



Certified HR Staffing Manager Sample Material

V-Skills Certifications

**A Government of India
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1. STRATEGIC STAFFING

1.1 What is Strategic Staffing?

Organizations achieve successes that are determined by different factors that contribute towards growth and reputation. The most important characteristics in maintaining success and growth are the people's efforts, skills, knowledge and talents. Many successful organizations like TATA group of Companies, GE, Google, etc. have realized this fact and mostly they implement strategies to utilize this invaluable human resource of fostering talent and effectiveness among their staff. An effective and motivated staff contributes towards overall growth, achievement and continuously sustains the business company in the current competition. For example, in Google many new technologies are conceptualized, developed and used by people who develop it. Looking at this closely the company's employees create, improve and instigate the company's competitive advantage. Implementing strategies for effective staffing is the key towards successful human resource management as this sets the stage for the organization's performance, value, strategic execution of future plans and survival.

Many successful organizations have understood the criticality in hiring and retaining talented and high performing staff. Senior management regularly monitor the strategies and activities under HR mainly in staff talent retention and skill development in the same way that is similar to other core functions namely finance, operations and marketing, etc. Strategic staffing managers are experts in workforce planning and staffing processes. They formulate strategies that are feasible, effective and workable in workforce planning to ensure a person's skills are utilized in the most appropriate job to fulfill staffing requirements. Strategic staffing managers' effectively handle talent in an organization by executing a number of actions that include,

- ✓ Collaboration between hiring managers and staffing professionals in HR department
- ✓ Understanding job requirements, inventory of the current processes
- ✓ Identifying skills, competencies for the job profile. Other attributes include, personality, aptitude, expertise, etc for effective performance on the job
- ✓ Identifying the right talent, competencies from a pool of applicants for long term/short term business plans
- ✓ Demonstrating knowledge and expertise on various job roles in the organization
- ✓ Leading the hiring process by providing input at all stages

- ✓ Directing the final hiring decision

Staffing managers' play a key role in promoting the overall value for the organization and further ensure that people are matched with jobs accurately for consistent and good performance that makes them happy and results are clearly measured. Strategic staffing can be summarized as, the staffing processes that support business strategy and enhances the organizational performance by fulfilling future business needs and takes care of organization goals.

1.2 Comparison between Strategic and Traditional Staffing

There are many significant differences that exist between strategic staffing and traditional staffing methods. Strategic staffing is also called strategic workforce planning that emphasizes the long term business orientation of the process. Traditional staffing merely focuses to fill an opening in the organization without addressing on long term plans and implications.

The major differences between these two staffing methods are shown in the form of table.

Strategic Staffing	Traditional Staffing
1. Projecting the supply of staffing talent to be available at that point in future for which requirements are defined (e.g., factoring effects of turnover, retirement, staff movement, etc).	1. Projects are not aligned with business plans and strategies, staff are measured for short term achievements, limiting overall value.
2. Identifying differences in staffing between anticipated demand and forecasted supply.	2. Staffing strategies with minimal or nil anticipation on future staffing requirements for future business goals.
3. Developing and implementing staffing plans and actions that are needed to address competency gaps and eliminate surpluses.	Staff competencies are not measured; this leads to poor workforce planning and talent management with moderate performance results. In many instances, functions overlap.
4. Defines staffing levels, capabilities of employees who are needed at some point in future to implement plans effectively.	3. Staff planning is an exercise to fill vacancies without plans for future business needs.
5. Identifying staffing resources that are currently available.	4. Staffing requirements and resources are not carefully assessed, a department wise list is provided on staffing needs.

1.3 Components of Strategic Staffing

Staffing is a critical function that determines the strategy for hiring the best people to support the business strategy and improve organizational performance. Strategic staffing is an important HR function that comprises of seven major activities namely,

- ✓ **Workforce Planning:** This activity explains the process of predicting an organization's future staffing needs and assessing the current employees to meet those needs. Workforce planning usually involves the collaborative efforts of hiring manager and the staffing specialist. The plans also address the aspects of diversity, gender and ageing workforce.
- ✓ **Sourcing and Recruiting Talent:** Sourcing is identifying talent and qualified individuals from the market to recruit. Sourcing involves advertising at the appropriate medium for quickly getting the right mix of people. Recruiting is the practice of calling applicants identified through sourcing. Recruiting practices also evaluate the recruiting sources generating greater numbers of high-performing employees.
- ✓ **Selecting Talent:** Selection is a method applied by an organization to assess the job applicant to determine how the new hires' and the company as a whole will perform. Normally, the selection process involves the screening of short-listed applicants, inviting the candidates for an assessment to test their skills, knowledge, and deciding on the prospective applicant for the job offer.
- ✓ **Acquiring Talent:** This activity involves inviting the selected candidates to accept the job offer. Companies negotiate with the selected candidates for offers on salary, benefits, vacations, working conditions, etc. The employment contract is the written offer that includes most of the negotiations for accurate documentation, and to nullify employee - employer disputes related to hiring, if any.
- ✓ **Deploying Talent:** The deployment activity involves assigning talent to appropriate job roles in the organization and fulfills the purpose of hire. Normally, in organizations, new hires are involved in an exhaustive induction process before they actually commence job roles. The induction process is an orientation exercise normally facilitated by the HR department. It is important since it explains the company's policies and procedures, processes involved, culture, constraints and facilities available for performing the job correctly and effectively. The deployment activity after a detailed orientation increases the staffs' commitment towards the company.

