

STAFFING

STUDY NOTES

● Meaning of Staffing

- Staffing is 'putting people to jobs'. It begins with workforce planning and includes different other functions like recruitment, selection, training, development, promotion, compensation and performance appraisal of the workforce.
- Staffing is that part of the process of management which is concerned with obtaining, utilising and maintaining a satisfactory and satisfied workforce.

● Need and Importance of Staffing

- Competent personnel
- Survival and Growth
- Improves morale
- Higher performance:
- Optimum utilization of Human resources:
- Supports other functions:

● Staffing Process

- The staffing process involves:

(a) Estimating the Manpower Requirements	(b) Recruitment
(c) Selection	(d) Placement and Orientation
(e) Training and Development	(f) Performance appraisal
(g) Compensation	

● Aspects of Staffing

- There are three important aspects of staffing:

(a) Recruitment	(b) Selection
(c) Training	

● Recruitment

Recruitment refers to the process of finding possible candidates for a job or a function. It has been defined as 'the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.'

● Sources of Recruitment

- Internal Sources
- External Sources

● Internal Sources

There are two important sources of internal recruitment, namely, transfers and promotions, which are discussed below:

- Transfers:
- Promotions:

● Merits of Internal Sources

Filling vacancies in higher jobs from within the organisation or through internal transfers has the following merits:

- Employees are motivated
- Simple Process
- Transfer is a tool of training the employees to prepare them for higher jobs

- Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff;
- Filling jobs internally is cheaper as compared to getting candidates from external sources.

● **Limitations of Internal Sources**

The limitations of using internal sources of recruitment are as follows:

- Lack of fresh talent
- Lack of competition
- Not suitable for new organizations
- Conflicts

● **External Sources**

- External recruitment provides wide choice and brings new blood in the organisation.

The commonly used external sources of recruitment are discussed below:

- (a) Direct Recruitment
- (b) Casual Callers
- (c) Advertisement
- (d) Employment Exchange
- (e) Placement Agencies and Management Consultants
- (f) Campus Recruitment
- (g) Recommendations of Employees
- (h) Labour Contractors
- (i) Advertising on Television
- (j) Web Publishing

● **Merits of External Sources**

The advantages of using external sources of recruitment are as follows:

- Qualified Personnel
- Wider Choice
- Fresh Talent
- Competitive Spirit

● **Limitations of External Sources**

- Dissatisfaction among existing staff
- Lengthy process
- Costly process

● **Selection**

Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job.

● **Process of Selection**

The important steps in the process of selection are as follows:

- **Preliminary Screening:** Preliminary screening helps the Manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.
- **Selection Tests:** An employment test is a mechanism (either a paper and pencil test or an exercise) that attempts to measure certain characteristics of individuals.
 - ◆ **Important Tests Used for Selection of Employees**
 - (a) Intelligence Tests
 - (b) Aptitude Test
 - (c) Personality Tests
 - (d) Trade Test
 - (e) Interest Tests
- **Employment Interview:** Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job.
- **Reference and Background Checks:** Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.
- **Selection Decision:** The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.
- **Medical Examination:** The job offer is given to the candidate being declared fit after the medical examination.
- **Job Offer:** The next step in the selection process is a job offer to those applicants who have passed all the previous hurdles. Job offer is made through a letter of appointment/confirmation of his acceptance.
- **Contract of Employment:** After the job offer has been made and the candidate accepts the offer, certain documents need to be executed by the employer and the candidate.

- **Training and Development**

- Training and Development is an attempt to improve the current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

- **Need of Training and Development**

- *Benefits to the organisation*

The benefits of training and development to an organisation are as follows:

- (a) Training is a *systematic learning*, always better than hit and trial methods which lead to wastage of efforts and money.
- (b) It enhances *employee productivity* both in terms of quantity and quality, leading to higher profits.
- (c) Training *equips the future manager* who can take over in case of emergency.
- (d) Training increases *employee morale* and reduces absenteeism and employee turnover.
- (e) It helps in obtaining *effective response* to fast changing environment – technological and economic.

- *Benefits to the Employee*

The benefits of training and development activity to the employees are as follows:

- (a) *Improved skills and knowledge* due to training lead to better career of the individual.
- (b) *Increased performance* by the individual helps him to earn more.
- (c) Training makes the *employee more efficient* to handle machines. Thus, less prone to accidents.
- (d) Training *increases the satisfaction* and morale of employees.

- **Training Methods**

- There are various methods of training. These are broadly categorised into two groups:

- (a) On-the-Job and
- (b) Off-the- Job methods.

