



ROSTER STAFF

Prepared for regular and extension students

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Course Description

Roster staffing is one of the sub function performed in HRM. Human Resource management belongs to all organizations. Its focal point is people; people are the life blood of organizations. It emphasizes on: human resources planning and development, recruitment, selection of personnel, induction, placement, training and development; techniques of performance appraisal; wage and salary administration and /or the human factor in work design & compensation plans & incentive schemes; morale and motivation; discipline; maintenance and safety; industrial relations; collective bargaining; grievances and grievance handling. It also focuses on newly emerging issues of Human resource like diversity and its management, empowerment, and the workplace. Thus, the course will impart the general insights of HRM and discuss specific points related to roster staffing.

Learning outcomes

By the end of this course, and having completed the essential reading and activities, you should be able to:

- ▶ describe the relationship between HRM and organizational performance and be able to critically evaluate the empirical evidence
- ▶ critically evaluate alternative perspectives on HR practices
- ▶ analyze the relationship between HR practices and their outcomes for the individual and the organization
- ▶ evaluate the effectiveness of different HR practices
- ▶ define roster
- ▶ understand the functions of roster
- ▶ generate roster staffing

HUMAN RESOURCE MANAGEMENT PRACTICE

Introduction

This chapter starts with an introduction to the field of HR management in which four questions are posed:

- What is HR management?
- Why are HR programmes, rosters and plans so important?
- How do HR programmes and plans work?

Aims of the chapter

- The aim of this chapter is to introduce students to the study of human resource management.

Definitions

- HRM is concerned with management of people from Recruitment to Retirement. To select right person, at the right place for the right job
- Human Resource Management is the body of knowledge and a set of practices that define the nature of work and regulate the employment relationship.
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A Brief History of Human Resources Management

The history of HRM can be traced to England, where masons, carpenters, leather workers, and other craftspeople organized themselves into guilds.

- ▶ They used their unity to improve their work conditions.
 - ▶ These guilds became the forerunners of trade unions
 - ▶ The field further developed with the arrival of the Industrial Revolution in the latter part of the 18th century, which laid the basis for a new and complex industrial society.
- The Industrial Revolution was characterized by:
- The development of machinery
 - The linking of power to machines
 - The establishment of factories employing many workers, and

- Extensive specialization of labor – that is, individual workers performing very narrow tasks was a key feature of the job design in these factories.

The consequence of grouping workers into shops and factories, and the specialization of labor, was a gradual emergence of more systematic attention to:

- ❖ The design of jobs
- ❖ The choice of workers for those jobs (selection)
- ❖ The provision of pay and benefits (compensation), and
- ❖ The welfare of employees both on and off the job

Scientific management and welfare work represent two concurrent approaches that began in the 19th century and along with industrial psychology, merged during the era of the world wars.

Various Approaches to HRM

■ Scientific Management Approach (mid 1900s) –

- ❖ Study of motion and fatigue
- ❖ ‘one-best-way’ to accomplish the task
- ❖ Piece-rate system
- ❖ Welfare programmes

Human Relations Approach (1930-40)

- Effect of social and psychological factors
- Relations and respect → High Productivity

● Human Resources Approach (1970s)

● Principles

- Employees are assets
- Policies, programmes and practices - help in work and personal development
- Conducive environment

■ SCOPE OF HUMAN RESOURCE MANAGEMENT

- HRM in Personnel Management
- HRM in Employee Welfare
- HRM in Industrial Relations

■ HRM IN PERSONNEL MANAGEMENT

- Manpower planning
- Hiring (recruitment and selection)

- Training and development
- Induction and orientation
- Transfer
- Promotion
- Compensation
- Layoff and retrenchment
- Employee productivity
- Performance appraisal
- Developing new skills
- Disbursement of wages
- Incentives, allowances
- Traveling policies and procedures
- Other related courses of actions

■ **HRM IN EMPLOYEE WELFARE**

- Working conditions and amenities at workplace
- Safety services, health services, welfare funds, social security and medical services
- Safety officers
- Eliminating workplace hazards,
- Support by top management,
- Job safety,
- Safeguarding machinery,
- Cleanliness, proper ventilation and lighting,
- Sanitation,
- Sickness benefits, employment injury benefits,
- Maternity benefits,
- Unemployment benefits and family benefits

