

UNIT-III

CO-3 Students will be able to **interpret** the basic concept of staffing, leading and controlling.

SN	CONTENT	HOURS
4	Staffing Human resource Management and Selection; Performance Appraisal and Career Strategy; managing change through Manager and Organization Development.	2

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. Let us find out more about what is Staffing and what it entails along with its functions and characteristics.

Definition: 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.

It is a truth that human resource is one of the greatest for every organization because in any organization all other resources like- money, material, machine etc. can be utilized effectively and efficiently by the positive efforts of human resource.

Therefore it is very important that each and every person should get right position in the organization so as to get the right job, according to their ability, talent, aptitude, and specializations so that it will help the organization to achieve the pre-set goals in the proper way by the 100% contribution of manpower. Thus it can be said that it is staffing is an essential function of every business organization. From this, we can understand what is Staffing?

Functions of Staffing

1. The first and foremost function of staffing is to obtain qualified personnel for different jobs position in the organization.
2. In staffing, the right person is recruited for the right jobs, therefore it leads to maximum productivity and higher performance.
3. It helps in promoting the optimum utilization of human resource through various aspects.
4. Job satisfaction and morale of the workers increases through the recruitment of the right person.
5. Staffing helps to ensure better utilization of human resources.
6. It ensures the continuity and growth of the organization, through development managers.

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

What is staffing and technology's connection? 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.

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.

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.

Characteristics of Staffing

People-Centered

Staffing can broadly view as people-centered function and therefore it is relevant for all types of organization. It is concerned with categories of personnel from top to bottom of the organization.

- Blue collar workers (i.e., those working on the machines and engaged in loading, unloading etc.) and white collar workers (i.e., clerical employees).
- Managerial and Non Managerial personal.
- Professionals (eg.- Chartered Accountant, Company Secretary)

Responsibility of Manager

Staffing is the basic function of management which involves that the manager is continuously engaged in performing the staffing function. They are actively associated with the recruitment, selection, training, and appraisal of his subordinates. Therefore the activities are performed by the chief executive, departmental managers and foremen in relation to their subordinates.

Human Skills

Staffing function is mainly concerned with different types of training and development of human resource and therefore the managers should use human relation skill in providing guidance and training to the subordinates. If the staffing function is performed properly, then the human relations in the organization will be cordial and mutually performed in an organized manner.

Continuous Function

Staffing function is to be performed continuously which is equally important for a new and well-established organization. Since in a newly established organization, there has to be recruitment, selection, and training of personnel. As we compare that, the organization which is already a running organization, then at that place every manager is engaged in various staffing activities.

Therefore, he is responsible for managing all the workers in order to get work done for the accomplishment of the overall objectives of an organization.

Human resource management (HRM)

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees. The term human resources was first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization.

HRM is really employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI).

The modern HR technology term, human capital management (HCM), has come into more frequent use than the term, HRM, with the widespread adoption by large and midsize companies and other organizations of software to manage many HR functions.

Objectives of human resource management

The objectives of HRM can be broken down into four categories:

1. Societal objectives: Measures put into place that respond to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.
2. Organizational objectives: Actions taken that help to ensure the efficiency of the organization. This includes providing training, hiring the right amount of employees for a given task or maintaining high employee retention rates.
3. Functional objectives: Guidelines used to keep the HR functioning properly within the organization as a whole. This includes making sure that all of HR's resources are being allocated to its full potential.
4. Personal objectives: Resources used to support the personal goals of each employee. This includes offering the opportunity for education or career development as well as maintaining employee satisfaction.

Human resource management functions

HRM can be broken down into subsections, typically by pre-employment and employment phases, with an HR manager assigned to each. Different areas of HRM oversight can include the following:

- Employee recruitment, onboarding and retention.
- Talent management and workforce management.
- Job role assignment and career development.

- Compensation and benefits.
- Labor law compliance
- Performance management.
- Training and development.
- Succession planning.
- Employee engagement and recognition.
- Team building.

The importance of human resource management

The role of HRM is to manage the people within a workplace to achieve the organization's mission and reinforce the culture. When done effectively, HR managers can help recruit new professionals that have skills necessary to further the company's goals as well as aid with the training and development of current employees to meet objectives.

A company is only as good as its employees, making HRM a crucial part of maintaining or improving the health of the business. Additionally, HR managers can monitor the state of the job market to help the organization stay competitive. This could include making sure compensation and benefits are fair, events are planned to keep employees from burning out and job roles are adapted based on the market.

