
UNIT 15 STAFFING

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15.0 OBJECTIVES

After studying this Unit, you should be able to:

- explain the meaning and importance of staffing function
- describe the process of staffing
- explain the concept and steps of human resource planning
- describe different sources of recruitment
- explain different steps in the selection process
- describe the purpose and methods of training
- explain different management development programmes.

15.1 INTRODUCTION

In Unit 13, you have learnt how managers perform their function of organising and how the structure of an organisation is designed. Once the most suitable structure of activities and job positions are shaped, efforts should be made to find out and hire the right type of individuals to fill in the various job positions. This managerial function is known as Staffing.

In this Unit, you will learn the meaning and importance of staffing, major staffing activities such as human resource planning, recruitment, selection, placement and orientation and training and development.

15.2 MEANING OF STAFFING

“Staffing” may be defined as the managerial function of employing and developing human resources for carrying out the various managerial and non-managerial activities in the organisation. The function is concerned with attracting, acquiring and activating the human resources for achieving organisational goals. Staffing also involves upgrading the quality and usefulness of members of the organisation with a view to get higher performance from them.

The staffing function includes such activities as manpower or **human resources planning, recruitment, selection, placement, training and development, remuneration, performance appraisal, promotion, transfers** and so on. In many organisations, most of the above activities are handled by the personnel management or human resources management department. The basic responsibility for staffing decisions and initiatives is that of line managers. However, the personnel management department provides the needed expert advisory services to line managers in order to enable them to do their function more effectively. Often, the personnel management department also handles the administrative aspects of staffing.

Staffing is a continuous function of managers. This is because the organisation’s need to retain and maintain its personnel is a never-ending process. Managers have to keep a regular watch on the size and composition of personnel needed by the organisation. They have also to take care of the staffing needs as the organisation expands its activities and as new departments and work units are added. The on-going nature of the staffing function is self-evident to the extent that the nurturing and development of people is a constant concern of managers. Also, at any point of time, some people will be leaving, retiring, getting promotions or transferred. The vacancies thus caused have to be filled up.

15.3 IMPORTANCE OF THE STAFFING FUNCTION

The importance of the staffing function stems from its relationship with other functions, without people or personnel, organisations are empty entities which cannot move a bit in the achievement of their objectives. The function of planning, organising, direction and control become non-starters without managers and other members of the organisation. The effectiveness of the other managerial functions depends on the efficiency with which staffing function is done. An organisation which is in a position to hire, retain and develop the right quality of people will be in a position to take full advantage of opportunities of growth and verification. An organisation is strong to the extent that its members are strong in their abilities, skills and efforts to do things and to get things done.

It is a well recognised fact that all the physical, financial and other resources of the organisation have to be efficiently allocated and utilised by the managers and others who form part of its staff. Indeed, human resources of an organisation are

its most valuable assets and give it a distinct advantage over other organisations.

The staffing function takes care of the need for building a sound organisation. Organisations greatly differ in the quality and competence of their members. This reality is to be traced to the staffing function. It is the staffing functions which injects life and action into the organisation and make its functioning possible.

Some organisations may somehow be able to attract right talent because of such factors as high remuneration, perquisites, security of tenure and so on. But the talent so attracted has to be properly preserved and developed through the staffing function. Otherwise, human assets will turn into liabilities and burdens on the organisation.

The Staffing Process: Just like the other managerial functions, the function of staffing may also be viewed as a process consisting of certain well recognised activities. These activities (also called elements) include human resource planning, recruitment, selection, placement, and orientation, training and development, promotions and transfers, remuneration, performance evolution and so on. All these elements, when arranged sequentially may be regarded as the steps or phases of the staffing process.

We shall now discuss the major steps one by one.

Check Your Progress A

- 1) Which of the following statements are True and which are False.
 - i) Staffing means recruitment, selection and placement of staff.
 - ii) Staffing decisions are the responsibility of line managers.
 - iii) All staffing activities are carried out in the personnel management division.
 - iv) The staffing process involves a number of sequential activities.
 - v) Staffing is a onetime function.
- 2) Fill in the blanks.
 - i) Personnel Management Department provides to line managers.
 - ii) The staffing function takes care of the need for building a sound organisation.
 - iii) The human resources of an organisation are its most valuable
 - iv) Staffing is a function of managers.
 - v) The staffing function is concerned with and human resources.

