

# Preliminary Staffing Functions: Employee Recruitment, Selection, Placement.

Dr.Amean A. Yasir,PhD

After planning and organizing, *staffing* is the third phase of the management process. In staffing, the leader–manager recruits, selects, places, indoctrinates, and promotes personnel development to accomplish the goals of the organization. Healthcare managers have long been sensitive to the importance of physical resources (technology, space) and financial resources to the success of service delivery. During the last several decades, the value and potential for development of a third element, the human resource, has gained new recognition. The importance of viewing personnel as a critical resource is crucial to meet challenges faced in a rapidly changing healthcare environment with limited resources.

Staffing is an especially important phase of the management process in healthcare organizations because such organizations are usually labor intensive (i.e., many employees are required for an organization to accomplish its goals). Additionally, this large workforce must be composed of highly skilled, competent professionals. Ensuring the adequacy of skilled staff to accomplish organizational goals is an important management function. Unit 5 reviews the manager’s responsibilities in executing the staffing functions of the management process.

The following are the sequential steps of staffing responsibilities, although each step has some interdependence with all staffing activities:

1. Determine the number and types of personnel needed to fulfill the philosophy, meet fiscal planning responsibilities, and carry out the chosen patient care delivery system selected by the organization.
2. Recruit, interview, select, and assign personnel based on established job description performance standards.
3. Use organizational resources for induction and orientation.
4. Ascertain that each employee is adequately socialized to organization values and unit norms.
5. Develop a program of staff education that will assist employees with meeting the goals of the organization.
6. Use creative and flexible scheduling based on patient care needs to increase productivity and retention.

This chapter examines national and regional trends for professional nurse staffing. It also addresses the preliminary staffing functions, namely determining present and future staffing needs and recruiting, interviewing, selecting, and placing personnel. It also includes two employee indoctrination functions: induction and orientation.

## Reference

Nevidjon, B., & Erickson, J. I. (2001). The nursing shortage: Solutions for the short and long term.