



教育部高校工商管理类教学指导委员会双语教学推荐教材

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工商管理经典教材·人力资源管理系列

BUSINESS ADMINISTRATION CLASSICS

组织人员配置

招募、选拔和雇用

英文版·第7版

赫伯特·赫尼曼 (Herbert G. Heneman III)
蒂莫西·贾奇 (Timothy A. Judge) 著
约翰·卡迈尔-米勒 (John D. Kammeyer-Mueller)

STAFFING ORGANIZATIONS

..... Seventh Edition

中国人民大学出版社





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组织人员配置

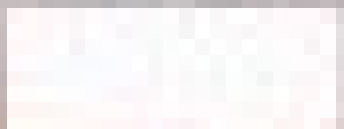
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总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳·希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

●体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

●篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

●提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们的后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

PREFACE

The seventh edition of *Staffing Organizations* contains many updates and additions that reflect the rapidly evolving terrain of strategic, technological, practical, and legal issues confronting organizations and their staffing systems. As in previous editions, we have considerably updated our references, found as chapter endnotes. We have also made significant changes to the opening material in each chapter. Each chapter now opens with a list of learning objectives to facilitate student learning. The chapter introductions have been revised as well.

A second major change to the book is a “freshening” of the writing style. While readers have found the book well written, some have suggested that the writing could be a bit livelier. Hence, we have made extensive changes to each chapter and are confident that these changes make the book more accessible.

Technology continues to transform all aspects of human resources, and staffing is no exception. Accordingly, in this edition, we provide enhanced coverage of human resources information systems (HRISs) and their role in all phases of the staffing process, including legal implications. We have also substantially expanded our coverage of some increasingly important topics, including diversity in the planning process, emotional intelligence tests, and video and computer interviews.

Even with the many changes and the significant additions to the book, we have held the length by trimming those areas that have waned in interest or importance.

We have also added a coauthor to the book, John Kammeyer-Mueller. Previous users of the book will remember John’s work on the Tanglewood Stores case. This case continues in the book, and John has contributed to many other areas as well. We are excited to have him onboard.

For the Tanglewood Stores case, at the end of Chapters 1, 3, 5, 7, 9, 11, and 14, you will receive a brief description of the situation relevant to that chapter, along with tasks that require you to analyze the situation by applying material directly from the chapter. The full text of the case and your assignment are located online at www.mhhe.com/heneman7e.

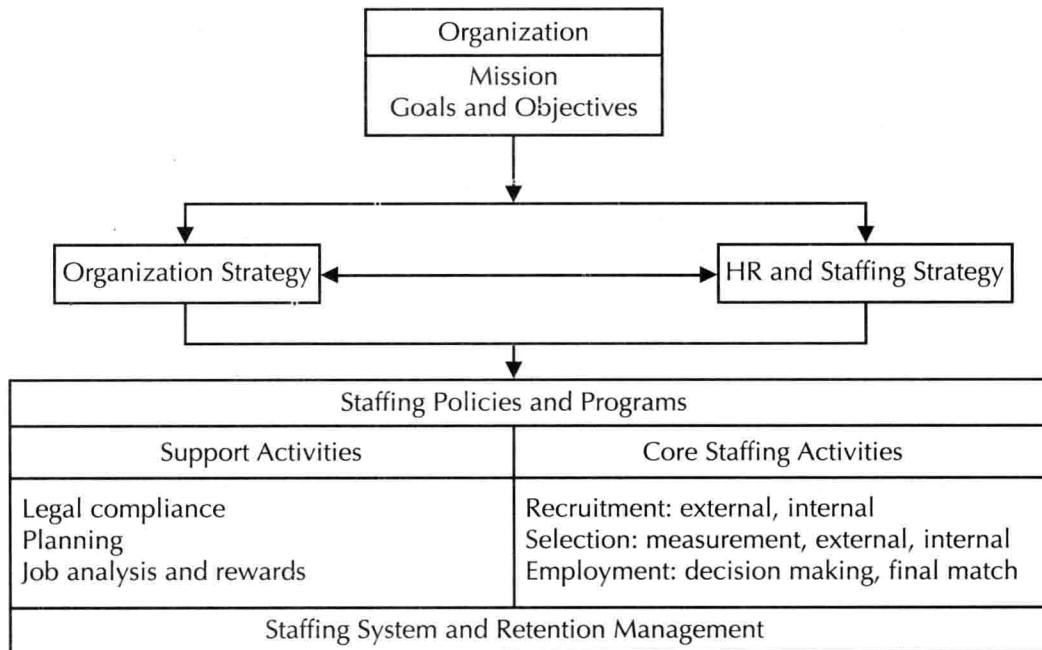
In preparing this edition, we have benefited greatly from the critiques and suggestions of numerous people whose assistance was invaluable. They helped us identify new topics, as well as clarify, rearrange, and delete material. We extend our many thanks to the following individuals:

