CONTENTS

PART ONE

The Nature of Staffing 3

CHAPTER ONE

Staffing Models and Strategy 5

Learning Objectives and Introduction 6
Learning Objectives 6
Introduction 6
The Nature of Staffing 7
The Big Picture 7
Definition of Staffing 8
Implications of Definition 8
Staffing System Examples 12
Staffing Models 14
Staffing Quantity: Levels 14
Staffing Quality: Person/Job Match 15
Staffing Quality: Person/Organization Match 18
Staffing System Components 20
Staffing Organizations 22
Staffing Strategy 26
Staffing Levels 26
Staffing Quality 31
Staffing Ethics 32
Plan for the Book 35
Summary 36
Discussion Questions 37
Ethical Issues 37
Applications 38
Staffing for Your Own Job 38
Staffing Strategy for a New Plant 39
Endnotes 40

PART TWO

Support Activities 45

CHAPTER TWO

Legal Compliance 47

Learning Objectives and Introduction 49
Learning Objectives 49
Introduction 49
The Employment Relationship 50
Employer–Employee 50
Independent Contractors 52
Temporary Employees 53
Unpaid Interns and Trainees 53
Laws and Regulations 54
Need for Laws and Regulations 54
Sources of Laws and Regulations 55
EEO/AA Laws: General Provisions and Enforcement 57
General Provisions 57

Nature of Competencies 180
Collecting Competency Information 183
Job Rewards 184
Types of Rewards 184
Employee Value Proposition 184
Collecting Job Rewards Information 185
Legal Issues 191
Job Relatedness and Court Cases 192
Essential Job Functions 192
Summary 196
Discussion Questions 197
Ethical Issues 197
Applications 197
Conducting a Job Requirements or Job Rewards Job Analysis 197
Maintaining Job Descriptions 198
Endnotes 199

PART THREE

Staffing Activities: Recruitment 203

CHAPTER FIVE
External Recruitment 205
Learning Objectives and Introduction 207
Learning Objectives 207
Introduction 207
Strategic Recruitment Planning 208
Defining Strategic External Recruiting Goals 209
Open Versus Targeted Recruitment 210
Organization and Administration 212
Applicant Reactions 219
Reactions to Job and Organizational Characteristics 219
Reactions to Recruiters 220
Reactions to the Recruitment Process 221
Reactions to Diversity Issues 222
Communication 222
Communication Message 223
Communication Media 228
Strategy Implementation 235
Individual Recruiting Sources 235
Social Recruiting Sources 238
Organizational Recruiting Sources 241
Recruiting Metrics 247
Transition to Selection 250
Legal Issues 251
Definition of a Job Applicant 251
Affirmative Action Programs 253
Electronic Recruitment 254
Job Advertisements 257
Fraud and Misrepresentation 257
Summary 258
Discussion Questions 259
Ethical Issues 259
Applications 260
Improving a College Recruitment Program 260
Internet Recruiting 262
Endnotes 263

CHAPTER SIX
Internal Recruitment 269
Learning Objectives and Introduction 270
Learning Objectives 270
Introduction 270
Strategic Recruitment Planning 271
Defining Strategic Internal Recruiting Goals 271
Mobility Paths and Policies 271
Closed, Open, and Hybrid Recruitment 276
Organization and Administration 279
Timing 280
Applicant Reactions 283
Communication 284
Communication Message 284
Communication Media 285
Strategy Implementation 286
Recruitment Sources 286
Recruiting Metrics 292

Transition to Selection 295
Legal Issues 295
Affirmative Action Programs Regulations 296
Bona Fide Seniority Systems 296
The Glass Ceiling 297
Summary 301
Discussion Questions 302
Ethical Issues 303
Applications 303
Recruitment in a Changing Internal Labor Market 303
Succession Planning for a CEO 304
Endnotes 305