• **HRM IN INDUSTRIAL RELATIONS**

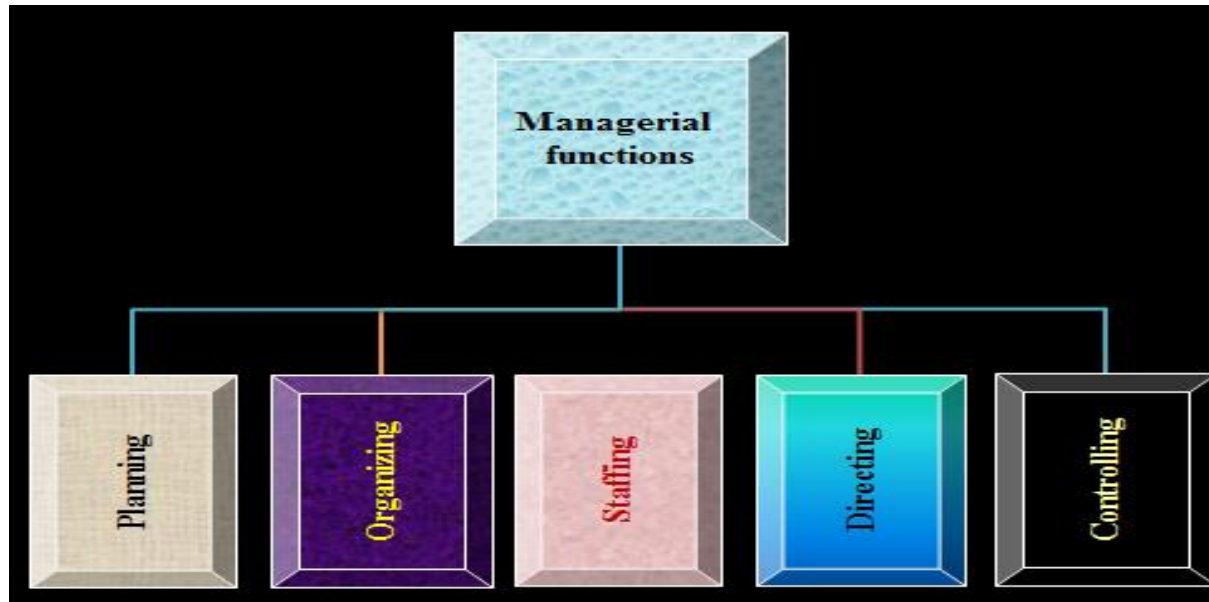
- Addressing grievances and settling disputes
- Maintain peace and harmony in the organization
- Maintaining work relations

■ **FUNCTIONS OF HRM**

■ The main functions of human resource management are classified into two categories:

■ (a) **Managerial Functions** and

■ (b) **Operative Functions**



FEATURES OF HRM

- **As part of Management Discipline:** Draws heavily from management concept, principles, and techniques
- **As a Process:** Planning, organizing, directing and controlling
- **As a continuous process:** Requires a constant alertness and awareness of human resources
- **Directed towards Achievement of Objectives:** Concerned with people in the organization
- **Universal Existence:** Relevant to all functional areas of business

Importance of HRM

- Human Resource Management is important to all managers despite their various functions because of the following reasons-
 - Hire the right person for the job
 - Low attrition rate
 - Ensure people do their best
 - Safety laws are not ignored
 - Equity towards employee in relation to salary etc.
 - Effective training
 - Avoid unfair labour practices

The Role of HRM

Human Resource Manager is an individual who normally acts in an advisory or “staff” capacity, working with other managers to help them deal with human resource matters. Now a days, HRM has a great deal of contribution in strategic decision making involving the HR perspective. They play a major role in strategic decision making.

Employees do have direct relationship with their line managers and thus their day-to-day activities, needs and aspirations are left to be dealt with their immediate superiors. However, the HRM should develop HR policies and programs to be implemented by the line manager and

function as a catalyst and energizer of the relationship between the employees and the employees and the line managers.

For example, a line manager may seek an able person for a vacant position in his/her department. This information (with all the requirements including qualification, years of experience, etc) will be communicated to the human resource manager who takes the responsibility of placing an ad and start the recruitment process based on the specified requirements and arrange an interview or any other selection mechanism. Usually, an interview, as a selection mechanism, is done in the presence of the hiring department to ensure that potential candidates are asked appropriate and job related questions during the interview. Once the selection is done, HRM will proceed with the placement process including orientation of the new employee. Again, orientation is done by both HRM and the hiring manager. Usually, the kind of orientation provided by the hiring department is job specific and will not cover other parts of human resource related policies in the organization. This task of familiarizing new employees with company policy and other aspects are covered by HRM (processing the hiring process, documentation, providing company ID, orientation kit or package containing company policy, etc.)

