Module 5

STAFFING

Staffing

- *Staffing is the process of filling positions/posts in the organization with adequate and qualified personnel .*

- *Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness*

Definitions

- **According to McFarland,**

"Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees."

- **According to Koontz, O'Donnell and Heinz Weihrich,**

"The management function of staffing is defined as filling position in the organization structure through identifying workforce requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation, and training of needed people"

Features of Staffing

- All pervasive function of management.

- Dynamic function.

- Vast scope.

Major Objectives

- To understand all function of in an organization.
- To understand manpower planning so that people are available at right time and at a right place.
- To understand issues related to job analysis and to overcome the problem

- Training and Development.
- Effective Co-ordination.
- Effective Recruitment & Placement.
- Building effective human resource
- Optimum Use of Resource.
- Enhances Corporate Image.
- Job Satisfaction.

Elements of Staffing

- Manpower planning
- Job analysis
- Recruitment and selection
- Training and Development
- Performance appraisal

Scope of HR Planning

- Hiring
- Motivation
- Employee maintenance
- Human relations

Staffing Process

- Planning : It is human resource planning, where the total number of staff members required in various grade will be determined.

- Recruitment and Selection: It deals with the selection of qualified applicants to fill the jobs in the organization.

- Training and development : It is concerned with providing training to new staff members as well as existing staff members.

- Performance Operation: It deals with assessment of work done by the staff in an organization. A standard may be fixed in order to evaluate the efficiency of the staff members.

Empowerment

- **Authority & Power :** Power is the ability of individuals or groups to induce or influence the beliefs or actions of other persons or groups whereas Authority is the right in a position to exercise discretion in making decisions affecting others.

- **Empowerment:** It means that employees, managers or teams at all levels in the organization are given the power to make decisions without asking their superiors for permission.

- Always power should be equal to responsibility. Greater power with lesser responsibility will result in autocratic behavior. When responsibility is greater than power it may result in frustration

Line & Staff Concepts

- **Line authority** gives a superior line of authority over a subordinate. It exists in all organizations as an uninterrupted scale or series of steps.

- The nature of **staff relationship** is advisory. Their function is to investigate, research, and give advice to line managers.

- **Functional Authority:** It is the right delegated to an individual or a department to control specified processes, practices, or other matters relating to activities undertaken by persons in other departments. It is a small slice of authority of a line superior. In some cases line managers are deprived of some authority which is delegated by their common superior to a staff specialist or to a manager in another department.

Delegation of Authority

- Delegation happens when a superior gives a subordinate the authority to take decisions.

Delegation Process:

- 1.   Determining the results expected from a position
- 2.   Assigning tasks to the position
- 3.   Delegating Authority for accomplishing these tasks
- 4.   Holding the person in that position responsible for   the accomplishment of the tasks.

Elements of Delegation

- 1.Assignments of duties or responsibilities
- 2.Delegation of Authority
- 3.Accountability

Splintered Authority

- Splintered authority exists wherever a problem is solved by a decision made with pooling the authority of two or more managers.

- E.g. If the superintendent of Plant A wants to make some changes in the process to reduce the cost in Plant A and Plant B. Both the superintendents have to agree and pool their authority and take decision.

The Art of Delegation – Personal Attitudes toward Delegation

Personal Attitudes

Receptiveness: The manager who does the delegation should have a willingness to give other people's ideas a chance.

Willingness to let go: Managers should not continue taking decisions for the post, which they have left and already delegated to the subordinate.

Willingness to allow mistakes by Subordinates: Mistakes can be allowed to an extent and by careful explanation without discouraging subordinates it should be corrected.

Willingness to trust subordinates: A manager should trust his subordinate once delegation is done. The manager should train the subordinate to raise to the occasion or assign somebody else who is capable to act.

Willingness to establish and use broad controls: A manger should use goals, policies, plans etc… as basic standards for judging the activities of subordinates, effective control will be very difficult in an organization.

Overcoming Weak Delegation

❑ Define assignments and delegate authority in light of results expected.

❑ Select the person in light of the job to be done.

❑ Maintain open lines of communication

❑ Establish proper controls.