Selection Process

Selection activities usually follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. It is very important for human resources management because this process helps human resources personnel to identify the candidate with the necessary qualification to perform successfully in the job. Selection process has several steps which are as follows:

1. **Initial Screening:** To further proceed with recruiting efforts, human resources management has to initiate a preliminary review of the potentially acceptable candidates. There are two steps for this screening procedure. (1)The screening of inquiries and (2)The provision of screening interviews. Once the screening process is successful, an organization will have a pool of potential candidate. On the basis of job description and job specification, many of the candidates have been removed from the potential list. These occur due to irrelevant experience or inadequate qualification and education. The provision of screening interviews are also important for human resources management of the organization because it gives a base to the candidates to make their mind for the particular job that whether they wish to do the job or not. Screening interview gives brief information about job. The sharing of job description information with the individual can frequently encourage the unqualified or marginally qualified candidate to withdraw voluntarily. Another important aspect is to identify salary range. It also gives a clear view of the salary range which human resources management has decided for the particular job.
2. **Employment testing:** Another step in selection process after initial screening of the candidate is employment testing. In this step potential candidate may have to give some test related to the requirement of the job. Through these test human resources management would be able to measure intelligence, aptitude, ability and interest of the candidate for the particular job. These tests can be verbal or written. And it helps human resources management to recognize characteristics of candidate's personality. These tests have been found to be most valuable tool for selection process.

3. **Selection Interview:** Applicants who are found potential after initial screening, application form and tests which are required by the organization are given selection interview. This interview is being taken by anyone of them: personnel department interviewers, executives within the organization, a potential supervisor, potential colleagues, or some combination of these. The selection interview usually highlight or focus on the areas where are not mentioned in application form or in tests. These areas are motivation of candidate, their ability to work under pressure and their suitability which fits them into organization. These information are job related and the questions which are asked and topic which are covered must be somewhere reflect necessity of the position required.
4. **Background and reference checks:** Once selection interview is being over, the next step is background check of the candidate who appears to offer potential as employees. These may includes contacting candidate's former employers or by contact his/her personnel references to know candidate's behavior, performance at workplace and the information about candidate's educational qualification. Background check of the candidate may done by personnel administrator, department head or by senior executive. Sometimes personnel administrator may approach more than one or two persons for background check or reference check. By doing this, the administrator can eliminate the possibility of accepting an individual based on the employee's current employer's glowing recommendation when the motivation for such a positive recommendation we sot get rid of the employee.
5. **Physical examination:** Next step is having physical examination of the candidate who so ever is found positive in background check. In many of jobs it is being used as screening device in the selection process. Intention behind physical examination is to screen out those candidates who are unable to comply physically with the requirements of the job and the organization. Majority of physical examination are currently required by the organization to meet minimum standard for the organization's group life and medical insurance programs and to provide base data in case of future worker's compensation claims.
6. **Decision to hire/ Final employment decision:** Candidates who have successfully pass employment test, selection interview, background check and physical examination are being consider as eligible candidates of the offer of employment in the organization. In many organization offer letter for the employment is being given by administrator of the organization, in some organization it is given by the department head, where the position is required. Every organization has different policy for the offer of employment.

Performance Appraisal

Performance appraisal is a systematic process in which employees job performance is evaluated in relation to the projects on which employee has worked and his contribution to the organization. It is also known as an annual review or performance review.

It helps the managers place the right employees for the right jobs, depending on their skills. Often, employees are often curious to know about their performance details and compare it with their fellow colleagues and how they can improve upon it. So every company needs a good performance appraisal system.

Performance Appraisal

The basic purpose of performance appraisal is to identify an employees worth and contribution to the company. Important factors include – attendance, efficiency, attitude, quality of work, amount of work are just a few important factors.

The physical or objective factors like attendance, amount of work, efficiency can be easily measured by the records maintained by the Human Resource Department Manager.

However, it gets a bit icky, when it comes to measuring subjective factors like attitude, behaviour, friendliness etc. But to properly evaluate an individual's performance, appraisal of both subjective and objective factors needs to be done.

