CHAPTER 4

MANAGE A SMALL TEAM

Plan for staffing of small teams

Here are five steps for creating a staffing plan that will assist your organization to keep up with its potential and ambitions.

1. Determine Your Goals

Simply put, the staffing plan must support the business plan. What is the organization's plan for growth? Does it need personnel to staff a new office or retail location? Is it hoping to multiply the size of its sales force to support a significant sales push? Does it intend to offer additional customer service or internal support to boost customer satisfaction?

These objectives are typically outlined in the business's strategic plan, so look there first to set up an alignment between talent strategy and desired outcomes.

2. Identify the Factors Impacting Personnel Availability

Next, identify factors that could impact the availability of personnel. Large national organizations should first review relevant data from the U.S. Bureau of Labor Statistics, which provides helpful statistics on topics like numbers of job openings, unemployment rates and labor costs.

Large and small companies alike should examine similar statistics for their state or local region. This information is available from local chambers, business publications and industry associations. As a bonus, these entities often synthesize the data to provide an overview of developments in the market. That can include new businesses or other larger employers increasing their hiring or laying off employees. All of these external factors have an effect on the pool of talent available.

3. Determine the Organization's Functional Needs

Keep in mind that not all personnel requirements necessitate hiring externally. Some of your organization's talent needs can be groomed internally. Others may possibly be met by outsourcing to consultants, freelancers or independent contractors. That's why it's smart to assess the specific skills and abilities you need and ascertain whether each group, department or division already has those capabilities either in-house or close at hand.

Ask whether training, mentoring or other development help current employees move up or over into the new or vacated positions. If so, what might this development look like? On the other hand, are these skills and personnel actually needed indefinitely, for the long term? Or, are the organization's needs more specific and short-term, like for a particular project, an initiative that calls for skillsets not found in-house or a time commitment simply not manageable for existing personnel?

4. Conduct Gap Analysis

In essence, a gap analysis compares what you have currently with what you need. The difference — or gap — is what needs to be filled. Are the gaps your analysis identifies due to training and development deficiencies? If so, incorporate more training for the applicable functions or positions into your plan. Are the gaps due to heavy workloads during high seasonal demand periods? If so, hire temporary workers or outsource to contractors.

A gap analysis isn't quite the same as generally determining functional needs, and asking a series of questions like the ones above will allow you not just to determine the gaps but also potential solutions for filling those gaps.

5. Create the Plan

The final step is to roll all this information up into an actual, actionable talent plan. Your staffing plan should summarize all the assessment and analysis conducted in the previous four steps, outlining the decision-making process. The plan should span all applicable groups, departments and divisions. For larger organizations, this entire exercise may be broken down by division, with the subplans combined at the end.

Crafting a truly high-quality staffing plan involves organizational leadership, hiring managers and HR leaders. It's an organization-wide effort, not unlike — and even overlapping with — budgeting. So clear communication across functions and departments is key to crafting a plan that accounts for the needs of all and works for everyone.

Selection

It is a process for choosing the right or the best candidate(s) who meets the requirements of a particular position from among all candidates who have applied.

It is a match-making to develop a right fit between the requirements of the job and the personality of the applicant.

SELECTION PROCESS RECEPTION SCREENING BLANK APPLICATION FORM

1. bio-data

2. educational qualification

3. work experience

4. curricular activities

5. references

6. salary demanded

INDUCTION

When a new employee joins an organization, he/she should be welcomed as a new member and must be acquainted & adjusted with the fellow employees and the environment.

"Induction is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organization"

Contents of induction programme

- Company's history & philosophy
- Products & services
- Organizational structure
- Location of departments
- Terms & conditions of the service
- Benefits & services for employees
- Opportunities for T&D
- Grievance handling procedure

TRAINING

"It is the act of increasing the knowledge and skills of an employee for doing a particular job." EDWIN B. FLIPPO

" I hear, I forget I see, I remember I do, I understand"

Managing Industrial relations

The concept of industrial relations has a very wide meaning and connotation. In the narrow sense, it means that the employer, employee relationship confines itself to the relationship that emerges out of the day to day association of the management and the labor. In its wider sense, industrial relations include the relationship between an employee and an employer in the course of the running of an industry and may project it to spheres, which may transgress to the areas of quality control, MARKETING, price fixation and disposition of profits among others.

The scope or industrial relations is quite vast. The main issues involved here include the following:

- Collective bargaining
- Machinery for settlement of industrial disputes
- Standing orders
- Workers participation in management
- Unfair labor practices

Maintaining Staff records:

A personnel file is maintained for each employee. These personnel files contain confidential documents and are managed and maintained by Human Resources staff. Personnel files are the main employee records utilized by the employer, the employee, and the employee's manager, in some companies.

In others — and this is the recommended approach — access to the employee personnel file is restricted to HR and the employee under supervision.

Typical documents in a personnel file include the employment application, a family emergency contact form, documented disciplinary action history, a resume, the employee handbook receipt employee sign off, at-will employer sign off sheets, the periodic appraisal, job evaluation, or performance development plan, training certificates and attendance evidence, and current personal contact information about each employee.

Not all personnel files contain the same documents but each personnel file has some documents that are the same. Documentation of an employee's performance doesn't belong in the personnel file unless it warranted disciplinary action, an award, or some other sign of outstanding achievement. Such everyday performance notes belong in the file that managers keep to track the performance, goals, and contributions of their employees.