

# **STAFFING PART -01**

# **STAFFING**

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# Staffing -Introduction

- Staffing is an orderly ,systematic process based upon sound rationale applied to determine:

The number and kind of nursing personnel required to provide nursing care of predetermined standard to group of patients in a particular settings.

# Meaning

- Staffing is the systematic approach to the problem of selecting ,training ,motivating and retaining professional and non –professional personnel in any organization.

# Purpose

- To establish and maintain sound personnel to attain the objectives of the organization.
- To provide personal and social satisfaction which personnel want.

# Definition

According to **Koontz and O'Donnell**

“The management function of staffing involves manning the organizational structure through proper and effective selection ,appraisal and development of personnel to fill the roles designed into the structure”.

# Contd...

- “Staffing is the process of **identifying, assessing, placing, evaluating and developing individuals at work.**”
- The staffing function involves the **procurement, development, compensation, integration and maintenance of personnel in an organization.**”

# Objectives of staffing

- To provide qualified nursing personnel in sufficient number.
- To ensure adequate, safe nursing care for all patients 24 hrs a day, 7 days a week and 52 weeks a year.



# Objectives of staffing in nursing

- Provide an all professional nurse staff in critical care units, operating rooms, labour and emergency room
- Provide sufficient staff to permit a 1:1 nurse- patient ratio for each shift in every critical care unit
- Staff the general medical, surgical, obstetrics and gynaecology, paediatric and psychiatric units to achieve a 2:1 professional- practical nurse ratio.

# Contd....

- Provide sufficient nursing staff in general, medical, surgical, obstetrics and gynaecology, paediatric and psychiatric units to permit a 1:5 nurse patient ratio on a day and afternoon shifts and 1:10 nurse- patient ratio on night shift.
- Involve the heads of the nursing staffs and all nursing personnel in designing the department's overall staffing program.

# Contd...

- Design a staffing plan that specifies how many nursing personnel in each classification will be assigned to each nursing unit for each shift and how vacation and holiday time will be requested and scheduled.
- Hold each head nurse responsible for translating the department's master staffing plan to sequential eight week time schedules for personnel assigned to her/his unit.

# Contd...

- Post time schedules for all personnel at least eight weeks in advance.
- Empower the head nurse to adjust work schedules for unit nursing personnel to remedy any staff excess or deficiency caused by census fluctuation or employee absence.
- Inform each nursing employee that requests for specific vacation or holiday time will be honored within the limits imposed by patient's care and labour contract requirements.
- Reward employees for long term services by granting individuals special time requests on the basis of seniority.

# Factors which affect staffing

- Philosophy and objectives of the agency/organization
- Factors related to clients
- Factors related to personnel
- Factors related to work environment

# **1.Philosophy and objectives of the agency**

- It should guide staffing pattern.
- Clearly defined objectives help in planning the staff required to provide patient care and adequately and assures quality care.

## 2. Factors related to clients

- The type / category of patients admitted to the hospital or health care agency.
- Functional ability of the patients.
- Fluctuation in admissions.
- Stay in the hospital
- Type of care required for each category of patients
- Standard nursing care.

### **3. Factors related to personnel /staff**

- Employee's category.
- Educational and experience levels of staff.
- Job descriptions
- Mix of levels and titles.
- Absenteeism
- Personnel policies( holidays, week ends, sick leave ,over time )



## 4. Factors related to work environment

- The organizational structure .
- Type of support services and personnel.
- Number of beds.
- General supplies and equipments.
- Nurse- patient ratio required (1:1 in critical care units)
- Budget

# Principles of Nursing Staffing

## 1. Patient Care Unit Related

- Appropriate staffing levels for a patient care unit reflect analysis of individual and aggregate patient needs.
- There is a critical need to either retire or seriously question the usefulness of the concept of Nursing Hours Per Patient day (NHPPD)
- Unit functions necessary to support delivery of quality patient care must also be considered in determining staffing levels.

## 2. Staff Related

- The specific needs of various patient populations should determine the appropriate clinical competencies required of the nurse practicing in that area.
- Registered nurses must have nursing management support and representation at both the operational level and the executive level.