As Dale Yoder said, "Performance appraisal includes all formal procedures used to evaluate personalities and contributions and potential of group members in a working organisation. It is a continuous process to secure information necessary for making correct and objective decisions on employees. Methods of Performance Appraisal

There are various methods that are used by managers and employers to evaluate the performance of the employees, but they can be put into two categories:

- **Traditional Methods of Appraisal**
- **Modern Methods of Appraisal**

Advantages of Performance Appraisal

1. A systematic performance appraisal system helps the managers to properly identify the performance of employees in a systematic manner and their areas of talent and areas where they are lacking.
2. It helps the management to place the right employees for the perfect jobs depending on their skills in particular areas.
3. Performance appraisal helps employees identify the areas in which they need to improve. The managers can also use this information to provide constructive criticism of the way employees perform their work.
4. Potential employees are often given promotions on the basis of or the results of performance appraisals. People who have high ratings get promotions. They can also transfer or demote employees if they not performing up to the expectations of the managers.
5. An appraisal is also useful in determining the effectiveness and results of training programmes. It can show managers how much employees have improved after taking the training programmes. This will give managers data on how to change and evolve the training programmes.
6. It creates healthy competition among employees as they will try to improve their performance and score better than their colleagues.
7. Managers use appraisal programmes to identify the grievances of employees and act upon them.
8. Keeping extensive records of performance appraisal will give managers will give managers a very good idea of which employees have the highest growth rate and are which ones have a declining rate of performance.

Disadvantages of Performance Appraisal

1. If the factors being used in the performance appraisal are incorrect or not relevant, the appraisal will fail to provide any useful or effective data.
2. Sometimes, equal weightage is not given to important factors when performing an appraisal.

3. Some objective factors are very vague and difficult to gauge like attitude and initiative. There is no scientific method to measure these factors.
4. Managers are sometimes not qualified enough to correctly assess the employees and their abilities. Thus, these mistakes can be very detrimental to the growth of the company.

Career Strategy

A career strategy is any behavior, activity, or experience designed to help a person meet career goals. A career strategy represents a conscious choice by an individual as to the type of investment he or she is willing to make in attempting to reach career objectives. Ideally, people pursue a particular career strategy based on the expectation that it will result in the greatest chances of achieving personal and professional success.

Research on the effectiveness of various career strategies suggests that developing a variety of skills and having a diverse number of work experiences significantly improves one's chances of attaining career success. Other research has found that the use of strategies such as self-nomination and networking contribute to an individual's career success. The usefulness of a particular career strategy is dependent on a number of factors, including the nature of the job, the type of the industry, and the culture and norms of the particular organization. Indeed, a career strategy that might be successful in one case might not work in another.

Types of Career Strategies

Past research identifies at least seven general categories of career strategies that can be used to enhance an individual's chances of career goal fulfillment. The seven strategies include attaining competence in the current job, putting in extended work hours, developing new skills, developing new opportunities at work, attaining a mentor, building one's image and reputation, and engaging in organizational politics.

Attaining competence in the current job is a basic career strategy, given that organizations make promotion decisions, at least in part, on an employee's present performance. In addition, the skills acquired or honed in one job might be essential for performance in another job either with one's current employer or with another organization. The concepts underlying the protean and boundaryless career philosophies make it necessary for individuals to have relevant skills at the times when those skills are required by employers. Focusing on developing abilities in a current job can improve an individual's chances for employability in the future.

Putting in extended hours either at the work site or at home is a popular career strategy, especially in the early career, when an employee is proving himself or herself to the company. Working beyond normal hours can enhance performance in one's current job and can signify to the organization that one is committed to the job and capable of taking on large volumes of work. However, putting in extended work hours can also result in negative consequences over the longer term, given that extra work hours during evenings and weekends might impinge on the time a person can spend on family or personal activities.

Developing new skills is a career strategy that involves the acquisition or enhancement of work abilities that either improve performance in the present job or will be required in a subsequent position. Michael Arthur, Priscilla Claman, and Robert DeFillippi have called this strategy "knowing how." They have noted that skill development can involve formal occupational training as well as experiential learning. Skill development can include activities such as participation in

training seminars, degree or nondegree university programs, or attendance at a leadership development workshop. Employees can also develop skills by acquiring additional responsibilities on their current jobs, working with an experienced colleague, or joining occupational associations that sponsor continuing education.

Developing new opportunities at work includes a number of more specific strategies that are designed to increase one's career options. In their typology, Arthur and his colleagues have referred to this career strategy as "knowing whom." As an example, self-nomination is a frequently observed strategy that involves the willingness to inform superiors of accomplishments, aspirations, and desired assignments. Self-nomination is intended to enhance one's visibility and exposure to those in more senior positions within the organization, which can bring recognition, special assignments, and sponsorship. Another relevant career strategy under this category is networking, which involves the identification of and communication with a group of relevant acquaintances and friends who can provide information, advice, and support regarding career opportunities.

