STAFFING ORGANIZATIONS, Fifth Edition

Herbert G. Heneman III University of Wisconsin-Madison

Timothy A. Judge University of Florida

HOCHSCHULE LIECHTENSTEIN Kbfiathek

Mendota House Middleton, WI



Boston Burr Ridge, IL Dubuque, IA Madison, WI New York San Francisco St. Louis Bangkok Bogota Caracas Kuala Lumpur Lisbon London Madrid Mexico City Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

CONTENTS

PART ONE

CHAPTER ONE Staffing Models and Strategy 3 The Nature of Staffing 4 The Big Picture 4 Definition of Staffing 6 Implications of Definition 6 Staffing System Examples 10 Staffing Quanity: Levels 11 Staffing Quality: Person/Job Match 12 Staffing Quality: Person/Organization Match 15 Staffing System Components 17 Staffing Organizations 19 Staffing Strategy 23 Staffing Levels 24 Staffing Quality 27 Staffing Ethics 28 Plan for the Book 30 Summary 32 Discussion Questions 33 Ethical Issues 33 CHAPTER TWO Legal Compliance 43 The Employer-Employee 46 Independent Contractors 47 Temporary Employees 48 Laws and Regulations 49 Need for Laws and Regulations 51 EEO/AA Laws: General Provisions and Enforcement 52 General Provisions 52 Enforcement: OFCCP 62 EEO/AA Laws: Specific Staffing Provisions 62 Civil Rights Acts (1964, 1991) 62 Age Discrimination in Employment Act (1967) 65 Americans With Disabilities Act (1990) 66 Rehabilitation Act (1973) 69 Executive Order 11246 (1965) 69	Eagling Models and Strategy 3 The Nature of Staffing 4 The Big Picture 4 Definition of Staffing 6 Implications of Definition 6 Staffing System Examples 10 Staffing Quantity: Levels 11 Staffing Quantity: Person/Job Match 12 Staffing Quality: Person/Organization Match 15 Staffing System Components 17 Staffing Organizations 19 Staffing Strategy 23 Staffing Strategy 23 Staffing Levels 24 Staffing Quality 27 Staffing Ethics 28 Plan for the Book 30 Summary 32 Discussion Questions 33 Applications 33 Legal Compliance 43 The Employerenthologie 46 Independent Contractors 47 Temporary Employees 48 Laws and Regulations 49 Need for Laws and Regulations 51 EEO/AA Laws: General Provisions 61 EEO/AA Laws: General Provisions 52 Enforcement: EEOC 56 Enforcement: EEOC 56 Enforcement: OFCCP 62 EEO/AA Laws: Specific Staffing Provisions 62 Civil Rights Acts (1964, 1991) 62 Age Discrimination in Employment Act (1990) 66 Rehabilitation Act (1973) 69 Executive Order 11246 (1965) 69 EEO/AA: Information and Best Practices 70	The Nature of Staffing 1	Support Activities 41
	Endnotes 37 EEO/AA Best Practices 71	CHAPTER ONE Staffing Models and Strategy 3 The Nature of Staffing 4 The Big Picture 4 Definition of Staffing 6 Implications of Definition 6 Staffing System Examples 10 Staffing Models 11 Staffing Quantity: Levels 11 Staffing Quality: Person/Job Match 12 Staffing Quality: Person/Organization Match 15 Staffing System Components 17 Staffing Organizations 19 Staffing Strategy 23 Staffing Levels 24 Staffing Quality 27 Staffing Ethics 28 Plan for the Book 30 Summary 32 Discussion Questions 33 Ethical Issues 33 Applications 33	Legal Compliance 43 The Employment Relationship 45 Employer-Employee 46 Independent Contractors 47 Temporary Employees 48 Laws and Regulations 49 Need for Laws and Regulations 51 EEO/AA Laws: General Provisions and Enforcement 52 General Provisions 52 Enforcement: EEOC 56 Enforcement: OFCCP 62 EEO/AA Laws: Specific Staffing Provisions 62 Civil Rights Acts (1964, 1991) 62 Age Discrimination in Employment Act (1967) 65 Americans With Disabilities Act (1990) 66 Rehabilitation Act (1973) 69 Executive Order 11246 (1965) 69 EEO/AA: Information and Best Practices 70