15.4 HUMAN RESOURCE PLANNING

The first major element of the staffing function is human resource planning. **It is concerned with the determination of the size and composition of personnel needed by the organisation over a specific future period.** Planning for human resource requirements is also concerned with formulation of relevant policies, strategies and programmes for meeting such requirements in an efficient manner.

The objective of human resource planning is to ensure that the organisation gains full freedom and control over the size and quality of its personnel requirements on a continuous basis. Human resource planning provides a sound basis for making timely managerial decisions on hiring the various categories of personnel – skilled, unskilled, technical, clerical, administrative and professional needed at various levels of the organisation. It clears the way for the subsequent staffing functions of recruitment, selection, training, promotion and so on. Planning for human resource requirements also aids in formulation of action plans to optimise the contribution and satisfaction of the organisation's work force. It also keeps the investment and expenditure on staff at a reasonable level. The organisation is also likely to be free from situations of surpluses and shortages of staff at any point of time. In short, the objectives of human resource planning may be listed below:

- i) It helps in obtaining and retaining the quality and quantity of manpower.
- ii) It ensures the best use of manpower resources.
- iii) It helps in anticipating the problems arising from potential surpluses or deficits of manpower.

Human resource planning involves several activities. The management has to prepare a comprehensive account of the current size and composition of its personnel – their positions, qualifications, skills, experience, age and so on. Such an account of the present status of the personnel provides the basis for forecasting the future human resources requirements. The organisation has to take a close look at its future plans of expansion, possible changes in the technology of operations, and reforms contemplated in the organisational structure. All these give a partial idea of the future human resources needs. It will also have to make rough estimates and assumptions about the likely turnover of employees and workers, likely retirement and termination of services in the normal course, and so on. Projections are to be made about the likely promotions and transfers of its present personnel. The end-product of all these activities is a tentative plan of the intentions of the organisation about its manpower requirement. It is true that the plan so devised is to be implemented keeping in view the behavior of employment market and other external factors as relevant to the organisation.

Steps in Human Resource Planning

Human resource planning consists of five basic steps as listed below:

- i) Determination of organisational objectives.
- ii) Determination of the skills and expertise required to achieve the organisational and departmental objectives.
- iii) Determination of the additional human resource requirements in the light of the organisation's current human resources.

iv) Developing action plans to meet anticipated human resource needs.

As a part of human resource planning, the organisation has also to do job analysis to determine the qualifications, skills, experience and expertise required for major categories of jobs. In short, job analysis includes: (i) identification of each job in terms of duties and responsibilities; (ii) determination of the nature of work and work conditions, and (iii) determination of the requirements as to abilities and skills that are prescribed for the persons holding it.

Thus, there are two major aspects of job analysis as discussed below.

- 1) **Job description** refers to a narration of the activities and duties to be performed in a job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job and so on. All major categories of jobs have to be described clearly and comprehensively in order to determine the qualifications and skills required.
- 2) **Job specification** is a statement of the minimum levels of qualifications, skills, physical and other abilities, experience, judgement and attributes required for performing a job well. It sets forth the qualities required for performing the job.

Job description and job specification are useful in recruitment and selection of employees so as to find the right persons for the jobs. They are also useful to establish proper wage and salary structure and to provide proper orientation and training for new employees.

15.5 RECRUITMENT

After determining of the requirements of staff, the next step is recruitment. **Recruitment is the process of searching for and securing applicants for the various job positions which arise from time to time in the organisation.** For this purpose, the organisation is to locate the sources and availability of prospective candidates and publicise the specific personnel needs so as to inform and induce the people to apply for the job positions. The purpose of recruitment is to get as many potentially suitable applicants as possible in order to have wide choice for the organisation. The organisation has to cast the net wide enough through proper communication and contact with the reservoirs of manpower.