# 3. Institution / Organization Related

- Organizational policy should reflect an organizational climate that values registered nurses and other employees as strategic assets and exhibit a true commitment to filling budgeted positions in a timely manner.
- All institutions should have documented competencies for nursing staff, including agency or supplemental and traveling RNs for those activities that they have been authorized to perform.
- Organizational policies should recognize the myriad needs of both patients and nursing staff.

# Staffing process

- Identify the type and amount of nursing care needed by the patient.
- Determine personnel categories that have the knowledge and skills to perform needs care measures.
- Predicting the number of personnel in each job category that will be needed to meet anticipated care demands.

# Contd...

- Obtaining budget positions for the number in each job category needed to care for the expected types and number of patients.
- Recruiting personnel to fill available applicants.
- Selecting and appointing personnel from available applications.

# Contd..

- Combining personnel into desired configuration ,by unit and shift.
- Orienting personnel to fulfill assigned responsibilities.
- Assigning responsibilities for patient care to available persionnel.

# THE EIGHT STEPS IN THE STAFFING PROCESS

1. Human Resource Planning
2. Recruitment
3. Selection
4. Induction and Orientation
5. Training and Development
6. Performance Appraisal
7. Transfers
8. Separations





# The functions of staffing

- Staffing is a function of management.
- It has other sub functions which help in better managing people in the organization.
- They are :
  - ✓ Manpower/Human Resource planning.
  - ✓ Recruitment
  - ✓ Selection
  - ✓ Training and development
  - ✓ Transfer and promotions
  - ✓ Performance appraisal
  - ✓ Organization development

# Elements of Staffing

- Staffing or human resource process consists of a series of steps which are given below:
  - ✓ Procurement
  - ✓ Development
  - ✓ Compensation
  - ✓ Integration
  - ✓ Maintenance

# 1. Procurement

- Employment of proper number and personnel is the first function of staffing.
- This involves:
  - ✓ Manpower planning
  - ✓ Recruitment
  - ✓ Selection
  - ✓ placement

# Contd..

- **Manpower planning** : is the process of determining current and future manpower needs in terms of the number and quality of personnel.
- **Recruitment** : implies locating sources of acceptable candidates.
- **Selection**: involves choice of right type of people from the available candidates.
- **Placement** : means assigning specific jobs to the selected candidates.

## 2.Development

- Proper development of personnel is essential to increase their skill in the proper performance of their jobs .
- Development involves:
  - ✓ Orientation
  - ✓ Training
  - ✓ Counseling

## Contd..

- **Orientation**: is the socializing process of adjusting the newly hired employees in the organization.
- **Training** : is the process of improving the knowledge and skills of personnel.
- **Counseling** : means preparing the employees for additional responsibility or advancement.

# 3. Compensation

- Compensating personnel for their contributions to the organizational goals.
- Compensation involves :
  - ✓ Job evaluation
  - ✓ Performance appraisal
  - ✓ Promotions
  - ✓ Transfer

# Contd..

- **Job evaluation**: is the process of determining the relative worth of different jobs in the organization.
- **Performance appraisal** : involves evaluating the employee's performance in relation to certain standards.



## 4. Integration

- It involves developing a sense of belonging to the enterprise.
- Required sound communication system to develop harmony and team spirit among employees.
- Requires an effective machinery for quick and satisfactory redressal of all problems and grievances of employees.
- Discipline and labour relations are important elements of integration.

# 5. Maintenance

- It involves provision of facilities and services that are required to maintain the physical and mental health of employees.
- These measures include :
  - ✓ Measures for health
  - ✓ Safety and comfort of employees
  - ✓ Welfare services (cafeteria,restrooms,counseling,group insurance,recreation club,education of children of employee)
  - ✓ Problems of employee turnover (retirement,discharge,layoff)

# Philosophy of staffing in nursing

## Nursing administrators believe that

- It is possible to match employees knowledge and skill to patient care needs in a manner that optimizes job satisfaction and care quality.
- The technical and humanistic care needs of critically ill patients are so complex that all aspects of that care should be provided by professional nurse

# Contd...

- The health teaching and rehabilitation needs of chronically ill patients are so complex that direct care for chronically ill patients should be provided by professional and technical nurses.
- The patient assignment , work quantification and job analysis should be used to determine the number of personal in each category to be assigned to care for patients of each type.