PART TWO

Other Staffing Laws 73 Federal Laws 74 State and Local Laws 76 Civil Service Laws and Regulations 76 Legal Issues in Remainder of Book 77 Summary 78 Discussion Questions 80 Ethical Issues 80 Applications 80 Endnotes 83	CHAPTER FOUR Job Analysis and Rewards 139 Types of Jobs 140 Traditional 141 Evolving 142 Flexible 142 Idiosyncratic 142 Team-Based 143 Telework 144 Job Requirements Job Analysis 144 Overview 144
CHAPTER THREE	Job Requirements Matrix 145
Planning 85	Job Descriptions and Job
External Influences 86	Specifications 160
Economic Conditions 86	Collecting Job Requirements
Labor Markets 88	Information 160
Labor Unions 92	Competency-Based Job Analysis 169
Human Resource Planning 93	Nature of Competencies 169
Process and Example 93	Collecting Competency Information 174
Initial Decisions 94	Job Rewards 175
Forecasting HR Requirements 98 Forecasting HR Availabilities 99 External and Internal Environmental Scanning 108 Reconciliation and Gaps 110 Action Planning 112	Types of Rewards 175 Employee Value Proposition 177 Collecting Job Rewards Information 178 Legal Issues 184 Job Relatedness and Court Cases 185 Essential Job Functions 185
Staffing Planning 112	Summary 189
Staffing Planning Process 112	Discussion Questions 190 Ethical Issues 190
Core Workforce 115	Applications 190
Flexible Workforce 118	Endnotes 192
Legal Issues 122 Affirmative Action Plans (AAPs) 122 Legality of AAPs 127	Enditotes 192
Diversity Programs 129	PART THREE
EEO and Temporary Workers 130	Staffing Activities, Descriptment, 407
Summary 130	Staffing Activities: Recruitment 197
Discussion Questions 131	CHAPTER FIVE
Ethical Issues 132	External Recruitment 199
Applications 132	Recruitment Planning 200
Tanglewood Stores Case 135	Organizational Issues 200
Endnotes 136	Administrative Issues 202

Communication Message 279

Communication Medium 279

Applicant Reactions 280
Transition to Selection 281

Discussion Questions 342

Tanglewood Stores Case I 347

Ethical Issues 342

Applications 342

Tanglewood Stores Case II 348	Interest, Values, and Preference
Endnotes 349	Inventories 438
	Structured Interview 440
CHAPTER EIGHT	Constructing a Structured Interview 445
External Selection I 351	Assessment for Team and Quality
Preliminary Issues 352	Environments 449
The Logic of Prediction 352	Clinical Assessments 454
The Nature of Predictors 354	Choice of Substantive Assessment
Development of the Selection Plan 356	Methods 455
Selection Sequence 356	Discretionary Assessment Methods 458
Initial Assessment Methods 359	Contingent Assessment Methods 459
Resumes and Cover Letters 359	Drug Testing 459
Application Blanks 362	Medical Exams 464
Biographical Information 370	Legal Issues 465
Reference and Background Checks 376	Uniform Guidelines on Employee Selection
Handwriting Analysis 382	Procedures 465
Literacy Testing 382	Selection Under the Americans With
Genetic Screening 383	Disabilities Act (ADA) 467
Initial Interview 384	Drug Testing 472
Choice of Initial Assessment Methods 386	Summary 472
Legal Issues 391	Discussion Questions 473
Disclaimers 391	Ethical Issues 474
Reference and Background Checks 391	Applications 474
Preemployment Inquiries 393	Tanglewood Stores Case 477
Bona Fide Occupational	Endnotes 478
Qualifications 395	
Summary 401	CHAPTER TEN
Discussion Questions 402	Internal Selection 489
Ethical Issues 402	Preliminary Issues 490
Applications 402	The Logic of Prediction 490
Endnotes 406	Types of Predictors 492
	Selection Plan 492
CHAPTER NINE	Initial Assessment Methods 492
External Selection II 411	Skills Inventory 493
Substantive Assessment Methods 412	Peer Assessments 495
Personality Tests 413	Self-Assessments 495
Ability Tests 419	Managerial Sponsorship 497
Job Knowledge Tests 428	Informal Discussions and
Performance Tests and Work	Recommendations 498
Samples 429	Choice of Initial Assessment Methods 499
Integrity Teits 434	Substantive Assessment Methods 499

