

A person in a dark suit and tie is shown from the chest down, pointing their right index finger at a glowing red human icon. Below this icon is a horizontal row of seven blue human icons. At the bottom of the image is a row of interlocking blue gears. The background is a blurred office setting with blue lighting.

**FIND THE
RIGHT PEOPLE!**

Chapter 6

Staffing

CBSE Syllabus

- Concept and Importance of Staffing
- Staffing as a part of Human Resource Management — Concept
- Staffing Process
- Recruitment Process
- Selection — Process
- Training and Development — Concept and Importance, Methods of Training — On-the-Job and Off-the-Job: Vestibule Training, Apprenticeship Training and Internship Training

6.1 Concept and Importance of Staffing

Meaning of Staffing

In any organisation, there is a need for people to perform work. The staffing function of management fulfills this requirement and finds the right people for the right job. Basically, staffing fills the positions as shown in the organisation structure.

After planning and selection of the organisation structure, the next step in the management process is to fill the various posts provided in the organisation. This is termed as the management of 'staffing' function.

In the simplest terms, staffing is '*selecting right person for the right job*'.

It begins with workforce planning and includes different other function like recruitment, selection, training, development, promotion, compensation and performance appraisal of work force.



Staffing: Selecting right person for the right job

DEFINITIONS OF STAFFING

- ❖ Staffing is that part of the process of management which is concerned with obtaining, utilising and maintaining a satisfactory and satisfied workforce.
- ❖ Staffing, as a process, includes acquisition, retention, development, performance appraisal, promotion and compensation of the most important resource of an organisation, that is, its human capital.



Top Tip

Today, staffing may involve any combination of employees including daily wagers, consultants and contract employees.

Staffing recognises the importance of every single person employed by an organisation as it is the individual worker, who is the ultimate performer.

Staffing is the managerial function of filling and keeping filled the positions in the organisation structure. This is achieved by, first of all, identifying requirement of workforce, followed by recruitment, selection, placement, promotion, appraisal and development of personnel, to fill the roles designed into the organisation structure.

- *In a new enterprise, the staffing function follows the planning and organising functions.*
After deciding what is to be done, how it is to be done and after creation of the organisation structure, the management is in a position to know the human resource requirements of the enterprise at different levels. Once the number and types of personnel to be selected is determined, management starts with the activities relating to recruiting, selecting and training people, to fulfill the requirements of the enterprise.
- *In an existing enterprise, staffing is a continuous process.* This is because new jobs may be created and some of the existing employees may leave the organisation.

Importance of Staffing

Human resources are the most important asset of an organisation. The ability of an organisation to achieve its goal depends upon the quality of its human resources. If right kind of employees are not available, it will lead to wastage of materials, time, effort and energy, resulting in lower productivity and poor quality of products. The enterprise will not be able to sell its products profitably. It is, therefore, essential that right kind of people must be available in right number at the right time. They should be given adequate training so that wastage is minimum.

Thus, staffing is a very important managerial function. No organisation can be successful unless it can fill and keep filled the various positions provided for in the structure with the right kind of people.

Proper staffing ensures the following benefits to the organisation:

1. Obtaining competent personnel

It helps in discovering and obtaining competent personnel for various jobs.

2. Higher performance

It ensures higher performance, by putting right person on the right job.



Staffing is the most fundamental and critical drive of organisational performance: The right people can help you take your business to the top; the wrong people can break your business.

3. Continuous survival and growth

It ensures the continuous survival and growth of the enterprise through the succession planning for managers.

4. Optimum utilisation of human resources

It helps to ensure optimum utilisation of the human resources. By avoiding overmanning, it prevents under-utilisation of personnel and high labour costs. At the same time it avoids disruption of work by indicating in advance the shortages of personnel.

5. Improves job satisfaction

It improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution.



Top Tip

The staffing function has assumed greater importance these days because of:

- rapid advancement of technology,
- increasing size of organisation and
- complicated behaviour of human beings.

Staffing as part of Human Resource Management(HRM)

Staffing is a function which all managers need to perform. It is a separate and specialised function and there are many aspects of human relations to be considered. It is the job of managers to fill positions in their organisation and to make sure that they remain occupied with qualified people.

