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A SKETCH OF IMPERATIVE ELEMENTS THAT AID IN STAFFING PROCESS OF HRM

KIRTI SUNIL BIDNUR
LECTURER
KMC COLLEGE
KHOPOLI

ABSTRACT

This article tells about the role played by all the essential contents in stages of staffing. The term staffing is used in the orb of employment. It has been in applied in many forms of the working environment. This article will focus on all the vitalities in staffing process and will also tell about need to bring some changes in staffing process to match today's globalization needs and changing trends. Staffing function is an important tool in any field because as long as the organization exists, employees need to be hired. Every slight switch in employees from top level to lower level of management will require human resource planning to fill the vacant positions.

KEYWORDS

Sketch, Staffing, Human Resource Management, Recruitment & Selection.

INTRODUCTION

Every Organization is comprised of people. Organization needs employees to have a smooth flow in activities which would aid the HR managers in choosing right kind of candidates for right job. Staffing is all pervasive. It exists in not only profit but also in non-profit organization. Staff is a group of persons, as employees, charged with carrying out the work of an establishment or executing some undertaking, a group of assistants to a manager, superintendent, Subordinates, or executives. Right from top level management to lower level of management staffing is required. It can help in staving right from CEO to foremen or workmen.

DEFINITION

According to Harold Koontz "Staffing means filling and keeping filled, positions in the organization structure."

METHODOLOGY

Methodology used for writing this article is purely of secondary nature. I have made use of reference from books, Government census, Previous research articles, Official statistics, Mass media products, Diaries Letters, Government reports, Web information, Historical data and information.

RECENT REPORTS WHICH TELLS US 'WHICH IS BETTER PERMANENT STAFFING OR TEMPORARY' STAFFING

Broadly speaking there are two main types of hiring – permanent and temporary staffing. Temporary staffing is usually to fulfill the organizations short-term requirements or to complete specific needs that may not be part of the core business operations, whereas permanent staffing is generally with the intent to retain the employee for a longer period of time and focused on critical business functions. It is important for an organization to understand the type of staff it requires, in light of its business needs and goals.

The staffing industry continues to enjoy growth, as the number of temporary workers reached an all-time high this year. At this time last year, staffing companies were enjoying a high demand for temporary labor and a record-high number of temporary jobs in the total workforce. Those trends have continued for the industry this year and should be on the same path for the foreseeable future.

High growth trends for the staffing industry started in the late 2000s as companies wearied by the Great Recession sought ways to balance increasing product demand with uncertainty about the stability of their workforces. Although the recession is over, the increased use of temporary labor remains.

"Following the recession, we've seen tremendous change in the industry, and the progression has accelerated in the last year. Employers are more strategic with their workforce planning," wrote Jorge Perez, senior vice president of staffing company ManpowerGroup in North America, in an email. "Employers are finding the right mix of contingent and permanent and part- and full-time employees to drive their businesses forward most efficiently while harnessing as much productivity as possible."

One explanation for the increased use of temporary labor is that many organizations are looking for more flexible workforces, said Paul McDonald, senior executive director for staffing firm Robert Half International. Temporary workers can lighten the burden placed on full-time staff by high demand for a product or service, reducing burnout and high turnover rates. On the other hand, a flexible workforce can ease an employer's payroll costs if demand decreases.

In other reports based on surveys conducted in India tells about IBM & other corporates. IBM is the biggest spender on IT contract workforce hiring in India, and the spend is almost double that of the next biggest spenders. The New York-based technology company spends over \$150 million annually to hire contract IT staff, which as per estimates translates to more than 15% of its overall workforce.

Accenture, Microsoft and Cisco spend over \$80 million each on maintaining a vast pool of contract workforce, while Cognizant, Oracle and HCL Technologies shell out over \$50 million each to augment their IT staff with contract resources that work as an extended IT team.