- Amy Banta, Franklin University
- Fred Dorn, University of Mississippi
- Hank Findley, Troy University
- Diane Hagan, Ohio Business College
- Mark Lengnick-Hall, University of Texas–San Antonio

We wish to extend a special note of thanks to the McGraw-Hill/Irwin publishing team—in particular, John Weimeister, Laura Spell, and Susanne Riedell—for their hard work and continued support of the number one staffing textbook in the market. Thanks also to the staff at Kinetic Publishing Services, LLC, for their dedicated work in this collaborative undertaking. Finally, we wish to thank you—the students and faculty who use the book. If there is anything we can do to improve

your experience with *Staffing Organizations*, please contact us. We would be happy to hear from you.

The Staffing Organizations Model



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PART ONE

The Nature of Staffing

CHAPTER ONE

Staffing Models and Strategy

LEARNING OBJECTIVES AND INTRODUCTION

Learning Objectives

- Define staffing and consider how, in the big picture, staffing decisions matter
- Review the five staffing models presented, and consider the advantages and disadvantages of each
- Consider the staffing system components and how they fit into the plan for the book
- Understand the staffing organizations model and how its various components fit into the plan for the book
- Appreciate the importance of staffing strategy, and review the 13 decisions that staffing strategy requires
- Realize the importance of ethics in staffing, and learn how ethical staffing practice is established

Introduction

Staffing is a critical organizational function concerned with the acquisition, deployment, and retention of the organization's workforce. As we note in this chapter and throughout the book, staffing is arguably the most critical function underlying organizational effectiveness, because "the people make the place," because labor costs are often the highest organizational cost, and because poor hiring decisions are not easily undone.

This chapter begins with a look at the nature of staffing. This includes a view of the "big picture" of staffing, followed by a formal definition of staffing and the implications of that definition. Examples of staffing systems are given.

Five models are then presented to elaborate on and illustrate various facets of staffing. The first model shows how projected workforce head-count requirements and availabilities are compared to determine the appropriate staffing level for the organization. The next two models illustrate staffing quality, which refers to matching a person's qualifications with the requirements of the job or organization. The person/job match model is the foundation of all staffing activities; the person/organization match model shows how person/job matching could extend to how well the person will also fit with the organization. The core staffing components model identifies recruitment, selection, and employment as the three key staffing activities, and it shows that both the organization and the job applicant interact in these activities. The final model, staffing organizations, provides the entire framework for staffing and the structure of this book. It shows that organizations, human resources (HR), and staffing strategy interact to guide the conduct of staffing support activities (legal compliance, planning, and job analysis) and core

staffing activities (recruitment, selection, and employment); employee retention and staffing system management are shown to cut across both types of activities.

Staffing strategy is then explored in detail by identifying and describing a set of 13 strategic staffing decisions that confront any organization. Several of the decisions pertain to staffing levels, and the remainder to staffing quality.

Staffing ethics—the moral principles and guidelines for acceptable practice—is discussed next. Several pointers that help guide ethical staffing conduct are indicated, as are some of the common pressures to ignore these pointers and compromise one's ethical standards. Suggestions for how to handle these pressures are also made.

Finally, the plan for the remainder of the book is presented. The overall structure of the book is shown, along with key features of each chapter.

THE NATURE OF STAFFING

The Big Picture

Organizations are combinations of physical, financial, and human capital. Human capital refers to the knowledge, skill, and ability of people and their motivation to use them successfully on the job. The term “workforce quality” refers to an organization's human capital. The organization's workforce is thus a stock of human capital that it acquires, deploys, and retains in pursuit of organizational outcomes such as profitability, market share, customer satisfaction, and environmental sustainability. Staffing is the organizational function used to build this workforce through such systems as staffing strategy, HR planning, recruitment, selection, employment, and retention.

At the national level, the collective workforces of US organizations total over 115 million (down from a peak of nearly 140 million in 2005), with employees spread across almost 8 million work sites. The work sites vary considerably in size, with 55% of employees in work sites of fewer than 100 employees, 37% in work sites between 100 and 1,000 employees, and 12% in work sites over 1,000 employees.¹ Each of these work sites used some form of a staffing process to acquire its employees. Even during the great recession that began in 2008 and its slow recovery, there were more than 4 million new hire transactions nationally each month, or over 50 million annually. This figure does not include internal transfers, promotions, or the hiring of temporary employees, so the total number of staffing transactions was much greater than the 50 million figure.² Volumewise, even in difficult economic times, staffing is big business for both organizations and job seekers.