Seniority and Experience 499	Methods of Final Choice 551
Job Knowledge Tests 502	Random Selection 551
Performance Appraisal 503	Ranking 551
Promotability Ratings 505	Grouping 552
Assessment Centers 505	Decision Makers 552
Interview Simulations 513	Human Resource Professionals 552
Promotion Panels and Review	Managers 553
Boards 514	Employees 554
Choice of Substantive Assessment	Legal Issues 554
Methods 515	Uniform Guidelines on Employee Selection
Discretionary Assessment Methods 515	Procedures 554
Legal Issues 517	Diversity and Hiring Decisions 555
Uniform Guidelines on Employee Selection	Summary 556
Procedures 517	Discussion Questions 557
The Glass Ceiling 517	Ethical Issues 558
Summary 518	Applications 558
Discussion Questions 519	Tanglewood Stores Case 560
Ethical Issues 519	Endnotes 562
Applications 520	
Endnotes 522	CHAPTER TWELVE
	Final Match 565
	Employment Contracts 567
PART FIVE	Requirements for an Enforceable
Staffing Activities: Employment 525	Contract 567
Staffing Activities: Employment 525	Parties to the Contract 568
CHAPTER ELEVEN	Form of the Contract 569
Decision Making 527	Disclaimers 571
Choice of Assessment Method 529	Contingencies 572
Validity Coefficient 530	Other Employment Contract Sources 572
Face Validity 531	Unfulfilled Promises 573
Correlation with Other Predictors 531	Job Offers 573
Adverse Impact 531	Strategic Approach to Job Offers 574
Utility 532	Job Offer Content 576
Determining Assessment Scores 536	Job Offer Process 587
Single Predictor 536	Formulation of the Job Offer 587
Multiple Predictors 537	Presentation of the Job Offer 594
Hiring Standards and Cut Scores 542	Job Offer Acceptance and Rejection 594
Description of the Process 543	Reneging 597
Consequences of Cut Scores 543	New Employee Orientation and
Methods to Determine Cut Scores 545	Socialization 597
Professional Guidelines 550	Orientation 598

Socialization 599 **Applications** 657 Examples of Programs 601 Endnotes 659 Legal Issues 602 CHAPTER FOURTEEN Authorization to Work 603 Negligent Hiring Retention Management 663 Employment-at-Will 605 Turnover and Its Causes 664 Summary 605 Nature of the Problem 664 **Discussion Questions** 606 Types of Turnover 665 Ethical Issues 607 Causes of Turnover 667 **Applications** Analysts of Turnover 607 670 Endnotes 611 Measurement 670 Reasons for Leaving 671 Costs and Benefits Retention Initiatives: Voluntary PART SIX Turnover 683 Staffing System and Retention Current Practices and Deciding to Management Act 683 Desirability of Leaving 691 CHAPTER THIRTEEN Ease of Leaving Staffing System Management 617 Alternatives 696 Administration of Staffing Systems Retention Initiatives: Discharge 697 Organizational A rrangements 618 Performance Management Jobs in Staffing 623 Progressive Discipline Policies and Procedures 626 Retention Initiatives: Downsizing Technology 629 Weighing Advantages and Outsourcing 633 Disadvantages 703 **Evaluation of Staffing Systems** 636 Staffing Levels and Quality 704 Staffing Process 636 Alternatives to Downsizing 705 Staffing Process Results 639 Employees Who Remain Staffing Costs 642 Legal Issues 707 Customer Satisfaction 643 Separation Laws and Regulations 707 Legal Issues 647 Performance Appraisal Record Keeping, Privacy, and Summary 709 Reports 647 710 **Discussion Questions** Audits 649 Ethical Issues 711 Training for Managers and Applications 711 Employees 652 Tanglewood Stores Case 714 Dispute Resolution 653 Endnotes 715 Summary 656 / Discussion Questions 657 NAME INDEX 719

SUBJECT INDEX 724

Ethical Issues 657