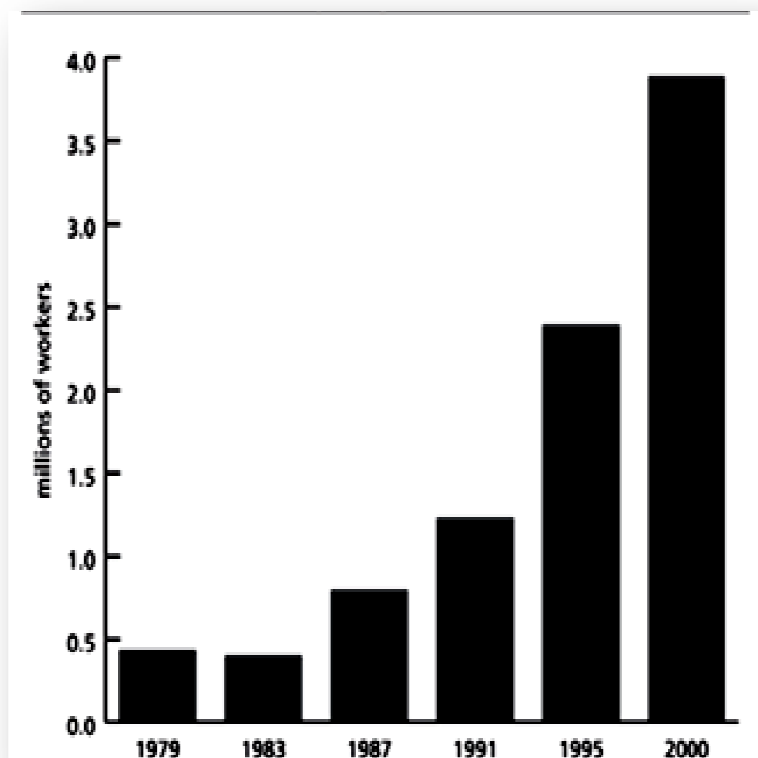
Most of the organizations go for mixed staffing i.e Permanent staffing & Temporary staffing. Permanent employees are regular employees or the directly employed work for an employer and are paid directly by that employer. In addition to their wages, they often receive benefits like subsidized health care, paid vacations, holidays, sick time, or contributions to a retirement plan. But at times it has been seen specially with most of the bureaucrats, they are lazy, not enthusiastic at work, not punctual and are procrastinators when they are under employment. They are not worried because they have job security and a very strong union.

On the other hand, temporary employees can be grouped under contractual labour, seasonal, interim, casual staff, freelance etc. Temporary workers may work full-time or part-time, depending on the individual case. In some instances, temporary workers receive benefits (such as health insurance), but usually benefits are only given to permanent employees. Not all temporary employees find jobs through a temporary employment agency. For example, a person can simply apply at a local park for seasonal jobs. In 2008 there were a total of 13,722 temp agencies and staffing services in the United States with revenue of over \$7.4 million per firm.

Figuratively, Temporary or contractual staffing is a short term based assignment, for which a talent is hired. This kind of a hiring diminishes the liability of an organization, as these assignment may not include all the benefits which the organization may offer its full time employees. More importantly, since these staffing are for a shorter duration these are primarily outsourced on a vendor payroll. This makes the transition of the talent post assignment hassle free to the organization.

FOLLOWING CHART INDICATES TRENDS IN TEMPS

FIG. 1



Trends in Temporary Work (US): source: D. H. Autor, Outsourcing at Will: The Contribution of Dismissal Doctrine to the Growth of Employment Outsourcing. Over the past 3 decades, the U.S. Temporary Help Services (THS) industry grew five times more rapidly than overall employment. Contemporaneously, courts in 46 states adopted exceptions to the common law doctrine of employment at will that limited employers' discretion to terminate workers and opened them to litigation. This article assesses the contribution of "unjust dismissal" doctrine to THS employment specifically, and outsourcing more generally, finding that it is substantial—explaining 20% of the growth of THS between 1973 and 1995 and contributing 500,000 additional outsourced workers in 2000. States with smaller declines in unionization also saw substantially more THS growth.

ELEMENTS OF STAFFING IN HRM

It namely includes Recruitment, Selection, Training and Development, Motivation, Transfers, Promotion, Performance appraisals, Career development etc. Following chart indicates what a staffing process is:

FIG. 2



Recruitment: It is a process of searching candidates for job and telling them to apply for the job. Recruitment can be advertised. There can be two forms in recruitments viz. Internal recruitment and External recruitment. Internal sources includes promotion of employees, Internal ads, Retirees, Transfers, etc. External recruitment includes taking help of Consultants, Giving advertisements in electronic and print media, Conducting campus interviews etc.

Selection & Introduction: It is a process of choosing right candidate for right job. Selection is done by using the traditional method of conducting interviews. When a candidate fits in all the brackets as per requirements, he/she is selected. Based on this the new employees are introduced in the organization which is called as Induction process, where a candidate is made familiar with the surrounding and subordinates where he is going to work.

Training and Development: Training is the process of planned programs and procedures undertaken for the improvement of employee's performance in terms of his attitude, skills, knowledge and behavior. These training and development programs can significantly improve the overall performance of organization. It is

a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

Performance and reward management: It is a session conducted by most of the companies to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas. It tells about employee's strengths and weaknesses. It helps to give a clear picture of employee's positive and negative highlights of their work. Based on ratings good employee's get promoted and vice-versa. Traditional and modern methods are used for PA. It includes Check List, Confidential reports, Critical Incident Method, Ranking Method, BARS, HRA, MBO, 360 degree Appraisal etc. At times monetary and non-monetary awards are given to employee's who scored good in this session. Monetary includes rewards, Bonus etc. Non-monetary includes Gifts, Certificates or Merchandise etc.