There are two sources of recruitment internal and external. The **internal sources** are obviously the employees of the organisation. Some organisations largely rely on internal sources while others do not. It is a matter of organisational policy, preferences, the nature of job requirements, the level of calibre of employees and the bargaining power of their unions.

15.5.1 Internal Sources

Internal recruitment generally consists of exploration of possibilities for promotion and transfer of the organisation's employees for filling up vacancies. Many organisations maintain an inventory of qualifications, skills and experience of their existing employees so as to have a rough idea of their promotability and transferability.

Advantages: The advantages include the following:

- 1) **Familiarity with own employees:** The organisation has more knowledge and familiarity with the strengths and weaknesses of its own employees than of unknown outsiders.
- 2) **Better use of the talents:** The policy of internal recruitment provides an opportunity to the organisation to make a better use of the talents internally available and to develop them further.
- 3) **Inexpensive Recruitment:** Internal recruitment is inexpensive. The organisation does not have to spend much effort, time and money to locate possible candidates and to attract their applications.
- 4) **Improves the morale:** In this process employees are sure that they would be preferred over the outside competitors. This feeling helps in boosting the morale of the employees.
- 5) **A source of motivation:** The opportunity of promotion implicit in internal recruitment is a source of motivation for employee to improve their career and income levels. It is also a means of attracting and retaining competent employees, who are likely to feel that the organisation is the place where they can build up their life long career.

Limitations: The drawbacks associated with internal recruitment are as follows:

- 1) **Restricts the options:** It restricts the options of the organisation for tapping the talent available in the vast outside employment market. The organisation denies itself fresh talent from outside. Internal recruitment means ‘inbreeding’ which is not healthy for the future of the organisation.
- 2) **Lack of availability of suitable candidates:** Suitable candidates may not be available internally. In such situation the organisation may have to compromise its quality requirements for the job positions by taking mediocre people from within.
- 3) **Discourage competition:** In this process internal candidates are protected from the element of competition from outside candidates. Therefore, they may develop tendencies to take their promotions for which they need not put in any extra performance.
- 4) **Creates controversies:** Conflicts and controversies are likely to arise among the internal employees who desire promotion, whether or not they deserve it.
- 5) **Stagnation of skills:** In the long run the skill of internal employees may become stagnant or obsolete which decreases the productivity and efficiency of the organisation.

15.5.2 External Sources

In the external sources of recruitment a vast mass of skilled, semi-skilled and unskilled people are recruited from the outside of the organisation. There are various methods of external requirement like **public employment agencies, private employment agencies, labour unions, educational institutions, professional associations, former employees**, etc. Organisation may also adopt informal approaches to get the employment aspirants through various contacts.

The success of recruitment from external sources depends upon the scales of wages/salaries offered, the general conditions of service, employment conditions in the market, the image of the organisation, availability of suitable conditions and so on.

Advantages: The advantages of external recruitment include the following:

- 1) **Open process:** It is a more open process and the organisation is likely to get a large number of applicants, thereby widening its options of selection.
- 2) **Availability of talented candidates:** The organisation can expect to get talented candidates from outside. It means injection of new blood into the organisation.
- 3) **Opportunity to select the best candidates:** The selection process would be characterised by competition. The prospects that the organisation can pick up the best candidate for the jobs are high.
- 4) **Provides healthy competition:** External candidates are supposed to be trained and efficient. As they join the new organisation they work with great vigour and put their best effort to achieve the objectives. This creates healthy competition and congenial work environment in the organisation.

Limitations: The external recruitment suffers from some limitations. They are:

- 1) **Expensive and time consuming:** It is expensive and time consuming. There is no guarantee that the organisation will get good candidates.
- 2) **Unfamiliarity with the nature of the organisation:** External candidates, being new to the organisation cannot be expected to be familiar with the tasks, job nature and the internal conditions in the organisation. The process of orienting them into the organisation will be time consuming.
- 3) **Generates feeling of discontent and frustration among existing employees:** External recruitment is likely to generate feelings of discontent and frustration among the existing employees. They may feel ignored by the organisation.
- 4) **Discourage the existing employees:** Existing employees are not sure to get promotion. Hence they feel discouraged from working hard. This decreases the productivity and efficiency of the organisation.