PART FOUR

Staffing Activities: Selection 309

CHAPTER SEVEN
Measurement 311
Learning Objectives and Introduction 313
Learning Objectives 313
Introduction 313
Importance and Use of Measures 314
Key Concepts 314
Measurement 315
Scores 319
Correlation Between Scores 321
Quality of Measures 326
Reliability of Measures 327
Validity of Measures 335
Validation of Measures in Staffing 338
Validity Generalization 346
Staffing Metrics and Benchmarks 348
Collection of Assessment Data 349
Testing Procedures 350
Acquisition of Tests and Test Manuals 351
Professional Standards 352
Legal Issues 353
Determining Adverse Impact 353
Standardization 355
Best Practices 356
Summary 357
Discussion Questions 358
Ethical Issues 358
Applications 358
Evaluation of Two New Assessment Methods for Selecting Telephone Customer Service Representatives 358
Conducting Empirical Validation and Adverse Impact Analysis 361
Endnotes 364

CHAPTER EIGHT
External Selection I 367
Learning Objectives and Introduction 368
Learning Objectives 368
Introduction 368
Preliminary Issues 368
The Logic of Prediction 369
The Nature of Predictors 370
Development of the Selection Plan 372
Selection Sequence 372
Initial Assessment Methods 374
Résumés and Cover Letters 375
Application Blanks 378
Biographical Information 386
Reference and Background Checks 390
Initial Interview 397
Choice of Initial Assessment Methods 399
Legal Issues 403
Disclaimers 404
Reference Checks 404
Background Checks: Credit and Criminal 405
Preemployment Inquiries 408
Bona Fide Occupational Qualifications 411

Summary 413
Discussion Questions 414
Ethical Issues 414
Applications 414
Reference Reports and Initial Assessment in a Start-Up Company 414
Developing a Lawful Application Blank 416
Endnotes 417

CHAPTER NINE
External Selection II 423
Learning Objectives and Introduction 424
Learning Objectives 424
Introduction 424
Substantive Assessment Methods 425
Personality Tests 425
Ability Tests 433
Emotional Intelligence Tests 441
Performance Tests and Work Samples 443
Situational Judgment Tests 447
Integrity Tests 449
Interest, Values, and Preference Inventories 454
Structured Interview 455
Choice of Substantive Assessment Methods 467
Discretionary Assessment Methods 470
Contingent Assessment Methods 470
Drug Testing 471
Medical Exams 477
Legal Issues 477
Uniform Guidelines on Employee Selection Procedures 477
Selection Under the Americans With Disabilities Act 480
Drug Testing 484
Summary 484
Discussion Questions 485
Ethical Issues 486
Applications 486
Assessment Methods for the Job of Human Resources Director 486
Choosing Among Finalists for the Job of Human Resources Director 488
Endnotes 490

CHAPTER TEN
Internal Selection 501
Learning Objectives and Introduction 503
Learning Objectives 503
Introduction 503
Preliminary Issues 504
The Logic of Prediction 504
Types of Predictors 505
Selection Plan 505
Initial Assessment Methods 506
Talent Management/Succession Systems 506
Peer Assessments 507
Self-Assessments 509
Managerial Sponsorship 510
Informal Discussions and Recommendations 511
Choice of Initial Assessment Methods 511
Substantive Assessment Methods 513
Seniority and Experience 513
Job Knowledge Tests 515
Performance Appraisal 516
Promotability Ratings 518
Assessment Centers 518
Interview Simulations 525
Promotion Panels and Review Boards 526
Choice of Substantive Assessment Methods 526
Discretionary Assessment Methods 526

Legal Issues 528
Uniform Guidelines on Employee Selection Procedures 528
The Glass Ceiling 529
Summary 530
Discussion Questions 531
Ethical Issues 531
Applications 531
Changing a Promotion System 531
Promotion From Within at Citrus Glen 532
Endnotes 533