- Almost everything that is done by the HRM is done with a support from the other line departments and what HRM does supports the line managers in effectively executing their tasks.

Basically, the HRM performs three major roles/functions:

a) **Service Function**: According to the needs of the other departments, the HRM is required to render coordinating services such as

- Posting job advertisement
- Organizing Training Courses
- Keeping personnel records
- Operating wage\salary systems
- Looking after the firm's health and safety arrangements at work, etc.

b) **Control Function**

- Analyzing key operational indices in personnel field like labor turnover, wage costs, absenteeism, etc.
- Monitoring labor performance

--Recommending appropriate remedial action to line managers

Example: identifying training need, change of work methods, improved work environments, etc.

c) **Advisory Function:** Offers expert advice on personnel policies and Procedures such as:

--Which employees are ready for promotion (as per the policy of the organization, e.g. Based on number of years of service, etc.)

--Who should attend certain training course?

--How a grievance procedure should be operated?

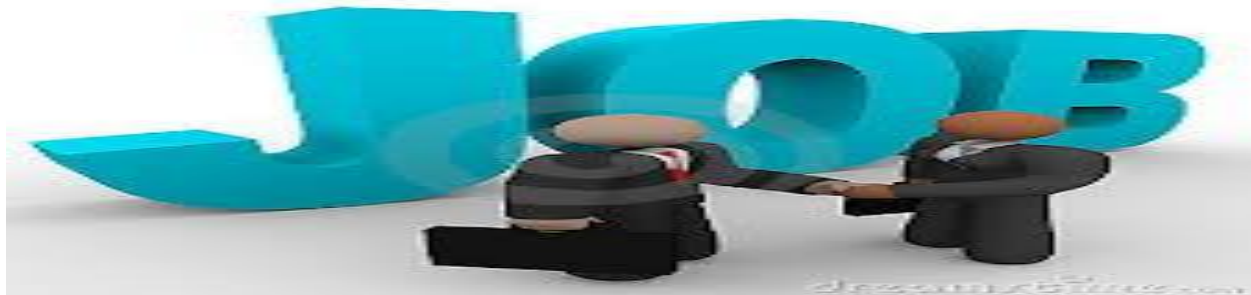
--Interpretation of contracts of employment, health and safety regulation, etc.

--Ensuring equal employment opportunity (EEO), etc.

Because of the diverse activities performed by the HRM and the fact that both external and internal factors affect his/her movement, the human resource manager is required to have general knowledge of what goes on inside or outside the organization.

JOB ANALYSIS

What is Job?



- ☀ A job may be defined as a “collection or aggregation of tasks, duties and responsibilities which as a whole, are regarded as a regular assignment to individual employees”.
- ☀ The total work to be done is divided and grouped into packages; we call it a “Job.
- ☀ A group of related activities and duties

Job Analysis

The Cornerstones of every organization are the sets of **JOBS** Performed by its **EMPLOYEES**. These jobs in turn provide the mechanism for coordinating and linking the various activities of the organization that are necessary for success. As a result, studying and understanding jobs through the process known as **JOB ANALYSIS** is a vital part of HRM program.

Job Analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job description and job specification

Developing organizations result in jobs that have to be staffed. Job analysis is the procedure through which you determine the duties and nature of the jobs and the kinds of people (in terms of skills and experience) and who should be hired for them. It provides data on job requirements, which are then used for developing **job description** (what the job entails) and **job specification** (what kind of people to hire for the job.)

Products of Job Analysis

Job analysis is a conceptual and analytical process or action which results in tangible outcomes of mainly **JOB DESCRIPTION** and **JOB SPECIFICATION**.

- A. **Job Description (what a job entails):** It is a list of a job's duties, responsibilities, reporting relationships, working conditions and supervisory responsibilities. In short it concentrates on the job lists what a job holder does, how it is done and why it is done.
- B. **Job specification (what kind of people to hire for the job):** It is a list of a job's "human requirement", i.e. the requisite education, skills, personality, etc. In other words, it is a statement of the minimum acceptable qualification that the job holder must possess to perform the job successfully.