❑ Reward effective delegation and successful assumption of authority

Decentralization & Recentralization of Authority

- Decentralization is the tendency to disperse decision making authority in an organized structure. If there is absolute centralization of authority in an organization there will not have any subordinate managers. If managers delegate all their authority, their positions will no longer exist. So absolute centralization or absolute decentralization is not possible in a structured organization.

Recentralization of Authority

- There can be circumstances at which an organization decides to do recentralization. It is not a complete reversal of decentralization as the authority delegated is not completely withdrawn. The process is a centralization of authority over a certain type of activity or function.

Advantages of Decentralization/ Delegation

1. Relieves top management of some burden of decision making and forces – level managers to let go
2. Encourages decision making and assumption of authority and responsibility
3. Give managers more freedom and independence in decision making
4. Promotes establishment and use of broad controls that may increase motivation
5. Makes comparison of performance of different organizational units possible.
6. Facilitates product diversification
7. Promotes development of general managers
8. Aids in adaptation to fast-changing environment.

Limitations of Delegation/Decentralization

1. Makes it more difficult to have uniform policy
2. Increases complexity of coordination of decentralized organizational units
3. May result in loss of some control by upper-level managers
4. May be limited by inadequate planning and control techniques & system
5. Limitation of lack of qualified managers
6. Considerable expense for training
7. Limited by external forces, such as National labor unions, Governmental controls tax policies etc...
8. May not be favored by economies of scale of some operations.

Delegation & Decentralization Comparison

	Delegation	Decentralization
1	process or an art	End result of delegation
2	Denotes relationship between a superior & a Subordinate	Denotes relationship between top management and various other departments
3	Essential for management process	Optional management may or may not disperse authority
4	Delegator exercise control over the subordinates	The control may be delegated to departmental heads
5	Technique	Philosophy

Problems in delegation

1. Hesitation from superior

- *Perfectionism*
- *Autocratic Attitude*
- *Directions*
- *Confidence*
- *Control*
- *Avoidance of Risk*
- *Competition*
- *Inability of the subordinate*
- *Inability of the Superior*

Problems in delegation

- **2. Hesitation from Subordinates**
- *Love of Spoon feeding*
- *Easier to ask*
- *Fear of criticism*
- *Lack of resource*
- *Lack of self confidence*
- *Other work*
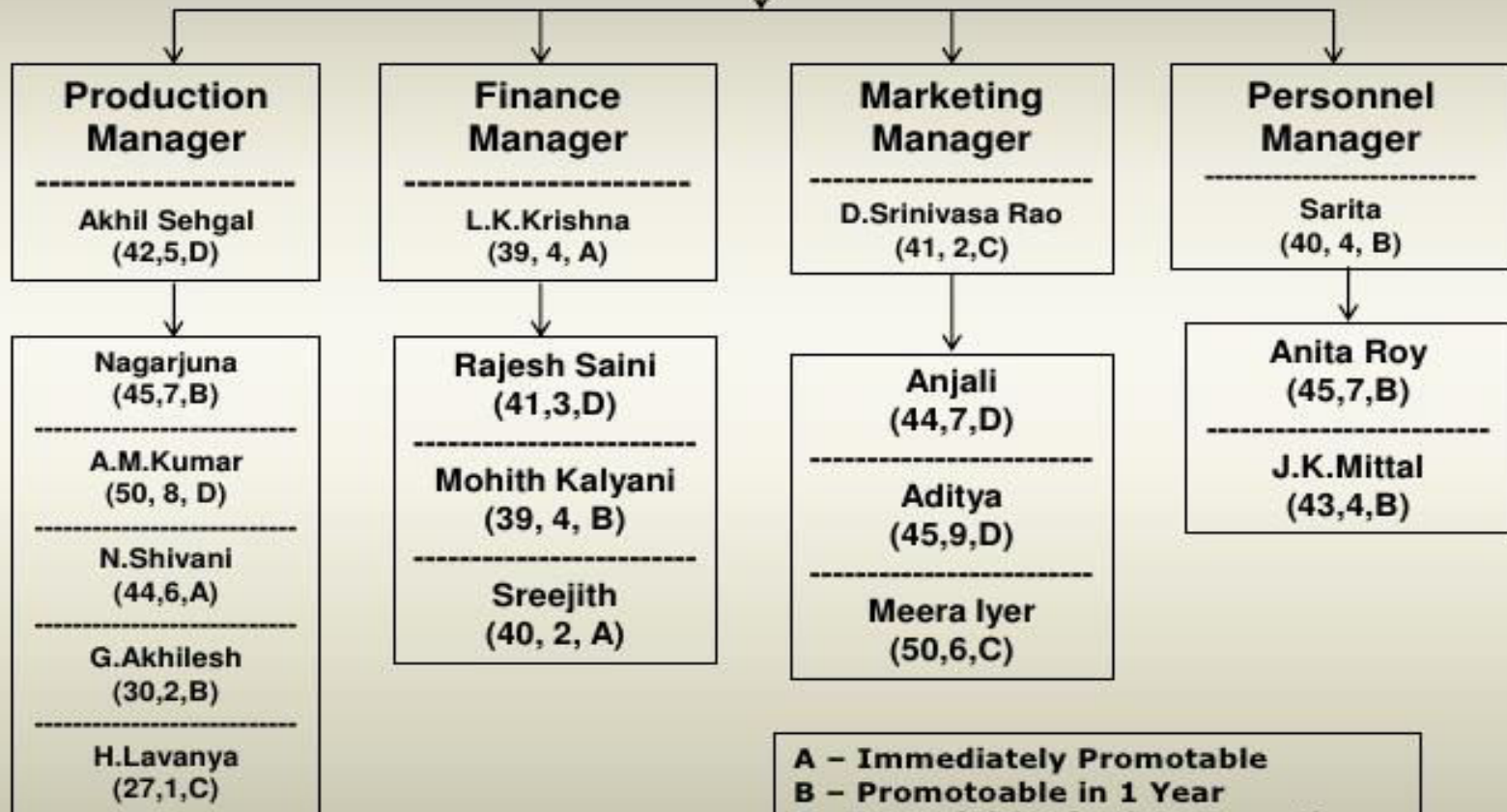- *Inadequate incentives*
- *Fear of failure*