Staffing is closely linked to organising since after the structure and positions have been decided, people are required to work in these positions. Subsequently, they need to be trained and motivated to work in harmony with the goals of the organisation. *Thus, staffing is seen as a generic function of management.*

The staffing function deals with the human element of management. Managing the human component of an organisation is the most important task because the performance of an organisation depends upon how well this function is performed.

The success of an organisation in achieving its goals is determined to a great extent on the competence, motivation and performance of its human resource. It is the responsibility of all managers to directly deal with and select people to work for the organisation.

When the manager performs the staffing function, his role is slightly limited. Some of these responsibilities will include:

- placing the right person on the right job,
- introducing new employees to the organisation,
- training employees and improving their performance,
- developing their abilities, maintaining their morale and protecting their health and physical conditions.

In small organisations, managers may perform all duties related to employees salaries, welfare and working conditions. But as organisations grow and number of persons employed increases, a separate department called the '**Human Resource Department**' is formed which has specialists in managing people.

The management of human resource is a specialised area which requires the expertise of many people. The number of human resource specialists and size of this department gives an indication of the size of the business as well. For a very large company, the Human Resources Department itself will contain specialists for each function of this department.

Specialised activities and duties which the human resource personnel must perform

Human Resource Management includes many specialised activities and duties which the human resource personnel must perform. These duties are:

1. Recruitment i.e., search for qualified people.
2. Analysing jobs, collecting information about jobs to prepare job descriptions.
3. Developing compensation and incentive plans.
4. Training and development of employees for efficient performance and career growth.
5. Maintaining labour relations and union management relations. '
6. Handling grievances and complaints.
7. Providing for social security and welfare of employees.
8. Defending the company in law suits and avoiding legal complications.



Steps in the Staffing Process

1. Estimating Manpower Requirements

Staffing function in the management process is the timely fulfillment of the manpower requirements within an organisation. These requirements may arise in case of starting a new business or expanding the existing one or they may arise as a matter of the need for replacing those who quit, retire or are transferred or promoted from or are fired from the job.

Estimating manpower requirements means knowing how many persons are needed and of what type (i.e., educational qualification, skills, prior experience, personality characteristics, etc.) in the organisation to fill the various job positions created while designing the organisational structure.

Understanding the manpower requirements would necessitate workload analysis on the one hand and workforce analysis on the other.

(a) Workload Analysis

Workload Analysis is an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives.

(b) Workforce Analysis

Workforce Analysis is an assessment of the number and type of human resources available in the organisation.

Workload analysis and workforce analysis would reveal whether the organisation is understaffed, overstaffed or optimally staffed. In fact, this exercise would form the basis of the subsequent staffing actions.

- A situation of over-staffing somewhere would necessitate employee removal or transfer elsewhere. Otherwise, there would be 'more play, less work' in the organisation.
- On the other hand, a situation of under-staffing would necessitate the starting of the recruitment process. However, before starting the recruitment process, it is important to translate the manpower requirements into specific job description and the candidate profile —the desired qualifications, experience, personality characteristics and so on. This information becomes the base for looking for potential employees.



Over-staffing: more play, less work

2. Recruitment

The information generated in the job description and the candidate profile may be used for developing the 'situations vacant' advertisement. Advertising is commonly part of the recruitment process, and can occur through several means, through newspapers, through professional publication, through a job center, through campus interviews, etc. The advertisement may also be displayed on the factory/ office gate or else it may be published in print media or flashed in electronic media.

The requisite positions may be filled up from within the organisation or from outside. Thus, there are two sources of recruitment – Internal and External. Both internal and external sources of recruitment may be explored. Internal sources (e.g. transfers and promotions) may be used to a limited extent. For fresh talent and wider choice external sources (e.g. advertisements, management consultants, internet, etc.) are used.

Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

Recruitment is a positive process as it seeks to attract suitable applicants to apply for available jobs in the organisation. There is no rejection in this process.

DEFINITIONS OF RECRUITMENT

- ❖ Recruitment refers to the process of finding possible candidates for a job or a function.
- ❖ Recruitment involves locating the potential candidate or determining the sources of potential candidates.