PART FIVE

Staffing Activities: Employment 537

CHAPTER ELEVEN
Decision Making 539
Learning Objectives and Introduction 541
Learning Objectives 541
Introduction 541
Choice of Assessment Method 542
Validity Coefficient 542
Face Validity 543
Correlation With Other Predictors 544
Adverse Impact 544
Utility 544
Determining Assessment Scores 549
Single Predictor 549
Multiple Predictors 550
Hiring Standards and Cut Scores 556
Description of the Process 556
Consequences of Cut Scores 556
Methods to Determine Cut Scores 558
Professional Guidelines 562
Methods of Final Choice 563
Random Selection 563
Ranking 564
Grouping 564
Ongoing Hiring 565
Decision Makers 565
Human Resource Professionals 565
Managers 566
Employees 567
Legal Issues 567
Uniform Guidelines on Employee Selection Procedures 567
Diversity and Hiring Decisions 568
Summary 569
Discussion Questions 570
Ethical Issues 571
Applications 571
Utility Concerns in Choosing an Assessment Method 571
Choosing Entrants Into a Management Training Program 572
Endnotes 574

CHAPTER TWELVE
Final Match 577
Learning Objectives and Introduction 579
Learning Objectives 579
Introduction 579
Employment Contracts 580
Requirements for an Enforceable Contract 580
Parties to the Contract 581
Form of the Contract 582
Disclaimers 584
Contingencies 585
Other Employment Contract Sources 586
Unfulfilled Promises 586
Job Offers 587
Strategic Approach to Job Offers 587
Job Offer Content 590
Job Offer Process 602
Formulation of the Job Offer 602
Presentation of the Job Offer 607
Timing of the Offer 608

Job Offer Acceptance and Rejection 608
Reneging 609
New Employee Orientation and Socialization 611
Orientation 612
Socialization 614
Examples of Programs 616
Legal Issues 617
Employment Eligibility Verification 617
Negligent Hiring 618
Employment-at-Will 619
Summary 620
Discussion Questions 621
Ethical Issues 621
Applications 621
Making a Job Offer 621
Evaluating a Hiring and Variable Pay Plan 623
Endnotes 625

PART SIX

Staffing System and Retention Management 631

CHAPTER THIRTEEN
Staffing System Management 633
Learning Objectives and Introduction 634
Learning Objectives 634
Introduction 634
Administration of Staffing Systems 635
Organizational Arrangements 635
Policies and Procedures 637
Human Resource Information Systems 640
Outsourcing 643
Evaluation of Staffing Systems 646
Staffing Process 646
Staffing Process Results 649
Calculating Staffing Metrics 654
Customer Satisfaction 655
Legal Issues 656
Record Keeping and Privacy 656
EEO Report 660
Legal Audits 661
Training for Managers and Employees 661
Dispute Resolution 663
Summary 665
Discussion Questions 666
Ethical Issues 666
Applications 666
Learning About Jobs in Staffing 666
Evaluating Staffing Process Results 667
Endnotes 668

CHAPTER FOURTEEN
Retention Management 671
Learning Objectives and Introduction 673
Learning Objectives 673
Introduction 673
Turnover and Its Causes 674
Nature of the Problem 674
Types of Turnover 675
Causes of Turnover 677
Analysis of Turnover 679
Measurement 679
Reasons for Leaving 681
Costs and Benefits 683
Retention Initiatives: Voluntary Turnover 691
Current Practices and Deciding to Act 691
Desirability of Leaving 698
Ease of Leaving 702
Alternatives 703
Retention Initiatives: Discharge 705
Performance Management 705
Progressive Discipline 708
Retention Initiatives: Downsizing 709
Weighing Advantages and Disadvantages 710
Staffing Levels and Quality 710

Alternatives to Downsizing 711
Employees Who Remain 711
Legal Issues 713
Separation Laws and Regulations 713
Performance Appraisal 714
Summary 715
Discussion Questions 716
Ethical Issues 716
Applications 717
Managerial Turnover: A Problem? 717
Retention: Deciding to Act 718
Endnotes 720