Check Your Progress B

- 1) Fill in the blanks.
 - i) Human resource planning is concerned with determination of and of personnel needed over a specified period of time.
 - ii) Job description and job specification are two aspects of
 - iii) There are two sources of recruitment, and
 - iv) and are implicit in internal recruitment.

- v) The selection process in external recruitment is characterised by
- 2) Which of the following statements are True and which are False
 - i) Job specification is a narration of the duties to be performed in a job.
 - ii) Surplus or shortage of staff can be avoided by means of human resource planning.
 - iii) External recruitment is more time consuming than internal recruitment.
 - iv) Internal recruitment is an open process.
 - v) Before recruitment there must be job analysis.

15.6 SELECTION

Selection is the process of choosing the most suitable candidates from applicants for the various jobs. It follows recruitment. Much information has to be obtained, analysed and evaluated from the prospective candidates to facilitate the selection process. The information relates to the qualifications, work experience, age levels of skills and other accomplishments, family background, aptitudes and interests, physical mental fitness and so on.

Steps in the selection process: Following are the steps in the selection process:

Filling in application form: This may be regarded as the first stage of the selection process. Candidates are supposed to provide complete information about themselves in a written form. The applications of candidates provide the basis for further analysis and examination of their suitability.

Preliminary Screening: This refers to initial assessment of basic suitability of candidates for the job positions. They see whether the applicants meet the basic academic and other minimum requirements as regards age, work experience and so on. The basic objectives of preliminary screening is to eliminate the unsuitable candidates and to reduce the overall cost of selection.

Holding of tests: Candidates who are filtered through the initial screening submit themselves to certain test, formal or informal. Test is a means of evaluating their knowledge, skills, experience, attitudes, personality, and so on. In some cases, as for example typing shorthand, computer knowledge, etc. Tests are the only way to determine the suitability of candidates for the jobs.

There are several types of tests which are widely used for selection purposes. They include: intelligence tests, aptitude tests, personality tests, performance tests and so on. These and other similar tests are meant to measure the major dimensions of the suitability of right candidates. Tests provide a more objective, authentic and consistent basis for selection of right candidates. They held the organisation in arriving at a judgement on the likely work behaviours and performance of candidates. However, it should be remembered that tests are not fool proof methods of selection.

Interview: The personal face-to-face interview with the candidates by a panel of selectors is a widely used method of selection. Interview enables the selectors to get a first hand idea of the personality of candidates, their poises and poses,

their communication, other related skills and their general behavior. The interviewers typically ask candidates several searching questions to elicit their responses and to evaluate them. Questions may be spontaneously asked or pre-planned in some way. Candidates may be interviewed either individually or in groups. In the latter case, a small group of five or six candidates is observed and evaluated in group discussions and interactions, by the selectors. For certain types of jobs, especially managerial jobs, candidates may be required to go through a series of interviews of a progressively rigorous nature. Conducting employment interviews is a delicate and difficult task. It requires much planning, restraint, maturity and understanding on the part of interviewers. They should have a very clear perspective of the job requirements and should be able to judge the process of matching the candidates and the jobs.

In combination with other methods of selection, interviews are useful for making sound decisions on hiring. While tests are impersonal, interviews are interactional in nature. If conducted properly, they open up ways of sizing up the competence and calibre of the candidates for the job positions for which they offer themselves. They also provide an opportunity to the candidates to get more information from the interviewers about the nature of the job, prospects of promotion and about other conditions of service.

The other aids of selection, apart from the above are (i) physical examination of the candidates to assess their general fitness and health, and (ii) making references to previous employers and others so as to verify some information provided by the candidates.

The climax of all the above processes of selection is the final choice of the candidates for the job. A final ranking of the short-listed candidates is often made on the basis of their scores in the tests and interviews. Appointment offers are made to the top one or more candidates depending on the number of vacancies. The decision on selection may be made by members of the interview board. Alternatively, the interview board makes only recommendations on the right candidates and leaves it to concerned top authority to take the final decision.

