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Creating a Staffing Strategy

Unfortunately, many companies today aren't strategic in their acquisition of a costly and important asset: people.

Instead, they're mostly reactive, waiting for someone to get hit by the proverbial bus before they take action. The problem is especially acute for small organizations. While they may have some of the parameters mapped out in their heads, they usually don't have a clearly defined target of competencies that they're looking for.

To create a staffing strategy, you must:

Take a look at your organization and decide what positions most affect the top-line. They don't necessarily have to be those at the highest level of your organization -- your engineers, salespeople, customer service reps, and field technicians could all be key growth drivers for your company.

For those key positions, spend some time defining the individual competencies necessary to excel in this role. Model your best employees. Ask yourself -- or better still, ask them -- what makes them good at their jobs. Write it down.

Develop a search strategy. Where can you find replacements? Can you take them from the competition, draw them from a different industry, or do you need to develop them yourself?

Develop tactics. What would be the most cost-effective ways to get the people you need? (Remember here that time is money as well.) Explore the options before you need to use them.

Execute flawlessly. Take the time to do it right. A correct decision will pay huge dividends, but a wrong decision...ouch. We've all been through that pain.

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