Attaining a mentor as a career strategy has received considerable attention in recent years. Mentoring can be defined as relationships between junior and senior colleagues or between peers that provide various developmental functions. The mentoring role can be filled by a variety of individuals, not by just one person. A mentor can provide coaching, friendship, sponsorship, and role-modeling to the younger, less experienced protege. In the process, the mentor can satisfy his or her need to have a lasting influence on another person's life.

Building one's image and reputation is a career strategy in which the individual attempts to convey an appearance of success and suitability. For example, being married, participating in community activities, and dressing properly can provide a positive public image that can bring career rewards. While this type of strategy is not necessarily important in all or most situations, past research has found that significant numbers of employees make the investment in image building because of the perceived high value to career advancement. Building one's work reputation is an important strategy because it is presumed that an individual's past experiences and accomplishments bode well for future performance. Thus, a focus on building a strong work reputation can improve a person's employability regardless of the employer.

Engaging in organizational politics is somewhat similar to the "knowing why" strategy described by Arthur and his colleagues and covers such diverse activities as agreeing with or flattering one's supervisor, advocating company practices, not complaining about rules or regulations, and forming alliances or coalitions with others in the organization. More extreme and often personally unacceptable political practices can include sabotaging another person's work or spreading rumors about a colleague. In many organizations, becoming involved in organizational politics is a career strategy that is necessary for career advancement, although certain behaviors might be viewed as unethical or reprehensible. Nonetheless, regardless of the personal acceptability, engaging in organizational politics is a career strategy that is used regularly.

Managing Change Through Manager

Managers and supervisors are a lynchpin in the success of a change initiative. In times of change, those who lead the teams impacted by change can be both a great ally and a real obstacle for change leaders.

Managers are closest to the employees who must adopt the new processes and behaviors associated with a project or initiative. And in many cases the same project also impacts their own work.

Getting managers and supervisors on board and prepared to support their teams through change is crucial.

The Five Roles of Managers and Supervisors

Participants in Prosci's benchmarking research have identified five roles that managers and supervisors must play in times of change:

- **Communicator:** Communicate with direct reports about the change
- **Advocate:** Demonstrate support for the change
- **Coach:** Coach employees through the change process
- **Liaison:** Engage with and provide support to the project team
- **Resistance manager:** Identify and manage resistance

1. Communicator About the Change

Employees want to hear change messages about how their work and their team will be affected by a change from the person they report to. An employee's supervisor is a key conduit of information about the organization, the work that is done and changes to that work resulting from projects and initiatives. The answers to the following questions are best delivered by an employee's immediate manager:

- What does this change mean to me?
- What's in it for me?
- Why should I get on board?
- Why are we doing this?

The change management team needs to provide talking points and pertinent information, but those messages should ultimately be delivered to employees by their supervisor.

2. Advocate for the Change

Employees look to their supervisors not only for direct communication messages about a change, but also to evaluate their level of support for the change effort. If a manager only passively supports or even resists a change, then you can expect the same from that person's direct reports. Managers and supervisors need to demonstrate their support in active and observable ways. The key is this: managers and supervisors must first be onboard with a change before they can support their employees. A change management team should create targeted and customized tactics for engaging and managing the change first with managers and supervisors, and only then charge this important group with leading change with their direct reports.

3. Coached for Employees

The role of coach involves supporting employees through the process of change they experience when projects and initiatives impact their day-to-day work. The Prosci ADKAR Model describes this individual change process as five building blocks of successful change:

- **Awareness** of the need for change
- **Desire** to participate and support the change
- **Knowledge** on how to change
- **Ability** to implement required skills and behaviors
- **Reinforcement** to sustain the change

Because of their relationship, managers and supervisors can coach individual employees through this change process and help them address the barrier points that are inhibiting successful change.

4. Liaison to the Project Team

Managers and supervisors liaise between their employees and the project team, providing information from the team to their direct reports. But perhaps more importantly, they provide information about the project from their employees back up to the project team. Managers are in the best position to provide design input, usability results and employee feedback on particular aspects of the solution back to the project team. They are also positioned to identify and raise valid functionality needs and concerns during the implementation phase of the project.

5. Resistance Manager

No one is closer to a resistant employee than his or her supervisor. In terms of managing resistance, managers and supervisors are in the best place to identify what resistance looks like, where it is coming from and the source of that resistance. They are also the best suited (when provided with the training and tools to do so) to actively manage that resistance when it occurs. They can use the ADKAR Model to hone in on which element of the change process is driving resistance and address it accordingly.

How Effective are Managers and Supervisors?