Recruitment Process

The various activities/steps involved with the process of recruitment:

1. Identification of the different sources of labour supply
2. Assessment of their validity
3. Choosing the most suitable source(s)
4. Inviting applications from the prospective candidates, for the vacancies.

Objective of Recruitment

The objective of recruitment is to identify and attract potential employees with the necessary characteristics or qualification, in the adequate number for the jobs available. It locates available people for the job and invites them to apply for the job in the organisation.

In other words, the essential objective of recruitment is to create a pool of the prospective job candidates.

3. Selection

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

DEFINITIONS OF SELECTION

- ❖ “Selection is the process of choosing from among the candidates from within the organisations or from the outside, the most suitable person for the current position or for the future position..” —**Dale Yoder**
- ❖ “Selection is a managerial decision making process as to predict which job applicants will be successful if hired.” —**David and Robbins**
- ❖ “Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job..” —**Stone**

Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. It is a negative process because the candidates are required to take a series of employment tests and interviews. At every stage, many are eliminated and a few move on to the next stage until the right type is found. Those who are able to successfully negotiate the test and the interviews are offered an employment contract, a written document containing the offer of employment, the terms and conditions and the date of joining. Even in case of highly specialised jobs where the choice space is very narrow, the rigour of the selection process serves two important purposes:

- (i) It ensures that the organisation gets the best among the available.
- (ii) It enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organisation.

Selection process may start right from the screening of the applications. It may continue even after the offer of employment, acceptance and joining of the candidate. It is so because the process of selection, like any other managerial decision, involves judgment about the performance potential of the candidate. The effectiveness of the selection process would ultimately be tested in terms of on-the-job of the chosen person.

4. Placement and Orientation

Placement

Joining a job marks the beginning of socialisation of the employee at the workplace. This is called 'Placement'. **Placement refers to the employee occupying the position or post for which he/she has been selected.**

Orientation

The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues. He is taken around the workplace and given the charge of the job for which he has been selected. This process of familiarisation (called 'Orientation') is very crucial and may have a lasting impact on his decision to stay and on his job performance.

Orientation is introducing the selected employee to other employees and familiarising him/her with the rules and policies of the organisation.

5. 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.

What people seek is not simply a job but a career. Everyone must have the opportunity to rise to the top. The best way to provide such an opportunity is to facilitate employee training. Organisations have either in-house training centers or have forged alliances with training and educational institutes to ensure continuing learning of their employees. The organisations too benefit in turn. If employee motivation is high, their competencies are strengthened, they perform better and thus, contribute more to organisational effectiveness and efficiency. By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people.



In some organisations the term Learning and Development is used instead of Training and Development in order to emphasise the importance of learning for the individual and the organisation. In other organisations, the term Human Resource Development is used.

Training

Training is the process by which aptitudes, skills and abilities of employees to perform specific jobs are increased. It is a process of learning new skills and application of knowledge. It attempts to improve the performance of employees on the current job or prepare them for any intended job.

Development

Development refers to the learning opportunities designed to help employees grow. It means growth of an individual in all respects.



Top Tip

In case the candidate is selected only on the basis of academic qualifications and aptitude for learning, say he/she is selected by a Business Process Outsourcing (BPO) unit by virtue of being extrovert and well-versed in English speaking, he/she needs to be trained in the relevant business processes, telephone conversation etiquettes as well as diction adaptation before actual placement. Even whilst on the job, the employees need training for upgradation of knowledge and skills (i.e. training) and for preparing for higher responsibilities (i.e. development).

Training	Development
It is a process of increasing knowledge and skills.	It is a process of learning and growth.
It is to enable the employee to do the job better.	It is to enable the overall growth of the employee.
Training is a job-oriented process.	Development is a career-oriented process.
Training is a short-term process.	Development is an on-going process. It includes training also.

6. Performance Appraisal

After the employees have undergone a period of training and they have been on the job for some time, there is a need to evaluate their performance. All organisations have some formal or informal means of appraising their employee's performance.

Performance appraisal means evaluating an employee's current and/or past performance as against certain predetermined standards.

