

consider assessing the satisfaction of staffing system users, such as managers and job applicants.

Various laws require maintenance of numerous records and protection of privacy. It is desirable to conduct a legal audit of all the organization's staffing activities periodically. This will help identify potential legal trouble spots that require attention. Employment law training for managers and employees is increasingly becoming necessary. Methods for addressing employment disputes, known as ADRs, should be explored.

### DISCUSSION QUESTIONS

1. What are the advantages of having a centralized staffing function, as opposed to letting each manager be totally responsible for all staffing activities in his or her unit?
2. What are examples of staffing tasks and activities that cannot or should not be simply delegated to a staffing information system?
3. What are the advantages and disadvantages of outsourcing an entire staffing system to a vendor?
4. In developing a report on the effectiveness of a staffing process for entry-level jobs, what factors would you address and why?
5. How would you encourage individual managers to be more aware of the legal requirements of staffing systems and to take steps to ensure that they themselves engaged in legal staffing actions?

### ETHICAL ISSUES

1. It has been suggested that the use of staffing technology and software is wrong because it dehumanizes the staffing experience, making it nothing but a mechanical process that treats applicants like digital widgets. Evaluate this assertion.
2. Since there are no standard ways of creating staffing process results and cost metrics, is there a need for some sort of oversight of how these data are calculated, reported, and used within the organization? Explain.

### APPLICATIONS

#### Learning About Jobs in Staffing

The purpose of this application is to have you learn in detail about a particular job in staffing currently being performed by an individual. The individual could be a staffing job holder in the HR department of a company or public agency

(state or local government), a nonprofit agency, a staffing firm, an employment agency, a consulting firm, or the state employment (job) service. The individual may perform staffing tasks full time, such as a recruiter, interviewer, counselor, employment representative, or employment manager. Or, the individual may perform staffing duties as part of the job, such as the HR manager in a small company or an HR generalist in a specific plant or site.

Contact the job holder and arrange for an interview with that person. Explain that the purpose of the interview is for you to learn about the person's job in terms of job requirements (tasks and KSAOs) and job rewards (both extrinsic and intrinsic). To prepare for the interview, review job descriptions for HR managers and specialists on O\*Net, obtain any information you can about the organization, and develop a set of questions to ask the job holder. Either before or at the interview, be sure to obtain a copy of the job holder's job description if one is available. Use the written and interview information to prepare a report of your investigation that covers the following:

1. The organization's products and services, size, and staffing (employment) function
2. The job holder's job title, and why you chose that person's job to study
3. A summary of the tasks performed by the job holder and the KSAOs necessary for the job
4. A summary of the extrinsic and intrinsic rewards received by the job holder
5. Unique characteristics of the job that you did not expect to be part of the job

### Evaluating Staffing Process Results

The Keepon Trucking Company (KTC) is a manufacturer of custom-built trucks. It does not manufacture any particular truck lines, styles, or models. Rather, it builds trucks to customers' specifications; these trucks are used for specialty purposes such as snow removal, log hauling, and military cargo hauling. One year ago, KTC received a new, large order that would take three years to complete and required the external hiring of 100 new assemblers. To staff this particular job, the HR department manager of nonexempt employment hurriedly developed and implemented a special staffing process for filling these new vacancies. Applicants were recruited from three sources: newspaper ads, employee referrals, and a local employment agency. All applicants generated by these methods were subjected to a common selection and decision-making process. All offer receivers were given the same terms and conditions in their job offer letters and were told there was no room for any negotiation. All vacancies were eventually filled.

After the first year of the contract, the manager of nonexempt employment, Dexter Williams, decided to pull together some data to determine how well the staffing process for the assembler jobs had worked. Since he had not originally

planned on doing any evaluation, Dexter was able to retrieve only the following data to help him with his evaluation:

**Exhibit**  
**Staffing Data for Filling the Job of Assembler**

Recruitment Source	Applicants	Offer Receivers	Start as New Hires	Remaining at Six Months
Newspaper ads				
No. apps.	300	70	50	35
Avg. no. days	30	30	10	
Employee referral				
No. apps.	60	30	30	27
Avg. no. days	20	10	10	
Employment agency				
No. apps.	400	20	20	8
Avg. no. days	40	20	10	

1. Determine the yield ratios (offer receivers / applicants, new hires / applicants), time lapse or cycle times (days to offer, days to start), and retention rates associated with each recruitment source.
2. What is the relative effectiveness of the three sources in terms of yield ratios, cycle times, and retention rates?
3. What are some possible reasons for the fact that the three sources differ in their relative effectiveness?
4. What would you recommend Dexter do differently in the future to improve his evaluation of the staffing process?

#### ENDNOTES

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