15.7 PLACEMENT AND ORIENTATION

Once the selected candidate eventually joins the organisation, he is to be placed in the job for which he is selected. In some cases, when two or more alternative positions are to be filled, the selected candidate is sought to be placed in the job to which he is more suited by virtue of his qualifications, experience, aptitudes and so on. It is partly a process of matching jobs and the selected candidates. Placement may be tentative in some cases; the final placement will be done after the incumbent is tested on alternative jobs, in actual practice.

Orientation is the process of introduction of the new employee to the organisation. He is given information on matters such as under whom and with whom he should work, requirements of job performance and behaviour, facilities and benefits available, hours of work and so on. Orientation is also a process of socialisation of the new employee with his fellow employees, superiors, seniors and subordinates. The purpose of orientation is to expedite the process of familiarisation of the new employee to the work culture of the organisation. Proper orientation of the new employees is likely to reduce their anxieties on

how to cope with the job requirements, how to become acceptable to the work group and how to become a part of the organisation. A planned orientation programme for new employees is an essential requirement to make employees feel at home and to minimize their initial problems of adjustment with the organisation during the first few critical weeks.

Check Your Progress C

- 1) State whether the following statements are True or False .
 - i) Selection is the process of eliminating unsuitable applicants for jobs.
 - ii) The purpose of interview and tests is to get as much information from the applicants as possible.
 - iii) Interviews are useful for making sound decision on hiring.
 - iv) Orientation of a new employee is complete when he is acquainted with the rules and regulations of the company.
 - v) Candidates are always interviewed individually never in groups.
- 2) Fill in the blanks.
 - i) Interview enables selectors to get a first hand idea of theof candidates.
 - ii) Selection tests provide a more basis of selecting the right candidates.
 - iii) Orientation is the process of new employees to the organisation.

15.8 TRAINING AND DEVELOPMENT

Training is the process of helping employees to acquire more knowledge of the job and to learn or sharpen the needed skills, attitudes and values associated with efficient performance of their jobs. New employees as also existing employees often need training as a means of their progress in their jobs and careers. It is an important element of the staffing function. Many organisations make formal or informal arrangements for providing training to their managerial and non-managerial personnel. Typically, a separate training department under the charge of an expert in training techniques is established for the purpose.

A distinction is often made between training and development. Training is more concerned with immediate work skills and knowledge of new or existing employees. It is rather narrowly oriented to upgrade skills for the specific purpose of improving the job-behaviours and performance of employees and workers. On the other hand, development focuses on the general improvement of the overall personality of the employee. The aims of development tend to be more general and sometimes unclear. Another point of distinction between training and development is the term training is used with reference to non-managerial employees and workers while the term development is reserved with reference to managers and executives.

15.8.1 Purpose and Importance of Training

The need for training and development, their purposes and importance are outlined as follows:

- 1) **Provides adequate training to new employees:** Training is very essential for new employees who are often raw hands. Training make them more well-versed in the complexities of their jobs. It quickly helps the employees to reach the required level of efficiency in their work.
- 2) **Provides new skills to the existing employees:** For existing employees also, training is generally helpful to gain more job knowledge and skills. There are always better ways of doing jobs which can be transmitted by the former to the latter.
- 3) **Provides the knowledge of new technological development:** In some cases, new ways of performing jobs emerge as a result of work studies and also as a result of technological developments. Employees and workers may be required to acquire new skills, techniques, job knowledge and new attitudes. In such cases also, employees should be exposed to training so as to enable them to catch up with the new job demands. Employees who do not update and upgrade their knowledge and skills will become misfits in their jobs.
- 4) **Prepares employees for their promotion:** Training is also essential to prepare employees for their promotion and for assuming higher job responsibilities. It makes them more eligible for promotion. Also, when employees are transferred from one job to another of a different nature, they should be trained in order to enable them to get quickly acquainted and adjusted with their jobs.
- 5) **Improves the attitudes and behaviours of the employees:** Another way in which training is useful is orientation and re-orientation of employees with their jobs and with their work environment. Here the focus of training is to improve the attitudes and behaviours of employees in such matters as discipline, regular attendance, good relations with superiors and co-employees, careful use of equipment, materials, facilities, and so on.