The employee is expected to know what the standards are and the superior is to provide the employee feedback on his/her performance. The performance appraisal process, therefore, will include:

- (a) defining the job,
- (b) appraising performance and
- (c) providing feedback.

7. Promotion and Career Planning

Promotions refer to being placed in positions of increased responsibility. They usually mean more pay, responsibility and job satisfaction.

It becomes necessary for all organisations to address career related issues and promotional avenues for their employees because by offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people. Therefore, managers need to design activities to serve employees' long-term interests also. They must encourage employees to grow and realise their full potential. Promotions are an integral part of people's career.

8. Compensation

Compensation refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations.

Types of direct financial payments

1. **Time based wage plan:** A time based plan means salary and wages are paid either daily, weekly or monthly or annually.
2. **Performance based wage plan:** Performance based plans means salary/wages are paid according to piecework. For example, a worker may be paid according to the number of units produced by him/her.

Methods to calculate the compensation

Methods to calculate the compensation under various incentive plans to reward performance:

1. Certain pay plans can be created which are a combination of time based pay plus incentives for higher performance.
2. Various plans may be formulated for paying employees time based wage or salary as well as performance based financial incentives and bonuses, and employee benefits.

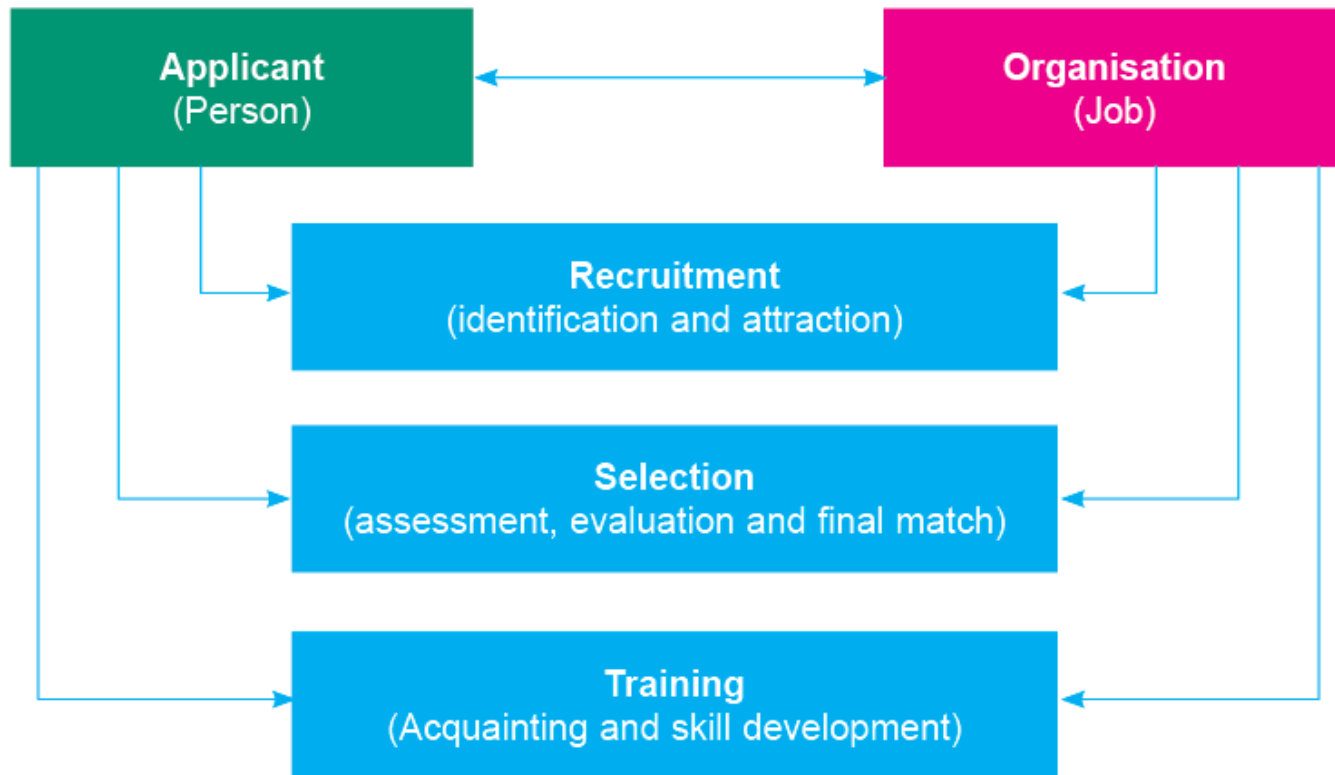
Factors which influence the design of any pay plan/compensation plan

