

veal code will likely have some pertinence to staffing through provisions on such issues as legal compliance, confidentiality and disclosure of information, and use of organizational property and assets. Individuals involved in staffing should know and follow their organization's code of ethics. As pertains to staffing specifically, there are several points that can guide a person's ethical conduct. These points are shown in Exhibit 1.8 and elaborated on below.

The first point is that the person is serving as an agent of the organization and is duty bound to represent the organization first and foremost. That duty is to bring into being effective person/job and person/organization matches. The second point indicates that the agent must avoid placing his or her own interest, or that of a third party (such as an applicant or friend), above that of the organization. Point three suggests that even though the HR professional represents the organization, he or she should remember that the applicant is a participant in the staffing process. How the HR professional treats applicants may well lead to reactions by them that are favorable to the organization and further its interests, let alone those of applicants. Point four reminds the HR professional to know the organization's staffing policies and procedures and adhere to them. The fifth point indicates a need to be knowledgeable of the myriad laws and regulations governing staffing, to follow them, and to seek needed assistance in their interpretation and application. Point six guides the HR professional toward professional codes of conduct pertaining to staffing and HR. For example, the Society for Human Resource Management (SHRM) has a formal code of ethics. The Society for Industrial and Organizational Psychology (SIOP) follows the ethics code of the American Psychological Association (APA) and has issued a set of professional principles to guide appropriate use of employee selection procedures. The seventh point states that there is considerable useful research-based knowledge about the design and effectiveness of staffing systems and techniques that should guide

EXHIBIT 1.8 Suggestions for Ethical Staffing Practice

1. Represent the organization's interests.
2. Beware of conflicts of interest.
3. Remember the job applicant.
4. Follow staffing policies and procedures.
5. Know and follow the law.
6. Consult professional codes of conduct.
7. Shape effective practice with research results.
8. Seek ethics advice.
9. Be aware of an organization's ethical climate/culture.