Advantages: Following are the advantages of training:

- i) It enriches the quality of personnel and the quality of their working life, in conjunction with other conditions of their service.
- ii) It broadens their perspectives and problem solving abilities.
- iii) It makes them more competent, confident and adaptive so as to cope with the complex and changing conditions of their environment.
- iv) It improves their relations with their jobs and prepares them for upward mobility.
- v) It helps in reducing employees absenteeism and turnover.
- vi) Trained people need less supervision. They become capable of self-direction and self-control.
- vii) It improves their level of motivation and job satisfaction.

15.8.2 Features and Requirements of Training

Certain typical features and requirements of training are listed as follows:

- 1) Training, like education, is based on certain principles of learning, such as **motivation to learn, reward for learning, feedback of training performance** and so on.

- 2) Training is a continuous process and includes programmes for retraining of people.
- 3) Training is a specialised function and should generally be handled by experts who are proficient in training techniques.
- 4) Training is to be tailored to the needs of jobs, job holders and the organisation.
- 5) It should be functional and practically useful to employees who undergo it.
- 6) The objectives of each training programme should be clearly spelt out.
- 7) The costs of training should be kept within reasonable limits. The benefits of training should commensurate with the costs.
- 8) Training programmes need to be reviewed and evaluated at periodic intervals to ascertain the extent of their effect on the job behaviour and performance of those who have undergone training.

15.8.3 Types and Methods of Training

There are several types and methods of training, suitable to different categories of employees and to different training needs. Management training, supervisory training and employee worker training may be categorised separately, based on the hierarchical status of the personnel. The techniques of training and treatment of training differ among these categories.

There are several methods of training which are discussed below:

On the job training: As the terms suggest themselves, **on the job training involves imparting of training to employees/workers in the course of their jobs.** Experienced workers, first line supervisors and specially qualified instructors serve as trainers in on the job training. The techniques of on the job training include job rotation coaching or job instruction, creation of assistant to or under study positions, temporary promotions, and so on. In general, on the job training methods have the merit of **learning by doing**. Trainees are in face-to-face interaction with their jobs and work environment. They quicken the process of self-learning and self-correction and are highly practice oriented. They are also relatively inexpensive.

Off the job training: So far as off-the job training is concerned, the techniques associated with them include class room lectures, conferences and discussions, films and TV shows, case studies and discussions and so on. These methods are intended to impart training at places away from the atmosphere of the work place. **The chief merit of off-the job training is that it helps trainees to learn things in a steady and systematic manner without any job pressure.** The focus is more on leaning than doing. The quality of training tends to be high because it is generally handled by experts.

Vestibule training: Vestibule training is intended to train workers and employees in specially designed workshops in which an attempt is made to duplicate as closely as possible the actual conditions of the work place. A large number of employees and workers could be trained in a relatively short period of time through vestibule training. It combines the advantages of on-the-job and off-the-job training approaches.

15.8.4 Management Development Programme

In many organisations, the training programmes as also the methods and techniques of training for development of their managers at various levels are referred to as management development programmes. The techniques of management development are outlined as follows:

Creation of ‘assistant to’ position: In some cases, it is possible to create assistant to positions to allow opportunities to junior managerial personnel to work under senior personnel. Senior personnel provides job-related insights and experiences to the junior personnel.

Temporary promotions: It is also possible to expose junior managers to higher responsibilities by offering promotions to them on a purely temporary basis. It helps them to acquire the needed skills and perspective.

Membership in committees: Committees often serve as training grounds to managers. Membership in or association with a formal or informal organisational committee is a valuable opportunity to individuals for meaningful interaction with other members. This provides them an opportunity for the development of communication and inter-personal skills and for understanding the diverse points of view expressed in committee deliberations.

Under study: This is a method adopted for specific individuals who are designated to take over certain job responsibilities from those who are to retire shortly or otherwise leave the organisation. The incumbent is to work with the current job holder for a period of time say 3 months, and get to know the job.