- **On-the-Job methods** refer to the methods that are applied to the workplace, while the employee is actually working. Off-the-Job methods are used away from the work place. The former means learning while doing, while the latter means learning before doing.

- On the Job Methods

- (a) **Apprenticeship Programmes:** Apprenticeship programmes put the trainee under the guidance of a master worker.
- (b) **Internship Training:** Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills. For e.g. CA students.
- (c) **Vestibule Training:** Actual work environments are created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment.
- (d) **Induction Training:** It is a type of training given to help a new employee in settling down quickly into the job. It gives a good opportunity to socialize and brief the newcomer with the company's strategy and performance standards.

QUESTION BANK

MULTIPLE CHOICE QUESTIONS

1. Which test is helpful in assessing the individuals? capacity for learning new skills?

- (a) Aptitude Test
- (b) Personality Test
- (c) Trade Test
- (d) Intelligence test

2. Which of the following is not a disadvantage of using external sources of recruitment?
 - (a) Dissatisfaction among existing staff
 - (b) Lengthy process
 - (c) The scope for induction of fresh talent is reduced
 - (d) Costly process
3. It is suitable for filling casual vacancies when workload is high or when a certain number of permanent workers are absent.
 - (a) Direct recruitment
 - (b) Labour contractors
 - (c) web publishing
 - (d) Placement agencies and management consultants
4. Which of the following is not a benefit of training and development to an organisation?
 - (a) Help to avoid irregularity in work completion
 - (b) Enhance employee productivity
 - (c) Lead to better career of the individual
 - (d) Reduce absenteeism and increase employee turnover
5. This type of training is provided to the new employees of an organisation in order to familiarise them with the organisational rules and policies, their superior and subordinate, and so on.
 - (a) Apprenticeship training
 - (b) Induction training
 - (c) Internship training
 - (d) Vestibule training
6. Selection is called a negative process. Identify the correct sequence of the steps involved in the selection process
 - (a) Reference and Background checking, Selection Decision, Medical Examination, Job Offer, Contract of Employment.
 - (b) Reference and Background checking, Selection Decision, Contract of Employment, Medical Examination, Job Offer
 - (c) Job Offer, Reference and Background checking, Selection Decision, Medical Examination, Contract of Employment
 - (d) Medical Examination, Contract of Employment, Reference and Background checking, Selection Decision, Job Offer.
7. Vikas Dahiya is running a trust Ayushman bhava. He provided the reference of close friend Sachin to the Human Resource Department for the post of treasurer. Sachin was duly selected for the concerned post by the company. Identify the source of recruitment being used by the company.
 - (a) Advertising
 - (b) Placement agencies and management consultants
 - (c) Recommendation of employees
 - (d) Direct recruitment
8. For the Radhika enterprises, interviews/tests are in process. These tests are used to know the pattern of interests or involvement of a person.
 - (a) Trade test
 - (b) Personality test
 - (c) Intelligence test
 - (d) Interest test
9. It is the process of choosing from the pool of the prospective job candidates developed at the stage of recruitment.
 - (a) Training
 - (b) Selection
 - (c) Recruitment
 - (d) Orientation
10. This analysis would reveal the number and type of human resource available within the organisation.
 - (a) Workload analysis
 - (b) Break Even analysis
 - (c) Workforce analysis
 - (d) All of the above

11. Every individual has fascination for some job than the other. These tests are used to know the pattern of interests or involvement of a person:
 (a) Trade test (b) Personality test (c) Intelligence test (d) Interest test
12. Which of the following is not the Tests Used for Selection of Employees?
 (a) Personality Tests (b) Written test (c) Trade Test (d) Interest test
13. Which of the following are the benefits of training and development to an organisation?
 (a) Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.
 (b) It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
 (c) Training equips the future manager who can take over in case of emergency.
 (d) All of the above
14. These programmes put the trainee under the guidance of a master worker. These are designed to acquire a higher level of skill. People seeking to enter skilled jobs, to become, for example, plumbers, electricians or iron-workers, are often required to undergo apprenticeship training:
 (a) Apprenticeship Programmes (b) Coaching
 (c) Internship Training (d) None of the above
15. "Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Actual work environments are created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment." Which type of training is this?
 (a) Computer Modelling (b) Vestibule Training
 (c) Programmed Instruction (d) None of the above
16. It refers to identification of the sources of manpower availability and making efforts to secure applicants for the various job positions in an organisation.
 (a) Selection (b) Recruitment (c) Both (a) and (b) (d) None of the above
17. It involves growth of an employee in all respects. It is the process by which the employees acquire skills and competence to do their present jobs and increase their capabilities for higher jobs in future:
 (a) Development (b) Improvement
 (c) Both (a) and (b) (d) None of the above
18. Lay-Off is the Internal Sources of _____, Lay-Off is to recall the temporary worker for work called, Lay-Off, who were temporarily separated from organization due to lack of work.
 (a) Selection (b) Recruitment
 (c) Both (a) and (b) (d) None of the above
19. After applications have been received, they are properly checked as regarding qualification etc. by the screening committee. A list of candidates to be called for employment tests made and unsuitable candidates are rejected altogether is called:
 (a) Preliminary screening (b) Employment tests
 (c) Written test (d) All of the above
20. After a candidate has cleared all hurdles in the selection procedure, he is formally appointed by issuing him an appointment Letter. The broad terms and conditions, pay scale are integral parts of the Appointment Letter. This is given to employees:
 (a) Job Offer (b) Offer letter (c) Employment letter (d) None of the above
21. _____ is concerned with maintaining and improving current job performance. _____ seeks to develop competence and skills for future performance.
 (a) Training/development (b) Development/training
 (c) Both (a) and (b) (d) None of the above