- ✓ **Retaining Talent:** This is important for the organization to sustain but quite challenging and often faced by most of the companies. It can be frustrating to witness high performing employees leaving the organization within a short notice of deployment resulting in increased recruiting overhead. To mitigate this problem, many organizations define and implement innovative strategies to retain talent. One such strategy is succession management and by providing adequate career development prospects to employees. Retaining successful employees are the key to maintain a good reputation.
- ✓ **Matchmaking Process:** Matchmaking process is the key function of strategic staffing and this is much more than filling an open position. Interdependencies exist between recruitment and selection where the employers and applicants try to look for the perfect fit. Employment is a long term mutual relationship as long as the compatibility and harmony between the employer and employee exists. Strategic staffing methods help companies to maintain and nurture this mutual compatibility.

1.4 Goals of Strategic Staffing

Creating policies for hiring effectiveness that are in aligned with organizational strategies leads to certain goals that drive the strategic staffing processes.

Strategic staffing consists of two goals

- ✓ **Process goals:** These relate to the hiring process like, how many applicants are qualified, the quality of applicants, inviting diverse applicants, completing hiring within timelines and providing job offers within a week of selection. Process goals imply the efficiency in the hiring process.
- ✓ **Outcome goals:** This determines the final outcome of the hiring process efforts by determining quality of people hired, financial returns on staffing investments, and whether the staffing efforts are improving organizational effectiveness. Outcome goals also play a role in enhancing business strategy execution.

Although the goals may improve the efficiency of the hiring process, the above two goals may not have to be applied in the same order or may not be relevant in every staffing situation. They may take priority as per staffing situations and requirements. Organizations have to note that identifying the right staffing strategy for their staffing needs works well for their business operation. These goals are likely to change with changing business/market trends and while using new tools and

technologies in staffing. There are a few important points to consider when setting staffing goals. These include,

- ✓ Importance of filling the position with the most closest match of a particular talent profile
- ✓ Levels of required competencies, styles, values, and traits that are needed to execute the business strategy
- ✓ Forward planning - what talent would be required after, say 3 or 5 years from now
- ✓ Talents possessed by new hires for a particular role and how this can be refined
- ✓ Determining the organization's long term talent needs, the leadership potential in staff

A company's staffing goals have to consistent with the goals of the other stakeholders and the goals of the hiring managers with whom the staff will report. Identifying the differences between work groups, the hiring manager's needs and understanding them are important to fulfill the ultimate goal of high performance work output to meet the business strategy.

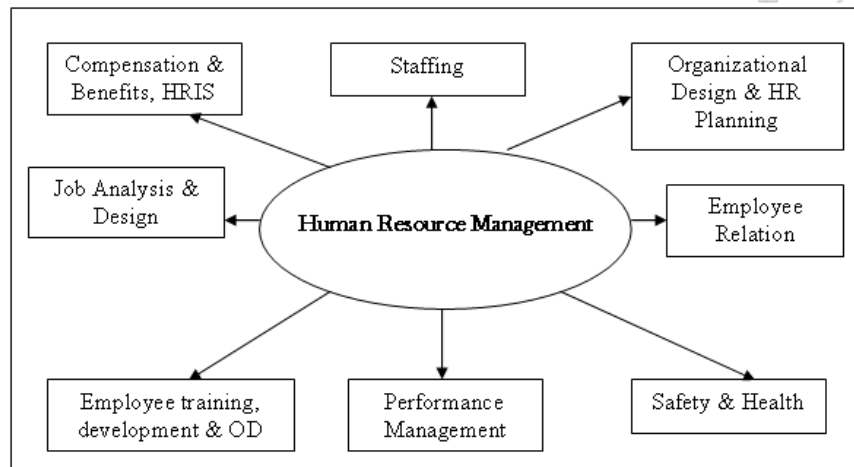
1.5 Functional Areas of HRM

Human Resources Management has five major functional areas: Staffing, Human Resource Development (HRD), Compensation and Benefits, Safety and Health and Employee and Labor Relations.

- ✓ **Staffing:** Staffing activity accomplishes the objective of having the proper number of employees with the right skills. This takes care of job analysis, planning, manpower requirement, recruitment and selection methods, etc.
- ✓ **Human Resource Development:** The HRD is a major sub-system within the HRM and this comprises of six important functions: Training, Development, Career Planning, Career Development, Organizational Development (OD) and Performance Appraisal.
- ✓ **Compensation and Benefits:** Compensation includes all the rewards for individuals who are employed. Additional compensation namely, bonus, extra increments, extra leave, festival allowances, etc are called benefits.
- ✓ **Employee and Labor Relations:** Business firms are required to comply by law, statutory requirements and recognize labor union for the overall benefit. Relations are maintained by open discussions by the management with labor representative and by building confidence with all stake-holders.

The HR activities are inter-related that affect the human resource functions. In order to have an efficient and vibrant HRM, the functioning is aligned to be in conformance with various factors that make up the overall HR department. The important factors to consider are: Labor Force, Legal Considerations, Social Responsibility, Society, Ethics, Unions, Economy, Technology and Competition to name a few. The various aspects of human resource management are shown in the diagram.

Fig.1 Functions of Human Resources Management



Self-Assessment Questions

1. Career Planning is an activity under, _____.
 - (a) A component of Strategic staffing
 - (b) A function of HRM
 - (c) Strategic staffing goal
 - (d) A function of HRD

2. Acquiring Talent implies _____.
 - (a) Learning a new skill
 - (b) Understanding a task and gain knowledge
 - (c) Inviting a new hire to accept the job offer
 - (d) Spending money on training

3. Matchmaking refers to _____.
 - (a) Getting involved with the employer
 - (b) Matching talent with job requirements
 - (c) Maintaining a good relationship with the hiring manager
 - (d) Searching for a partner to get married

Answer: 1-D, 2-C, 3-A