Job rotation: In this, the trainees are rotated on different but related assignments to broaden their perspectives and to make them well-rounded, before assuming permanent positions. The method permits the trainees to gain a systems view of their jobs.

Sensitivity training: The objective of sensitivity training is to develop the sensitivity of trainees to the views, feelings and reactions of others. This helps him to develop capability for behaving in an authentic manner and absorbing tensions and stresses. It makes the trainees understand their own behaviours self-awareness and to impart diagnostic and problem solving skills among them.

Sensitivity training is given to small groups of people (called T-Groups) from the same organisation. A trainer or consultant will be present in the session which begins without any agenda. The trainer functions as a **catalyst or facilitator**. He induces interactions and discussions among member who are allowed total freedom to express their views on one another – about attitudes, behaviours, mannerisms, pitfalls and so on. It is natural to expect violent out-bursts and emotional reactions from members. These very process are regarded as rich learning and training experiences. The duration of T-groups sessions ranges from a few days to a few weeks and the sessions are held outside the organisational work setting.

Transactional analysis: It is a technique of training developed by Eric Berne and popularised by Thomas Harris of U.S. **It is a tool of improving human relations and interactions (transactions) and of promoting rational, mature behaviours among superiors, subordinates and peers in an organisation.** Its

basic proposition is that people have to behave as adults, although sometimes parent-like and child-like behaviour are also useful. Adult-like behaviour is characterised by objectivity, problem solving orientation, mutual respect, understanding, and so on. Parent-like behaviour takes the form of authoritarianism, protective and patronizing stances. Child-like behaviours pertains to rebellious, angry, dependence-oriented moods and tantrums, though creative, spontaneous, obedient stances are not ruled out.

Lectures and courses: The trainees are provided with oral instruction of concepts, principles, processes and practices, supported by relevant material and readings. The trainees are given assignments to test their acquisition of knowledge.

Conferences and discussions: Seminars, workshops and similar interaction sessions belong to this category. It permits multilateral communication, exchange and feedback of ideas and experience, broadening of knowledge and insights and so on. Conferences and discussions need to be guided and moderated by competent trainers.

Films and TV shows: These devices demonstrate to the trainers the ways of doing things. They are also effective in transmitting information and in enriching the knowledge of trainees. They generate interest among the trainees by dramatising usually certain events, incidents and realities.

Case studies: They provide opportunities for the trainees to study and understand actual problem situations. They aim at improving conceptual, problem-solving and judgemental skills of personnel. Discussions and interactions permit enrichment of knowledge on actual organisational problems and situations.

Simulation: This technique seeks to duplicate the real life environmental setting in which the trainees will eventually work. **Role playing, business games and in-basket technique** are some of the simulation methods. In role playing, the trainees are assigned different roles in a case study and are expected to play the roles. Business games are spread over several sessions or sittings in which the trainees are required to make a series of decisions and tackle problems of a duplicated business situation.

Check Your Programme D

- 1) State whether the following statements are True or False.
 - i) All employees and managers do not need training.
 - ii) Training provides valuable learning experience to the trainees.
 - iii) The techniques of training for managers are different from those applicable to non-managers.
 - iv) The focus of on-the-job training is more on learning than doing.
 - v) Sensitivity training is organised within a real work setting.
- 2) Fill in the blanks.
 - i) Training is more concerned with immediate while development focuses on the improvement of overall.
 - ii) Training is essential for preparing employees for
 - iii) In sensitivity training, the trainer act as a

15.9 LET US SUM UP

Staffing refers to the managerial function of employing and developing human resources for carrying out the various managerial and non managerial activities in an organisation. Staffing also involves upgrading the quality and usefulness of members of the organisation with a view to get higher performance from them. The function includes such activities as **human resource planning, recruitment, selection, placement and orientation training and development, remuneration, performance appraisal, promotion and transfer**. The importance of staffing function stems from its relationship with other functions. Without people or personnel organisations are empty entities which cannot move a bit in the achievement of their objectives.

The staffing function, like other managerial functions, may be viewed as a process consisting of certain well recognised steps or activities. These include manpower planning, recruitment, selection, placement and orientation, training and development, promotion, transfer, remuneration, performance evaluation, etc.