For most organizations, a workforce is an expensive proposition and cost of doing business. It is estimated that an average organization's employee cost (wages or salaries and benefits) is over 22% of its total revenue (and generally a higher percentage of total costs).³ The percentage is much greater for organizations in labor-intensive industries—the service-providing as opposed to goods-producing industries—such as retail trade, information, financial services, professional and business services, education, health care, and leisure and hospitality. Since service-providing industries now dominate our economy, matters of employee cost and whether the organization is acquiring a high-quality workforce loom large.

A shift is gradually occurring from viewing employees as just a cost of doing business to valuing employees as human capital that creates competitive advantage for the organization. Organizations that deliver superior customer service, much of which is driven by highly knowledgeable employees with fine-tuned customer service skills, have a definite and hopefully long-term leg up on their competitors. The competitive advantage derived from such human capital has important financial implications.

Organizations are increasingly recognizing the value creation that can occur

through staffing. Quotes from several organization leaders attest to this, as shown in Exhibit 1.1.

Definition of Staffing

The following definition of staffing is offered and will be used throughout this book:

Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.

This straightforward definition contains several implications, which are identified and explained next.

Implications of Definition

Acquire, Deploy, Retain

An organization's staffing system must guide the acquisition, deployment, and

EXHIBIT 1.1 The Importance of Staffing to Organizational Leaders

"Staffing is absolutely critical to the success of every company. To be competitive in today's economy, companies need the best people to create ideas and execute them for the organization. Without a competent and talented workforce, organizations will stagnate and eventually perish. The right employees are the most important resources of companies today."⁴

Gail Hyland-Savage, chief operating officer
Michaelson, Connor & Bowl—real estate and marketing

"The new economy, very much the Internet and the entrepreneurial opportunities it created, intensified the competition for outstanding people. And we started to grow to a size and scope where it was important for us not only to get outstanding people but also to get them in significant numbers. So the emphasis shifted towards making to people value propositions that were the absolute best they could be."⁵

Rajat Gupta, managing director
McKinsey & Company—consulting

"I think about this in hiring, because our business all comes down to people. . . . In fact, when I'm interviewing a senior job candidate, my biggest worry is how good they are at hiring. I spend at least half the interview on that."⁶

Jeff Bezos, chief executive officer
Amazon.com—Internet merchandising

"We missed a really nice nursing rebound . . . because we just didn't do a good job hiring in front of it. Nothing has cost the business as much as failing to intersect the right people at the right time."⁷

David Alexander, CEO
Soliant Health—health care

"GE's 100-year-plus track record is simply about having the very best people at every single position. That is its No. 1 core competency. No one has better people. No one else's bench strength comes even close. It's that obsession with people that requires all GE leaders to spend a huge amount of their time on human resources processes—recruiting, reviewing, tracking, training, mentoring, succession planning. When I was at GE, I spent over half of my time on people-related issues. When you get the best people, you don't have to worry as much about execution, because they make it happen."⁸

Larry Johnston, chief executive officer
Albertson's—retail grocery

retention of its workforce. Acquisition activities involve external staffing systems that govern the initial intake of applicants into the organization. It involves planning for the numbers and types of people needed, establishing job requirements in the form of the qualifications or KSAOs (knowledge, skill, ability, and other characteristics) needed to perform the job effectively, establishing the types of rewards the job will provide, conducting external recruitment campaigns, using selection tools to evaluate the KSAOs that applicants possess, deciding which applicants are the most qualified and will receive job offers, and putting together job offers that applicants will hopefully accept.

Deployment refers to the placement of new hires in the actual jobs they will hold, something that may not be entirely clear at the time of hire, such as the specific work unit or geographic location. Deployment also encompasses guiding the movement of current employees throughout the organization through internal staffing systems that handle promotions, transfers, and new project assignments. Internal staffing systems mimic external staffing systems in many respects, such as planning for promotion and transfer vacancies, establishing job requirements and job rewards, recruiting employees for promotion or transfer opportunities, evaluating employees' qualifications, and making job offers to employees for new positions.