- | | |
|---------------------------------|-------------------------|
| (i) Legal factors (labour laws) | (ii) Labour union |
| (iii) Company policy | (iv) 'Equity' principle |



Top Tip

There are three main aspects of staffing: Recruitment, Selection and Training.



It needs to be kept in mind that several factors such as supply and demand of specific skills in the labour market, unemployment rate, labour market conditions, legal and political considerations, company's image, policy, human resource planning cost, technological developments and general economic environment etc., will influence the way recruitment, selection and training will be actually carried out.

6.3 Recruitment – Internal and External Sources

Internal Sources of Recruitment

There are two important sources of internal recruitment, namely, transfers and promotions.

1. Transfers

It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee. It may lead to changes in duties and responsibilities, working condition etc., but not necessarily salary.

- Transfer is a good source of filling the vacancies with employees from over-staffed departments.
- It is practically a horizontal movement of employees. Shortage of suitable personnel in one branch may be filled through transfer from other branch or department.
- Job transfers are also helpful in avoiding termination and in removing individual problems and grievances.
- Transfers can also be used for training of employees for learning different jobs.



Top Tip

At the time of transfer, it should be ensured that the employee to be transferred to another job is capable of performing it.

2. Promotions

Business enterprises generally follow the practice of filling higher jobs by promoting employees from lower jobs. **Promotion refers to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay.**

- Promotion is a vertical shifting of employees.
- This practice helps to improve the motivation, loyalty and satisfaction level of employees.
- It has a great psychological impact over the employees because a promotion at the higher level may lead to a chain of promotions at lower levels in the organisation.

Internal Sources of Recruitment – Merits and Limitations

MERITS	LIMITATIONS
1. Motivates employees: Employees are motivated to improve their performance. A promotion at a higher level may lead to a chain of promotion at lower levels in the organisation. This motivates the employees to improve their performance through learning and practice. Employees work with commitment and loyalty and remain satisfied with their jobs. Also, peace prevails in the enterprise because of promotional avenues.	1. Reduces scope for induction of fresh talent: When vacancies are filled through internal promotions, the scope for induction of fresh talent is reduced. Hence, complete reliance on internal recruitment involves danger of ‘inbreeding’ by stopping ‘infusion of new blood’ into the organisation.
2. Simplifies the process of selection and placement: Internal recruitment also simplifies the process of selection and placement. The candidates that are already working in the enterprise can be evaluated more accurately and economically. This is a more reliable way of recruitment since the candidates are already known to the organisation.	2. Employees may become lethargic: The employees may become lethargic if they are sure of time bound promotions.

3. Tool of training: Transfer is a tool of training the employees to prepare them for higher jobs. Also people recruited from within the organisation do not need induction training.	3. Incomplete source: A new enterprise cannot use internal sources of recruitment. No organisation can fill all its vacancies from internal sources. The existing staff may be insufficient or they may not fulfill the eligibility criteria of the jobs to be filled.
4. Adjustment of surplus staff: Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff.	4. Spirit of competition hampered: The spirit of competition among the employees may be hampered.
5. Economical: Filling of jobs internally is cheaper as compared to getting candidates from external sources.	5. May reduce productivity: Frequent transfers of employees may often reduce the productivity of the organisation.

External Sources of Recruitment

The commonly used external sources of recruitment are discussed below:

1. Direct Recruitment

Under the direct recruitment, a notice is placed on the notice-board of the enterprise specifying the details of the jobs available. Job-seekers assemble outside the premises of the organisation on the specified date and selection is done on the spot.