Manager Inventory Chart

Manager Inventory Chart

- It is most important for any enterprise to keep an inventory of human resources particularly managers just like raw materials.

- It is simply and organization chart of a unit with managerial positions indicated and keyed as to the chance of promotion of each incumbent.

- The need for managers is determined by enterprise and organization plans and more specifically by an analysis of the number of managers required and number available.

- Factors influencing demand and supply of managers :

1. External : Economic, Political, Technological, Legal
2. Internal : Which will be specified by Inventory Chart

MANAGER INVENTORY CHART

General Manager (GM)

Production Manager

Akhil Sehgal
(42,5,D)

Nagarjuna
(45,7,B)

A.M.Kumar
(50, 8, D)

N.Shivani
(44,6,A)

G.Akhilesh
(30,2,B)

H.Lavanya
(27,1,C)

Finance Manager

L.K.Krishna
(39, 4, A)

Rajesh Saini
(41,3,D)

Mohith Kalyani
(39, 4, B)

Sreejith
(40, 2, A)

Marketing Manager

D.Srinivasa Rao
(41, 2,C)

Anjali
(44,7,D)

Aditya
(45,9,D)

Meera Iyer
(50,6,C)

Personnel Manager

Sarita
(40, 4, B)

Anita Roy
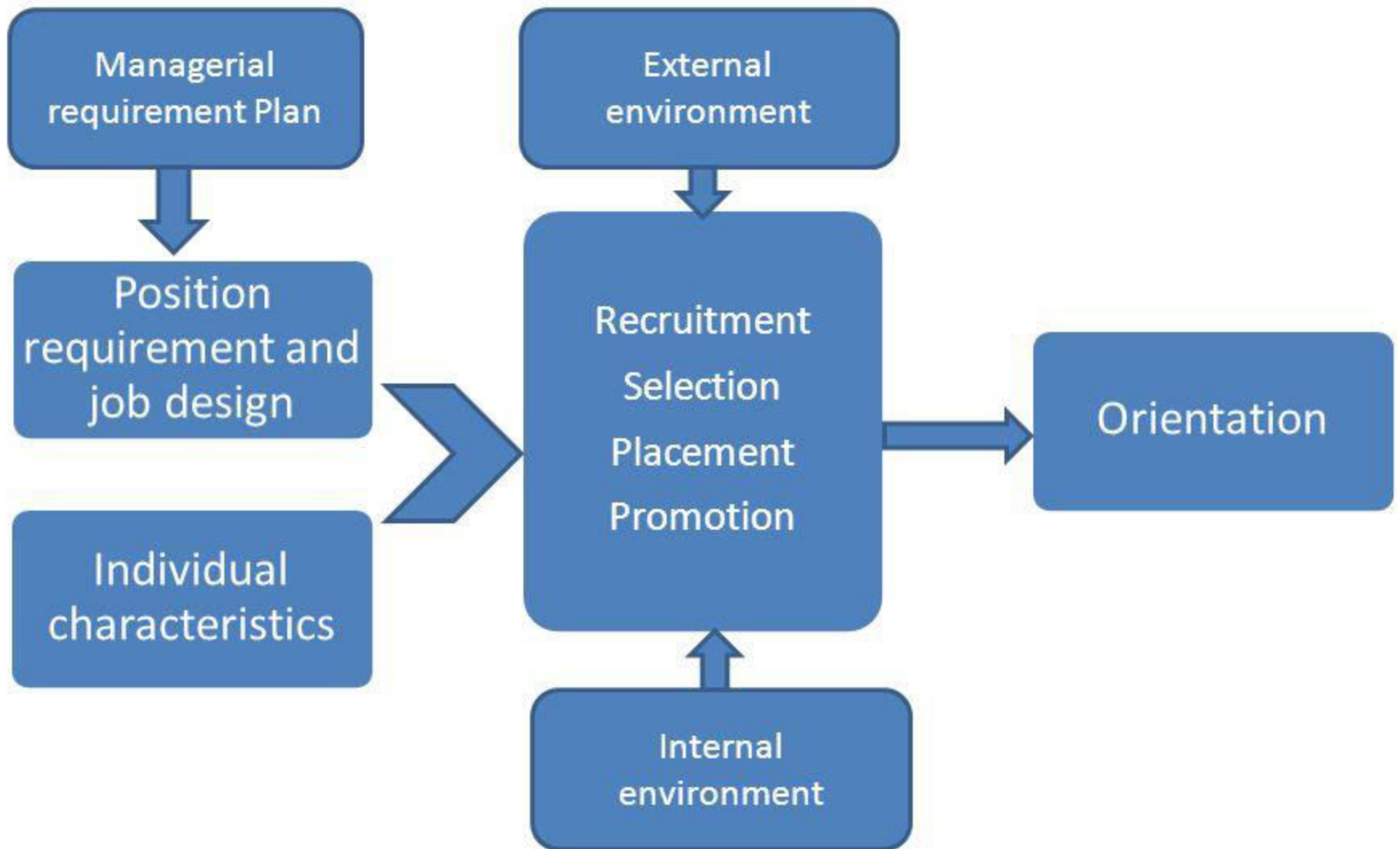(45,7,B)

J.K.Mittal
(43,4,B)

42= Age, 5 = Years in Position

A – Immediately Promotable
B – Promotoable in 1 Year
C - Potential for further promotion
D- Satisfactory, but not promotable
E – Terminate

Selection

- **<u>Matching the Person with the Job</u>**
- Selection is choosing the most suitable person for the job either from inside or outside.
- **<u>The Systems approach to Selection :</u>**
- Objectives, Forecasts, Plans, strategies $\longrightarrow$ The managerial requirements plan
- The Plan $\longrightarrow$ Position requirements & Job Design
- Position requirements & Job Design $\longrightarrow$ Intelligence, Knowledge, Skills, Experience.
- Recruit, Select, Place & Promote
- Internal & External environment
- Performance appraisal

Systems Approach

Managerial requirement Plan

External environment

Position requirement and job design

Individual characteristics

Recruitment

Selection

Placement

Promotion

Orientation

Internal environment

Position requirements & Job Design

- Nature & Purpose of the position
- Organizational & Individual needs
- Skill set required
- Job Analysis - process of gathering information about jobs and job holder characteristics.
- Job Analysis Process
1. Collection of actual information
2. Preparation of Job Description
3. Preparation of Job Specification
4. Report preparation
5. Approval of the report

Position requirements & Job Design

- **Meeting Managerial Skills required by Job design**

- Tasks to be accomplished
- Broad enough to accommodate people's needs and desires
- Job to fit the leadership style of a particular person
- Flexible enough to utilize the exceptional persons potential if any.
- It should be dynamic.