Promotion: It is Vertical movement of an employee. Promotion will have change in level of employees from lower level to upper level of management. With promotion an employee's package may also expand as he employee may not working for same work again. As it is wisely said 'With great powers, Comes great Responsibility'. The level of difficulty of work and responsibility also increases.

Transfers: It is a horizontal movement of an Employee. It is not termed as severe punishment in HRM but it can also help in career development of employees.

Succession and Career Planning: Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. A very recent example was Ratan N Tata, Chairman of Tata Sons, said: "The appointment of Cyrus P Mistry as Deputy Chairman of Tata Sons is a good and far-sighted choice". He was replaced as TATA's successor when Ratan N Tata got retired in dec 2012.

Labor Relations: Labor relation is the study and practice of managing unionized employment situations. Labour relations is frequently a sub-area within human resource management. Courses in labor relations typically cover labor history, labor law, union organizing, bargaining, contract administration, and important contemporary topics. In HRM there should be good relations between Employer and Employees, Employer and Government. Good relations between all the parties must be maintained and enhanced throughout the existence of the organization.

SOME RECRUITING TRENDS, PROBLEMS AND OPPORTUNITIES FOR EMPLOYERS IN FUTURE

A focus on becoming a serial innovation firm increases the need for recruiting innovators — the wild economic success of serial innovation driven firms like Apple, Google, and FB have demonstrated to executives the high economic impact of hiring, retaining, and managing innovators. The renewed expectation for rapid corporate growth means that more innovators must be recruited. That simply can't happen unless current recruiting systems are redesigned so that they can now effectively recruit and hire these hard-to-land innovators.

Recruiting finally adopts the practice of monetizing its business impacts — even though it has long been a standard business practice, recruiting is finally beginning to move away from its long-held attempt to "align with business goals" and instead focus on having a direct impact on business goals. Because revenue is one of the prime corporate goals, by quantifying the revenue impacts of great compared to average and weak hires, recruiting can now convincingly demonstrate its "highest of all talent function business impacts" to executives. Demonstrating the direct connection between recruiting results and improved business results will eventually supplant quality of hire as the most important recruiting measurement. By monetizing its revenue impacts, recruiting can make a continuous business case, which will provide it with the necessary funding to meet this latest hiring surge.

Accepting social media profiles in lieu of resumes opens the door to many passives — the unabated corporate goal of targeting and recruiting those top prospects who are not in job search mode cannot be met if an up-to-date resume is required. That is because these individuals often resist applying for a job simply because they don't have the time to update their resume. Although there are still legal and administrative hurdles, more and more firms are learning that accepting a social media profile alone (usually a LinkedIn profile) is more than adequate at least initially to begin the hiring process.

A data-driven approach to operations continues to be the benchmark standard — even though most business functions have long ago shifted to data-driven decision making, the practice is strikingly unusual within recruiting. Google continues to separate itself from every other firm in its comprehensive data-driven approach to recruiting and its use of predictive metrics. Its recent data-driven research on the ineffectiveness of many traditional recruiting tools can only be classified as groundbreaking.

The mobile platform continues to be a critical tool — even though last year was "the year of the mobile platform," the impact of this platform in recruiting will continue to expand and grow. The emergence of the technical capability that allows the direct "instant" application for jobs from mobile phones will soon become main stream. A multitude of startups will continue their development of a variety of recruiting-focused mobile phone apps.

Remote work continues to expand the talent pool — the growth of technology and the willingness of managers to accept remote work positions will continue to dramatically expand the number of available recruits for those remote work jobs. This shift to remote work will also force recruiting to increase its capability to find and land candidates around the globe.

Live video interviewing steadily grows in acceptance — live video interviews has now proven its effectiveness, so its use will continue to expand until it becomes the standard practice, at least for initial interviews.

On-line candidate assessment continues toward the mainstream — as online technical knowledge and skill assessment options become cheaper and more effective, they will continue their growth until they become mainstream. Their impact is high because they reduce unnecessary interviews and they can dramatically improve the quality of hire.

Accelerated internal movement is still needed — continued uneven growth in business units will mean that there will be a much greater need for the rapid movement of current employees into new areas where they can have a higher impact. The most effective solutions have involved either using corporate recruiters to proactively move underused employees or encouraging employee referrals to quickly identify a wider range of talent for internal openings.

CONCLUSION

With the help of all elements of Staffing, the staffing process is more meaningful. Today's managers should try to grasp the new insights of globalization and grab the opportunities where he/she can get competent manpower and where they can prosper. If proper training provided to staff, employees can work better. Good incentives can help to retain employees which would reduce employee turnover and absenteeism. Industry experts agree that enhanced economic conditions have led to a more competitive environment for talent. With a scarcity of jobs during the recession and the years closely following, employers held the upper hand in employment situations, even for workers with specialized skill sets such as information technology and health care. As the economy continues to improve, though, those with specialized skill sets are increasingly at an advantage and have more control over their professional lives. The competition for the best workers among organizations is commonly referred to as the war for talent.

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