The practice of direct recruitment is followed usually for casual vacancies of unskilled or semi-skilled jobs. Such workers are known as casual or '*badli*' workers and they are paid remuneration on daily wage basis.

Suitability: It is suitable for filling casual vacancies when there is a rush of work or when some permanent workers are absent.

Advantage: This method of recruitment is very inexpensive as it does not involve any cost of advertising the vacancies.

2. Labour Contractors

Labour contractors maintain close contacts with labourers and they can provide the required number of unskilled workers at short notice. Workers are recruited through labour contractors who are themselves employees of the organisation.

Disadvantage: If the contractor himself decides to leave the organisation, all the workers employed through him will follow suit.

3. Casual Callers

Many reputed business organisations keep a database of unsolicited applicants in their offices. Such job-seekers can be a valuable source of manpower. A list of such job-seekers can be prepared and can be screened to fill the vacancies as they arise.

Advantage: It reduces the cost of recruiting workforce in comparison to other sources.

4. Employment Exchange

Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled and skilled operative jobs. In some cases, compulsory notification of vacancies to employment exchange is required by law. Thus, employment exchanges help to match personnel demand and supply by serving as link between job-seekers and employers.

Disadvantage: The records of employment exchange are often not up to date and many of the candidates referred by them may not be found suitable.

5. Advertising on Television

The practice of telecasting of vacant posts over Television is gaining importance these days. The detailed requirements of the job and the qualities required to do it are publicised along with the profile of the organisation where vacancy exists.

6. Web Publishing

Internet is becoming a common source of recruitment these days. There are certain websites specifically designed and dedicated for the purpose of providing information about both job seekers and job opening e.g. *www.naukri.com*. In fact, websites are very commonly visited both by the prospective employees and the organisations searching for suitable people.

7. Advertisement in newspapers or trade and professional journals

Advertisement in newspapers or trade and professional journals is generally used when a wider choice is required.

Advantage: More information about the organisation and job can be given in the advertisement. Advertisement gives the management a wider range of candidates from which to choose.

Disadvantage: It may bring in a flood of response, and many times, from quite unsuitable candidates.



Top Tip

Most of the senior positions of industry as well as commerce are filled by this method.

8. Recommendations of Employees

Applicants introduced by present employees, or their friends and relatives may prove to be a good source of recruitment. Such applicants are likely to be good employees because their background is sufficiently known. A type of preliminary screening takes place because the present employees know both the company and the candidates and they would try to satisfy both.

9. Placement Agencies and Management Consultants

In technical and professional areas, private agencies and professional bodies appear to be doing substantive work.

Placement agencies: Placement agencies provide a nationwide service in matching personnel demand and supply. These agencies compile bio-data of a large number of candidates and recommend suitable names to their clients.

- Such agencies charge fee for their services and they are useful where extensive screening is required.
- These professional recruiters can entice the needed top executives from other companies by making the right offers.

Management Consultants: Management consultancy firms help the organisations to recruit technical, professional and managerial personnel.

- They specialise in middle level and top level executive placements.
- They maintain data bank of persons with different qualifications and skills.



Top Tip

Management consultancy firms even advertise the jobs on behalf of their clients to recruit right type of personnel.

10. Campus Recruitment

Recruitment from educational institutions is a well-established practice of businesses, which is referred to as 'campus recruitment'. Colleges and institutes of management and technology have become a popular source of recruitment for technical, professional and managerial jobs.

Many big organisations maintain a close link with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs.



Campus Recruitment: Recruitment from educational institutions such as colleges and institutes of management and technology etc.

External Sources of Recruitment – Merits and Limitations

MERITS	LIMITATIONS
1. Competitive Spirit: If a company taps external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.	1. Costly process: It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.
2. Wider Choice: When vacancies are advertised widely, a large number of applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.	2. Lengthy process: Recruitment from external sources takes a long time. The business has to notify the vacancies and wait for applications to initiate the selection process.
3. Qualified Personnel: By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.	3. Dissatisfaction among existing staff: External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.
4. Fresh Talent: The present employees may be insufficient or they may not fulfill the specifications of the jobs to be filled. External recruitment provide wider choice and brings new blood in the organisation.	

