the interviewer tries to obtain and synthesise information about the abilities of the interviewee and the requirements of the job.

Medical Examination: Certain jobs require physical qualities like clear vision, acute hearing, unusually high stamina, tolerance of arduous working conditions, clear tone of voice, etc. Medical examination reveals whether or not a candidate possesses these qualities.

Selection Process (Contd.)

Reference Check: Once the interview and medical examination of the candidate is over, the personnel department will engage in checking references. Candidates are required to give the names of two or three references in their application forms. A good reference check, when used sincerely, will fetch useful and reliable information to the organisation.

Hiring Decision: The Line Manager concerned has to make the final decision now – whether to select or reject a candidate after soliciting the required information. **The line manager has take adequate care in taking the final decision because of economic, behavioural and social implications of the selection decisions.**

At most of the organisations, selection involves usually a series of steps. Each one must be successfully cleared before going to the next. The time and emphasis placed on each step will of course vary from one organisation to another and, indeed, from job to job within the same organisation. The sequencing of steps may also vary from job to job and organisation to organisation.