

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 offers may have to be sped up, and the job offer packages may have to be sweetened to attract