

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