22. Under this type of training, the trainee is placed under supervision of an experienced person (master worker) who imparts him necessary skills and regulates his performance. The trainee is given stipend while learning so that he/she can enjoy “earn while you learn” scheme.
- (a) Internship (b) Apprenticeship
(c) Both (a) and (b) (d) None of the above
23. After getting this the candidate has to give his acceptance. After acceptance, both employer and employee will sign a contract of employment which contains terms & conditions, pay scale, leave rules, hours of work, mode of termination of employment etc.
- (a) Training (b) job offer
(c) Selection test (d) All of the above
24. These are based on the assumption that human behaviour at work can be predicted by giving various tests like aptitude, personality tests etc.
- (a) Psychological test (b) Employment test
(c) Selection test (d) None of the above
25. The main purpose of this is, to find out suitability of the candidates, to seek more information about the candidate and to give the candidate an accurate picture of job with details of terms and conditions.
- (a) Offer letter (b) Interview
(c) Both (a) and (b) (d) None of the above
26. Under this, the external Sources of Recruitment a notice is placed on the notice board of the enterprise specifying the details of the jobs available.
- (a) Direct recruitment (b) Employment Exchange
(c) Both (a) and (b) (d) None of the above
27. “Frequent transfers of employees may often reduce the productivity of the organization.” This is the Limitation of:
- (a) Internal Sources of Recruitment. (b) External Sources of Recruitment
(c) All Sources of Recruitment (d) None of the above
28. It is concerned with rating or evaluating the performance of employees. Transfers and promotions of the staff are based on it.
- (a) Employee appraisal (b) Performance Appraisal
(c) Both (a) and (b) (d) None of above
29. It means putting people to jobs. It begins with Human resource planning and includes different other functions like recruitment, selection, training, development, promotion and performance appraisal of work force.
- (a) Staffing (b) Planning
(c) Organising (d) All of the above
30. The source of recruitment, which is a costly and lengthy process, is called :
- (a) External sources (b) Internal sources (c) Overall sources (d) Nothing
31. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement: In which of the following option pairing is correct:

Column I		Column II	
I.	Apprenticeship programmes	A.	Off the job training
II.	Vestibule training	B.	On the job training
III.	Lay-off	C.	External sources
IV.	Telecasting	D.	Internal sources

- (a) I – C, II – B, III – C, IV – D (b) I – B, II – A, III – D, IV – C
(c) I – A, II – C, III – B, IV – D (d) I – C, II – A, III – B, IV – D

32. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement: In which of the following option pairing is correct:

Column I		Column II	
I.	The duration of such type of training may be from a few hours to a few days.	A.	Internship Training
II.	An educational institute enters into agreement with industrial enterprises for providing practical knowledge to its students by sending them to business organizations for gaining practical experience.	B.	On the Job Method
III.	The trainee is given a stipend while learning so that he/she can enjoy the "earn while you learn" scheme.	C.	Induction training
IV.	These are methods which are applied at the workplace, where the employee is actually working. It means learning while doing.	D.	Apprenticeship Training

- (a) I – C, II – B, III – C, IV – D
 (b) I – B, II – A, III – C, IV – D
 (c) I – C, II – A, III – D, IV – B
 (d) I – C, II – A, III – B, IV – D

33. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement: In which of the following option pairing is correct:

Column I		Column II	
I.	The individual takes the initiative for self-growth and development.	A.	Training
II.	It offers an electronic platform for recruitment.	B.	Placement agencies
III.	Placement agencies facilitate an individual seeking for a job and they also help businesses to find the right people to add to their workplace.	C.	Web publishing
IV.	The boss takes the initiative to impart training to his subordinates.	D.	Development

- (a) I – C, II – B, III – C, IV – D
 (b) I – D, II – C, III – B, IV – A
 (c) I – A, II – C, III – B, IV – D
 (d) I – C, II – A, III – B, IV – D

34. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement: In which of the following option pairing is correct:

Column I		Column II	
I.	Once considered very important, this source of external recruitment is least used.	A.	External source
II.	This is required to evaluate the applicant's suitability for the job.	B.	Selection process (Medical examination)
III.	This source of recruitment usually results in dissatisfaction amongst the existing employees.	C.	Employment exchange
IV.	To check the physical fitness of the candidate.	D.	Selection process (employment interview)

- (a) I – C, II – D, III – A, IV – B
 (b) I – B, II – A, III – C, IV – D
 (c) I – A, II – C, III – B, IV – D
 (d) I – C, II – A, III – B, IV – D

35. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement: In which of the following option pairing is correct:

Column I		Column II	
I.	Induction training, apprenticeship training and internship training.	A.	Improve job satisfaction and morale
II.	Higher performance and optimum utilisation of human resources	B.	On the job training
III.	Vestibule training	C.	Importance of staffing
IV.	Through proper assessment and remuneration	D.	Off the job training

(a) I – C, II – B, III – C, IV – D

(b) I – B, II – A, III – C, IV – D

(c) I – B, II – C, III – D, IV – A

(d) I – C, II – A, III – B, IV – D

36. Observe the picture given below:



Identify which method of recruitment is used here:

(a) External recruitment

(b) Internal recruitment

(c) Direct recruitment

(d) None of the above

INPUT-TEXT BASED MCQS

Read the following text and answer the following questions (37 to 40) on the basis of the same:

Staffing Read the following text and answer the following questions on the basis of the same: Mr. Vikas Goel is an H.R. Manager of "Sanduja Furniture Private Limited." At the beginning of the new year he anticipated that the company will need 30 new additional persons to fill up different vacancies. He gave an advertisement in the newspaper inviting applications for filling up different vacant posts. As many as 120 applications were received. The same were scrutinized. Out of these, conditions of 15 applicants were not acceptable to the company. Letters of regret, giving reasons, were sent to them. Remaining candidates were called for preliminary interviews. The candidates called for were asked to fill up blank application forms. Thereafter, they were given four tests. The objective of the first test was to find out how much interest the applicant takes in his work. The objective of the second test was to find out 'specialization' of the applicant in any particular area. Third test aimed at making sure whether the applicant was capable of learning through training or not. The purpose of the fourth test was to find out how much capability a person has to mix-up with other persons, and whether he can influence other persons and get influenced by them.

37. The purpose of the fourth test was to find out how much capability a person has to mix-up with other persons, and whether he can influence other persons and get influenced by them. Which tests are indicated in this situation?
- (a) Personality Test (b) Intelligent Tests
(c) Aptitude Test (d) Trade Test
38. At the beginning of the new year he anticipated that the company will need 30 new additional persons to fill up different vacancies. Identify the first step of staffing.
- (a) Placement and Orientation (b) Training and Development
(c) Recruitment (d) Estimating Manpower Requirement
39. From the given lines, 'Out of these, conditions of 15 applicants were not acceptable to the company.' Letters of regret, giving reasons, were sent to them. Which aspect of staffing is highlighted in the statement?
- (a) Recruitment (b) Selection
(c) Training (d) Education
40. The applicants were given four tests like an intelligence test to an interest test after filling up a blank application form. Identify which step of the selection process was followed by the management.
- (a) Selection Decision (b) Selection Tests
(c) Job Offer (d) Medical Examination

ANSWERS

Multiple Choice Questions

1. (a) 2. (c) 3. (a) 4. (b) 5. (b) 6. (a) 7. (c) 8. (d) 9. (b) 10. (c)
 11. (d) 12. (b) 13. (d) 14. (a) 15. (b) 16. (b) 17. (a) 18. (b) 19. (a) 20. (a)
 21. (a) 22. (b) 23. (b) 24. (c) 25. (a) 26. (a) 27. (a) 28. (b) 29. (a) 30. (a)
 31. (b) 32. (c) 33. (b) 34. (a) 35. (c) 36. (b)

Input-Text Based MCQs

37. (c) 38. (d) 39. (b) 40. (b)