# Contd...

- A master staffing plan and policies to implement the plan in all units should be developed centrally by nursing heads and staff of the hospital.
- Staffing plan should be administered at the unit level by the head nurse so that selected plan details such as shift start time, number of staff assigned on holidays and number of employees assigned to each shift can be modified to accommodate the unit's workload and workflow.

# Staffing Study

- A staffing study should gather data about environmental factors within and outside the organization that affect staffing requirements.
- Aydelotte listed **four technique** to measure the work of nurses, all of which involve the concept of **time required for performance**.

# 1. Time study and task frequency

- Tasks and tasks elements (procedure)
- Point and time started
- Point and time ended
- Sample size
- Average time
- Allowance for fatigue, personal variation and unavoidable standby.
- Standard time = Average Time+ allowance for fatigue
- Frequency of task X Standard time = Volume of nursing work.

## 2. Work sampling (variation of task frequency and time)

- The procedure is as follows:
  - ✓ Identify major and minor categories of nursing activities
  - ✓ Determine number of observation to be made
  - ✓ Observe random sample of nursing personnel performing activities.
  - ✓ Analyze observations: frequency occurring in a specific category =percentage of total time spent in that activity.
  - ✓ Most work sampling studies sample direct care and indirect care to determine ratio.



## **3.Continuous sampling**

### **(Variation of task frequency and time)**

- Observer follows one individual in the performance of a task.
- Observer may observe work performed for one or more patients, if they can be observed concurrently.

## 4. Self- Reporting

### (Variation of task frequency and time)

- The individual records the work sampling or continuous sampling on himself or herself.
- Task are logged using time intervals or time tasks start and end.
- Logs are analyzed

# Three Cardinal rules in staff requirements

- According to West, the three cardinal rules in staff requirements are:
  1. Staffing projections on past staffing history: (data sheet, collected censuses, report and other data needed are sick, overtime, holiday and vacation time)
  2. To review current staffing levels.
  3. To review future plans for the institution.

# Staffing Methods or Procedure (Cyclic Scheduling)

- It is one of the best ways of staffing to meet the requirements of equitable distribution of hours of work and time.
- A basic time pattern for a certain number of weeks is established and then repeated in cycles.

# Advantages – Cyclic Scheduling

- It is a permanent schedule, need temporary adjustments.
- It may be scheduled for as long as 06 months in advance, so nurses have less anticipation of their time off –duty.
- Personal plans may be made in advance with a reasonable degree of reliability.
- Request plans may be made in advance with a minimum.

# Contd...

- It can be used with rotating, permanent or mixed shifts and be modified to allow fixed days off and uneven work periods, based on personnel needs and work period preferences.
- It can be modified to fit known or anticipated periods of heavy workloads and can be temporarily adjusted.

# Contd...

- It should reflect policy, workload and staff preferences.
- Nursing personnel may use a staffing board to develop a pattern and cycle satisfactory to them .
- The staffing board is used to show the number nursing personnel required for each day of the week for 06 weeks.

# Self Scheduling

- It is more cohesive and more committed.
- It should be planned carefully on a unit basis.
- Planning may use either a self –directed work team or a quality circle technique approach.
- Self scheduling matches staff to individual preference.
- It has been found to shorten scheduling time
- Increase retention and job satisfaction
- Reduce conflicts, illness time ,voluntary absenteeism and turnover



# Contd...

- It leads to more responsible employees.
- It meets personal goals.
- It is an example of participatory management with decentralized decision making.
- The planning must include the rules.
- This rules should be minimal to meet legal and professional standards.

# Important Factors of Staffing

- Quality
- Quantity
- Utilization of personnel
- :

## Other factors affecting staffing

- **Acutely ill**

- ✓ 8-10 hrs /patient/day,
- ✓ Nurse Patient Ratio: 1:1,2:,3:1
- ✓ Direct nursing care in 24 hours

- **Moderately ill**

- ✓ 3-5HPD
- ✓ Direct nursing care in 24 hours.
- ✓ Nurse patient ratio 1: 3 in teaching hospitals and 1: 5 in non teaching hospital.

# Contd...

- Mildly ill:
  - ✓ 1- 2 hours/patient /day
  - ✓ Nurse patient ratio: 1:6 or 1:10
- Fluctuation of work load
- Number of medical staff

Thank You