Participants in the *Best Practices in Change Management - 2018 Edition* ranked their managers and supervisors in terms of how well they were fulfilling the five roles listed above. For each role, participants ranked managers and supervisors on a scale from "completely ineffective" to "extremely effective." The graph below shows the percentage of participants ranking their managers and supervisors as "ineffective" or "completely ineffective." From the data, it is easy to see that managers are struggling the most with fulfilling the coach and the resistance manager roles.

Preparing Managers and Supervisors to Lead Change

The roles of coach and resistance manager represent the biggest departure for many managers from the role they have historically played in the organization. Effectively coaching employees through a change and identifying and managing resistance to change require a new set of skills. Many times, great managers have difficulty when tasked with becoming great managers of change because they have not been adequately prepared to do so.

Participants in Prosci's *Best Practices* report indicated whether or not they provided formal change management training to managers and supervisors. Only 37% of participants in the 2016 edition of *Best Practices in Change Management* trained this crucial group.

This finding should set off a warning for many change managers and business leaders. While managers and supervisors are identified as a critical success factor in times of change, they are not being adequately prepared to fulfill the roles identified in the research.

Ask yourself these questions:

- Have we told managers and supervisors what we expect from them in times of change?
- Do they fully understand the specific actions and behaviors we need from them to support a change effort?
- Have we provided them with the skills and tools to be successful at leading their direct reports through change?

If you answer "no," then you risk losing the support and benefit that comes from engaging this important cog in the change management system. Consider how you can build awareness of the need for managers to play their important role in times of change, and how you can engage them in

learning skills and frameworks for helping themselves and their employees successfully through transitions.

Organization Development

Meaning of Organisational Development (O.D):

Organisational (or organization) Development or simply O.D. is a technique of planned change. It seeks to change beliefs, attitudes, values and structures—in fact the entire culture of the organization—so that the organization may better adapt to technology and live with the pace of change.

O.D. is a comprehensive strategy for organization improvement. O.D. is a long range effort to improve an organization's problem solving and renewal processes, particularly through a more effective and collaborative management culture.

Objectives of Organisational Development:

- (a) Improvement in the performance of the organisation.
- (b) Improvement in the ability of the organisation to adapt to its environment, and
- (c) Improvement in inter-personal and inter-group behaviour to secure team work.

Characteristics of Organisational Development:

1. Organisational development is an educational strategy for bringing a planned change.
2. It is related to real problems of the organisation.
3. Laboratory training methods based on experienced behaviour are primarily used to bring change.
4. O.D. uses change agent (or consultant) to guide and affect the change. The role of change agent is to guide groups towards more effective group processes rather than telling them what to do. Change agents simply assist the group in problem solving processes and the groups solve the problems themselves.
5. There is a close working relationship between change agents and the people who are being changed.
6. O.D. seeks to build problem-solving capacity by improving group dynamics and problem confrontation.
7. O.D. reaches into all aspects of the organization culture in order to make it more humanly responsive.
8. O.D. is a long term approach (of 3 to 5 years period) and is meant to elevate the organization to a higher level of functioning by improving the performance and satisfaction of organization members.
9. O.D. is broad-based and describes a variety of change programmes. It is concerned not only with changes in organizational design but also with changes in organizational philosophies, skills of individuals and groups.
10. O.D. is a dynamic process. It recognises that the goals of the organization change and hence the methods of attaining them should also change.
11. O.D. utilizes systems thinking. It is based on open, adaptive systems concept. The organization is treated as an interrelated whole and no part of the organization can be changed without affecting other parts.
12. O.D. is research based. Change agents conduct surveys, collect data, evaluate and then decisions are taken.

13. O.D. uses group processes rather than individual process. It makes efforts to improve group performance.

14. O.D. is situational and contingency oriented.

15. Organization Development and Management Development are complementary rather than conflicting.

Steps in Organisational Development (O.D):

Lawrence and Lorsch have provided the following steps in organisational development:-

1. Problem identification—Diagnosis:

O.D. program starts with the identification of the problem in the organisation. Correct diagnosis of the problem will provide its causes and determine the future action needed.

2. Planning Strategy for Change:

O.D. consultant attempts to transform diagnosis of the problem into a proper action plan involving the overall goals for change, determination of basic approach for attaining these goals and the sequence of detailed scheme for implementing the approach.

3. Implementing the Change:

O.D. consultants play an important role in implementing change.

4. Evaluation:

O. D. is a long-term process. So there is a great need for careful monitoring to get process feedback whether the O.D. programme is going on well after its implementation or not. This will help in making suitable modifications, if necessary. For evaluation of O.D. programme, the use of critic sessions, appraisal of change efforts and comparison of pre- and post-training behavioural patterns are quite effective.