Human resource planning is concerned with the determination of the size and composition of personnel needed by the organisation over a specified period of time. The objective of human resource planning is to ensure that the organisation gains full control over the size and quality of its personnel requirements on a continuous basis. It requires job-analysis which comprises two aspects: job description and job specification.

Recruitment is the process of searching for and securing applicants for the various job positions which arise from time to time. There are two sources of recruitment – internal (consisting of promotion and transfer of existing employees) and external (consisting of recruitment from outside the organisation).

Selection is the process of choosing the most suitable candidates from applicants for various jobs. The steps in the selection process include: filling in application forms, preliminary screening, holding of tests, interview, and final choice. Selection is followed by placement and orientation of the selected personnel.

Training and development refer to the process of helping employees to acquire more knowledge of the job and to learn or sharpen the needed skills, attitudes and values associated with efficient performance of their jobs. While training is concerned with the immediate work skills and knowledge of new or existing employees, development focuses on the general improvement of the overall personality of the employee.

There are several types and methods of training suitable to different categories of employees and to different training needs: **on-the-job training, off-the-job training, and vestibule training**. The techniques of management development include: creation of assistant to position, temporary promotions, membership of committees, under study, job rotation, sensitivity training, transactional analysis, lectures, conferences and discussions, films and TV shows, case studies, simulation which may consist of role-playing, business games, and in-basket techniques.

15.10 KEY WORDS

Development: The process of improving the overall personality of an employee.

Human Resource Planning: Planning for determining the size and composition of personnel needed by an organisation over a specified period.

Job Analysis: Identifying the elements of jobs to determine the qualifications, skill, experience and expertise required for the job.

Job Description: Narration of the activities and duties to be performed in a job, equipment involved, working conditions, etc.

Job Specification: Statement of the minimum level of qualifications, skill, experience, etc. required for performing a job well.

Off-the-job Training: Training of workmen at places other than their actual workplace.

On-the-job Training: Training of workmen in the course of their job.

Orientation: Process of introduction of new employees to the organisation and a process of their socialisation.

Placement: The managerial task of placing new employees in the jobs for which they are most suited.

Recruitment: The process of searching for and securing applicants for positions.

Selection: The process of choosing the most suitable candidates from among the applicants for jobs.

Sensitivity training: Training of employees to develop their sensitivity to the views, feelings and reactions of others.

Simulation: The technique of duplicating real life situation for training purpose.

Transactional training: Technique of training by analysing human interactions in terms of parent, adult and child behaviour patterns.

Vestibule Training: Training in specially designed workshop replicating the actual working conditions.

15.11 ANSWERS TO CHECK YOUR PROGRESS

A) 1) (i) False (ii) True (iii) False (iv) True (v) False

**2) (i) Export, advisory, services (ii) human (iii) assets
(iv) continuous (v) attracting, acquiring, activating**

**B) 1) (i) Size, competition (ii) Job analysis (iii) internal, external
(iv) promotion, transfer (v) competition**

2) (i) False (ii) True (iii) True (iv) False (v) True

C) 1 (i) True (ii) True (iii) True (iv) False (v) False

2 (i) Personality (ii) objective (iii) introduction

D) 1 (i) False (ii) True (iii) True (iv) False (v) False

2 (i) Work skills, personality (ii) promotion (iii) Catalyst

15.12 QUESTIONS FOR PRACTICE

- 1) Describe the importance of staffing function in an organisation.
- 2) There is no more important resource than human resources. Do you agree? Why?
- 3) What are the different sources of recruitment? Discuss its advantages and limitations.
- 4) Explain in detail the process of selection.
- 5) Do you agree that combinations of written test and interview provide better result?
- 6) Explain the importance of proper placement and orientation for effective job performance of a new employee.
- 7) Why is training so important for manpower development?
- 8) What do you mean by management development programmes? Explain the major techniques of management development programmes.

NOTE: These questions will help you to understand the Unit better. Try to write answers for them. But do not submit your answers to the university. These are for your practice only.