

Staffing and Training

Another important part of the organizing function is that of staffing. "Staffing" is the "people part" of organizing and consists of finding the right people, putting them in the right jobs and keeping them in the jobs.

Job Description

The starting point is always the job description. Every manager should see that the jobs under him have written descriptions. A job description is nothing more than a written statement defining the job and its responsibilities. This applies to all jobs in the organization from the president's on down.

been picked, they are sent to the manager with the opening, and he will select one or reject all, if he feels none of them are right for the job.

If the organization is small, it may be that the manager with the opening will have to do both the recruiting and the selecting.

managing and can benefit from formal training courses in management.

Other lower management people can utilize formal classroom training along with job rotation. Higher management people are generally rotated as part of their development program. Occasionally, special courses run by outsiders are also used. Every manager should keep in mind one important aspect of training, and that is to train a replacement. Many good men have missed promotions because they could not be replaced.



Selection Process

In most large organizations the finding and preliminary selection of people to fill vacant jobs is the responsibility of the personnel department. Using the job description as a reference, personnel will consult its list of available people for possible candidates. If none are available it may have to advertise or otherwise solicit in the labor market.

Once several candidates have

Training and Development

After a worker has been hired, the manager is responsible for his training and development. The type of training or development will depend upon the kinds of jobs under consideration.

Workers need formal technical training and on-the-job training as well. First line supervisors find their weaknesses to be in the area of

Appraisal

One final part of the staffing operation is appraising one's employees.

This is done for two reasons. First, appraising a worker's potential to manage, and for possible promotion, is essential to the development of future managerial talent. Second, it is also necessary that managers appraise their people to properly recognize their achievements and to reward them fairly according to their performance.