Job Evaluation: in addition to providing data for job descriptions and specifications, job analysis is also valuable in providing the information that makes comparison of jobs possible. If an organization is to have an equitable compensation program, jobs that have similar demands in terms of skills Knowledge and abilities should be placed in common compensation groups. Job evaluation contributes toward that end by specifying the relative value of each job in the organization.

JOB ANALYSIS

A process of obtaining all pertinent job facts

Job Description

- Job Title
- Location
- Job summary
- Duties and responsibilities
- Machine tools etc
- Material etc
- Supervision
- Working condition
- Hazards

Job Specification

- Education
- Experience
- Training
- Initiative
- Physical effort
- Communication skills
- Emotional characteristics



WHAT IS ROSTER IN HR?

ROSTER

A **schedule**, often called a **rota** or **roster**, is a list of employees, and associated information e.g. location, working times, responsibilities for a given time period e.g. week, month or sports season.

A schedule is necessary for the day-to-day operation of many businesses e.g. retail store, manufacturing facility and some offices. The process of creating a schedule is called **scheduling**. An effective workplace schedule balances the needs of stakeholders such as management, employees and customers.

A daily schedule is usually ordered chronologically, which means the first employees working that day are listed at the top, followed by the employee who comes in next, etc. A weekly or monthly schedule is usually ordered alphabetically, employees being listed on the

left hand side of a grid, with the days of the week on the top of the grid. In shift work, a schedule usually employs a recurring shift plan.

A schedule is most often created by a manager. In larger operations, a human resources manager or scheduling specialist may be solely dedicated to creating and maintaining the schedule. A schedule by this definition is sometimes referred to as workflow.

FUNCTION OF ROSTERING

A roster is a plan organising staff and indicating:

- Names of staff working
 - Days/dates of work
 - Work times – perhaps with breaks shown
 - Work location
 - Role
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- May also provide information about staff ‘movements’
 - Help ensure ‘the right people are in the right numbers in the right place at the right time’



- It also gives information as to staff movements, such as:
 - Who is on annual leave
 - Who is on sick leave
 - Who is undertaking training
- The purpose of rosters can be seen as ensuring the right people, in the right numbers, are employed at the right place at the right time.

Businesses use rosters to:

- ⦿ Organise staff
- ⦿ Balance their mix/use of staff
- ⦿ Communicate with employees
- ⦿ Control labour costs
- ⦿ Help workers
- ⦿ Meet imposed obligations



Organising staff

- Rostering is a means of organising staff
- It enables the supervisor/person preparing the roster to:
 - Determine and/or know who is working on a particular shift and who is not
 - Make sure there are sufficient staff to cater for anticipated service needs
 - Distribute the projected workload equitably among staff and across the working day
 - Guarantee the level of service required/promised to customers is delivered – across the working day.

Balancing experienced staff

- Rostering enables those preparing the rosters to ensure skilled workers are rostered on duty with people who are not so experienced: in this way, rosters help make sure customer is adequately served (now) by staff in both numbers and skills *and* guarantees the presence of suitably experienced staff (into the future)
- This is an effective and efficient use of staff
- Rosters should reflect a good mix of experience and, in some cases, a mix of genders, ages and nationalities/language skills.

Communicating with staff

Rostering is a means of communicating with employees, to inform them of:

- When they are required for work – in terms of:
 - When they need to arrive/be at work
 - When their breaks are
 - When they can go home
- When they are **not** required for work
- When their leave days are available to be taken.

Good rosters reflect to the employee the busy periods and the goals of the organisation in terms of service.

In some cases, the roster may indicate to the employee what location and work they will be doing at a given time.

HR HOME TAKE EXAM QUESTIONS OUT OF 30%:

1. Examine the concept of human resource management. Also discuss its nature (Features).
2. Discuss the objectives of human resource management.
3. What are the functions of human resource management?
4. Elaborate the role of human resource management?
5. Explain in detail the range of human resource management?
6. JA is often defined to as the “Cornerstone of HRM”. Discuss
7. Define key terms like JA, JD, and JS etc.
8. List the steps in the JA process.
9. How might JA be helpful to an organization that is being sued for sex discrimination in promotion?
10. How might you involve customers in the development of JD and JS? What do you think is the challenge with this?
11. Define roster and discuss the role of roster?
12. Why do businesses use roster?