Job Design

Job design is the process of deciding the contents of a job.

1. The duties and responsibilities of the job,
2. The methods of doing the job.
3. The relationships between the job holder (manager) and his superiors, subordinates and colleagues.

Job Design - Steps

1. What tasks are required to be done or what tasks is part of the job?
2. How are the tasks performed?
3. Time required for each task to be done?
4. What is the sequence of performing these tasks?
5. Checking the work overload.
6. Checking upon the work under load.
7. Ensuring tasks are not repetitive in nature.
8. Ensuring that employees do not remain isolated.
9. Defining working hours clearly.
10. Defining the work processes clearly.

Job Design - Options

- Job Design motivates the employees for higher efficiency, productivity and generates job satisfaction than the one designed on the basis of traditional engineering system.

Job design includes

- *Job Rotation - Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization.*

Job Design - Options

- *Job Enlargement* - *Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level.*

E.g. Factory worker, who previously was just installing a chip , may get the opportunity to assemble the entire TV set

- *Job Enrichment* - *Job enrichment is an attempt to motivate employees by giving them the opportunity to use the range of their abilities. For example, you allow a junior staff A to present the monthly report directly to senior management*

Result

1. *Increasing the accountability of individuals for own work by having them present directly to senior staff.*
2. *Granting additional authority to employees in their activities by trusting them to make a presentation to a second-level manager.*

Skills & Personal Characteristics needed in Managers

- <u>Analytical & Problem Solving Abilities</u>

   A Manager should have the ability to find opportunity in every problems. For this he has to analyze the problem clearly and find the solution in the form of a new product or service or improvisation of an existing product

Personal Characteristics Needed in Managers

1. Desire to manage :

   To be successful a manager should have a strong desire to manage , to influence others and to get things done through team works. This requires effort, time, energy, long hours of work etc...

2. Communication Skills & Empathy : A manager should have ability to communicate through written reports, letters, group discussions, speeches ...etc. It demands clarity and empathy, i.e. ability to understand the feelings of others and to deal with the emotional aspects. Communication may be intragroup or intergroup.

3. Integrity & Honesty: Managers should keep integrity and honesty in all money matters, dealing with others ethical matters...etc.

Personal Characteristics Needed in Managers

4. Past performance as manager

Past accomplishments are important considerations in the selection of a manager. If a previous experience is there as manager that will be an important positive factor for selection

Matching Qualifications with Position Requirements

When positions are identified managers are obtained through recruitment, selection, placement, and promotion.

Sources of managerial Personal

1. *Within the enterprise*

2. *Hiring from outside*

Recruitment of Managers :

Attracting people to fill the positions in the organization structure.

Selection, Placement and Promotion :

> *In selection approach applicants are sought to fill the position. But in placement approach the strengths and weaknesses of the individual are evaluated and a suitable position is found or designed. Promotion is a move within the organization to a higher position*

Selection Process Technique & Instruments

- The Selection Process :

1. *The interview of a candidate for first line supervisory level will be simple when compared the same for key top level post. The education, knowledge, and experience are checked.*

2. *Candidate fills up an application form (if he/she is from out side)*

3. *Screening interview*

4. *Formal Interview*

5. *Information provided by the candidate are checked and verified*

6. *Physical Examination*

7. *Result*

Selection Process Technique & Instruments

- <u>Interviews</u> :

1. Interviewers should be trained
2. Interviewers should be prepared to ask right questions
3. Conduct Multiple interviews
4. It should be supplemented by data from application, test results...etc.

Selection Process Technique & Instruments

- <u>Tests</u> :

1. Intelligence test : Mental capacity, memory, speed of thought, ability to see relationships in complex problems.

2. Proficiency and aptitude test: Interests, existing skills, and potential for acquiring skills

3. Vocational tests : To find out the most suitable occupation

4. Personality tests : To reveal the candidates personal characteristics.

Selection Process Technique & Instruments

- Assessment Centers :

1. It is a technique for selecting and promoting managers. It may be used in combination with training. It is intended to measure how a potential manager will act in a typical managerial situation.