Steps in the Process of Selection

1. Preliminary Screening

Preliminary screening helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.

Preliminary interviews help reject misfits for reasons, which did not appear in the application forms.

2. 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. These characteristics range from aptitudes, such as manual dexterity, to intelligence, to personality.

Important tests used for selection of employees are:

- (i) **Intelligence Tests:** This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
- (ii) **Aptitude Test:** It is a measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Aptitude tests are good indices of a person's future success score.
- (iii) **Trade Test:** Trade tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training.



Top Tip

The difference between aptitude test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed.

- (iv) **Personality Tests:** Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
- (v) **Interest Tests:** Every individual has fascination for some job than the other. Interest tests are used to know the pattern of interests or involvement of a person.

3. Employment Interview

Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same. Though, in present times, the interviewee also seeks information from interviewer.

4. 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.

Previous employers, known persons, teachers and university professors can act as references.

5. Selection Decision

The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.



Top Tip

The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.

6. Medical Examination

After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given to the candidate after being declared fit in the medical examination.

7. Job Offer

The next step in the selection process is job offer to those applicants who have passed all the previous hurdles. Job offer is made through a letter of appointment/confirm his acceptance. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting.

8. Contract of Employment

After the job offer has been made and candidate accepts the offer, certain documents need to be executed by the employer and the candidate.

Attestation form: This form contains certain vital details about the candidate, which are authenticated and attested by him or her. Attestation form will be a valid record for future reference.

Contract of employment: There is also a need for preparing a contract of employment. Basic information that should be included in a written contract of employment will vary according to the level of the job, but the following checklist sets out the typical headings:

- | | | |
|----------------|---------------------------------|--------------------------|
| • Job Title | • Duties | • Responsibilities |
| • Rates of pay | • Allowances | • Hours of work |
| • Leave rules | • Sickness, grievance procedure | • Disciplinary procedure |
| • Work rules | • Termination of employment | |

Importance/Benefits of Training and Development

Importance/Benefits to the Organisation	Importance/Benefits to the Employee
1. Systematic learning: Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.	1. Better career: Improved skills and knowledge due to training lead to better career of the individual.
2. Higher profits: It enhances employee productivity both in terms of quantity and quality, leading to higher profits.	2. Increased earnings: Increased performance by the individual help him to earn more.
3. Equips future managers: Training equips the future manager who can take over in case of emergency.	3. More efficient to handle machines: Training makes the employee more efficient to handle machines. Thus, less prone to accidents.
4. Reduces absenteeism and employee turnover: Training increases employee morale and reduces absenteeism and employee turnover.	4. Increases morale: Training increases the satisfaction and morale of employees.
5. Effective response to environment changes: It helps in obtaining effective response to fast changing environment – technological and economic.	



When jobs were simple, easy to learn and influenced to only a small degree by technological changes, there was little need for employees to upgrade or alter their skills. But the rapid changes taking place during the last quarter century in our highly sophisticated and complex society have created increased pressures for organisations to readapt the products and services produced, the manner in which products and services are produced and offered, the types of jobs required and the types of skills necessary to complete these jobs. Thus, as jobs have become more complex the importance of employee training has increased.

Training Methods

On-the-Job Training Methods	Off-the-Job Training Methods
- On-the-Job methods refer to the methods that are applied to the workplace, while the employee is actually working. - It means '<i>learning while doing</i>'. Examples: (i) Apprenticeship training programmes (ii) Internship training	- Off-the-Job methods are used away from the work place. - It means '<i>learning before doing</i>'. Example: Vestibule training

1. Apprenticeship training programmes

Apprenticeship 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.
- These apprentices are trainees who spend a prescribed amount of time working with an experienced guide, or trainer.



Top Tip

A uniform period of training is offered to trainees, in which both fast and slow learners are placed together. Slow learners may require additional training.

2. Vestibule Training

- 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.

3. Internship Training

- It is a joint programme of training in which educational institutions and business firms cooperate.
- Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills.

4. Induction training

- Induction training is a type of training given to help a new employee in settling down quickly into the job by becoming familiar with the people, the surroundings, the job and the business.
- The duration of such type of training may be from a few hours to a few days.