Retention systems seek to manage the inevitable flow of employees out of the organization. Sometimes these outflows are involuntary on the part of the employee, such as through layoffs or the sale of a business unit to another organization. Other outflows are voluntary in that they are initiated by the employee, such as leaving the organization to take another job (a potentially avoidable turnover by the organization) or leaving to follow one's spouse or partner to a new geographic location (a potentially unavoidable turnover). Of course, no organization can or should seek to completely eliminate employee outflows, but it should try to minimize the types of turnover in which valued employees leave for "greener pastures" elsewhere—namely, voluntary-avoidable turnover. Such turnover can be very costly to the organization, as can turnover due to employee discharges and downsizing. Through various retention strategies and tactics, the organization can combat these types of turnover, seeking to retain those employees it thinks it cannot afford to lose.

Staffing as a Process or System

Staffing is not an event, as in, "We hired two people today." Rather, staffing is a process that establishes and governs the flow of people into the organization, within the organization, and out of the organization. Organizations use multiple interconnected systems to manage the people flows. These include planning, recruitment, selection, decision making, job offer, and retention systems. Occurrences or actions in one system inevitably affect other systems. If planning activities show a forecasted increase in vacancies relative to historical standards, for example, the recruitment system will need to gear up for generating more applicants than previously, the selection system will have to handle the increased volume of applicants needing to be evaluated in terms of their KSAOs, decisions about job offer receivers may have to be speeded up, and the job offer packages may have to be sweetened to entice the necessary numbers of needed new hires. Further, steps will have to be taken to retain the new hires and thus avoid having to repeat the above experiences in the next staffing cycle.

Quantity and Quality

Staffing the organization requires attention to both the numbers (quantity) and the types (quality) of people brought into, moved within, and retained by the organization. The quantity element refers to having enough people to conduct business, and the quality element refers to having people with the requisite KSAOs so that jobs

are performed effectively. It is important to recognize that it is the combination of sufficient quantity and quality of labor that creates a maximally effective staffing system.

Organization Effectiveness

Staffing systems exist and should be used to contribute to the attainment of organizational goals such as survival, profitability, and growth. A macro view of staffing like this is often lost or ignored because most of the day-to-day operations of staffing systems involve micro activities that are procedural, transactional, and routine in nature. While these micro activities are essential for staffing systems, they must be viewed within the broader macro context of the positive impacts staffing can have on organization effectiveness. There are many indications of this critical role of staffing.

Leadership talent is at a premium, with very large stakes associated with the new leader acquisition. Sometimes new leadership talent is bought and brought from the outside to hopefully execute a reversal of fortune for the organization or a business unit within it. Other organizations acquire new leaders to start new business units or ventures that will feed organization growth. The flip side of leadership acquisition is leadership retention. A looming fear for organizations is the unexpected loss of a key leader, particularly to a competitor. The exiting leader carries a wealth of knowledge and skill out of the organization and leaves a hole that may be hard to fill, especially with someone of equal or higher leadership stature. The leader may also take other key employees along, thus increasing the exit impact.

Organizations recognize that talent hunts and loading up on talent are ways to expand organization value and provide protection from competitors. Such a strategy is particularly effective if the talent is unique and rare in the marketplace, valuable in the anticipated contributions to be made (such as new product creations or design innovations), and difficult for competitors to imitate (such as through training current employees). Talent of this sort can serve as a source of competitive advantage for the organization, hopefully for an extended time period.⁹

Talent acquisition is essential for growth even when it does not have such competitive advantage characteristics. Information technology companies, for example, cannot thrive without talent infusions via staffing. An Internet start-up called edocs, inc., sold Internet bill presentment and payment software. It doubled its employee ranks to over 100 in five months and sought to double that number in another five months. The CEO said this was necessary, or “we won’t have the resources we need to keep up the growth and go public. You grow fast or you die.”¹⁰ Shortages in the quantity or quality of labor can mean lost business opportunities, scaled-back expansion plans, the inability to provide critical consumer goods and services, and even threats to the organization’s survival.

Finally, for individual managers, having sufficient numbers and types of employees on board is necessary for the smooth, efficient operation of their work unit. Employee shortages often require disruptive adjustments, such as job reassignments or overtime for current employees. Underqualified employees present special challenges to the manager, as they need to be trained and closely supervised. Failure of the underqualified to achieve acceptable performance may require termination, a difficult decision to make and implement.

In short, organizations experience and respond to staffing forces and recognize how critical these forces can be to organizational effectiveness. The forces manifest themselves in numerous ways: acquisition of new leaders to change the organization’s direction and effectiveness, prevention of key leader losses, use of talent as a source of growth and competitive advantage, shortages of labor—both quantity and quality—that threaten growth and even survival, and the ability of individual managers to effectively run their work units.