2. Managers would do a series of exercises which resemble actual situations

3. During this period they are observed and assessed by psychologists or experienced managers. (who also interview them from time to time)

4. At the end of assessment Center period a conclusion is made on the potential of each manager attended

Selection Process Technique & Instruments

- <u>Assessment Center Limitations</u>

1. Expensive & Time consuming
2. Training of assessor
3. Finding best evaluation criteria for exercises

Limitations of Selection Process

1. *There is no one perfect way to select managers*
2. *Sometimes carefully chosen selection criteria are still imperfect in predicting performance*
3. *There is a distinction between what a manager can do and what he will do*
4. *Psychological testing has limitations.*
5. *Highly expensive*

Orientation

- *Introducing a new employee to the enterprise*

1. *Functions*
2. *Tasks*
3. *People*

EFFECTIVE ORGANIZING & CULTURE

Effective Organizing and Culture

Planning Avoids Mistakes in Organizing

- Establishment of objectives and effective planning to achieve those goals would make organizing error free.

- If the current human resource does not fit in to the ideal structure, the structure should be modified to fit individual capabilities, attitudes or limitations

- Planning organization structure would help in determining the requirement future human resources and various training needs.

Effective Organizing and Culture

- **<u>Maintaining Flexibility helps in effective Organizing</u>**
- Flexibility can be maintained through reorganization. There may other compelling reasons by which we do reorganization such as, Acquisition or Sale of properties, Changes in product line, marketing methods, business cycles, competitive influences, new production technique, labor union policy, government policy…etc…
- Reorganization may be caused by a new CEO or VP according to their own ideas and experience. It may also be caused by reported deficiencies such as excessive span of management, excessive number of committees, lack of uniform policy etc…
- There is a need for moderate and continuous readjustment merely to keep the structure from becoming stagnant. Employees will get rotated among various designations at intervals.

Making Staff Work Effective

- **Making Staff Work Effective**

- Mangers must understand the nature of authority relationships clearly to solve any problem between line and staff.

- Line managers should consult with staff before doing an important activity.

- Commonly staff are unable to know the complexity of a line manager's job. It is very important to inform very clearly on time to staff regarding the issues and problems with line manager and crew.

- When a recommendation is done by staff, it should be clear in all respect.

Avoid Conflict

- A major reason behind conflict in an organization is that people do not understand their assignments and those of their coworkers. Proper use of organization charts, accurate job descriptions, spelling out of authority and informational relationships would help a lot in this regard.

- An organization chart indicates how departments are tied together along the principal lines of authority.

Ensuring understanding of organization

- All the members of an organization must understand the structure of their organization in order to make that structure work

- A well written organization manual, containing a statement of organizational philosophy, programs, charts and an outline of job descriptions would make the organizing understandable

- This can also be done by individual coaching, special meeting …etc…

Recognizing the Importance of Informal Organization and the Grape wine

- Recognize and take the full advantage of informal organization
- One of the best known example for informal organization is "Grapevine"
- Grapevine is an informal communication system used by members of an organization to communicate some information may be a gossip for , which formal lines of communication is inadequate

Benefits of Informal Organization

1. Brings cohesiveness to formal organization
2. Imparts a sense of belongingness, status, self respect & satisfaction

Organization Culture

"It is the general pattern of behaviour , shared beliefs and values that organization members have in common"

1. It involves learning and transmitting of knowledge, beliefs and patterns of behaviour over a period of time
2. Culture is fairly stable and does not change fast

Many company slogans show for what they stand for...

E.g. General Electric . " Progress is our most important product"

Du pont "Better things for better living through Chemistry"

Promoting Appropriate Organization culture

- ***Culture Responsive Organization***

1. *The effectiveness of an organization is influenced by the organization culture.*
2. *The way in which planning, organizing, staffing, and controlling are carried out in an organization.*
3. *Most people would prefer to work with an organization where they can participate in decision making, evaluation on the basis of performance criteria...etc...*

The influence of Leader on Organization Culture

- *The Manager's values influence the direction of the enterprise.*

- *Value is a fairly permanent belief about what is appropriate and what is not that guides the actions and behaviour of employees in fulfilling the organization's aims.*

- *In many successful companies value-driven corporate leaders serve as roll models, set the standards for performance, motivate employees etc...*

- *Changing a culture demands changing values, symbols, behaviour etc...It may take a long time.*

Thank you