

Instructions

In completing these assignments the university requires that you follow APA guidelines in preparing citations and references.

Unit IV Assignment

Applications

completed

Read the Applications case study, Evaluation of Two New Assessment Methods for Selecting Telephone Customer Service Representatives, found on page 359-361 in your textbook. Answer the questions that fall after the case description; these are the three questions found in the lower half of page 361. Each question should be numbered, answered separately, and be at least 250 words in length but should be submitted as one file.

Unit V Assignments

Applications 1

Due 10/14
Read the Applications case study, Reference Reports and Initial Assessment in a Start-Up Company, found on page 417-419 in your textbook. Answer the questions that fall after the case description; these are the four questions found in the lower half of page 418 and upper part of 419. Each question should be numbered, answered separately, and be at least 250 words in length but should be submitted as one file.

Applications 2

Due 10/14
Read the Applications case study, Assessment Methods for the Job of Human Resources Director found on page 487-490 in your textbook. Answer the questions that fall after the case description; these are the seven questions found in the lower half of page 488. Each question should be numbered, answered separately, and be at least 100 words in length but should be submitted as one file.

Unit VI Assignment

Applications

Due 10/17
Read the Applications case study, Changing a Promotion System, found on page 532-533 in your textbook. Answer the questions that fall after the case description; these are the three questions found in the lower half of page 533. Each question should be numbered, answered separately, and be at least 300 words in length but should be submitted as one file.

Unit VII Assignments

Applications 1

Due 10/11
Read the Applications case study, Choosing Entrants into a Management Training Program, found on page 573-575 in your textbook. Answer the questions that fall after the case description; these are the three questions found in the middle of page 574. (You will need to use the table on page 575 to help answer the questions.) Each question should be numbered, answered separately, and be at least 300 words in length but should be submitted as one file.

Instructions

Applications 2

Due 10/11
Read the Applications case, Evaluating a Hiring and Variable Pay Plan, study found on page 626-627 in your textbook. Answer the questions that fall after the case description; these are the six questions found in the bottom of page 627. Each question should be numbered, answered separately, and be at least 150 words in length but should be submitted as one file.

Unit VIII Assignments

Applications 1

Due 10/17
Read the Applications problem, Learning About Jobs in Staffing, found on page 676 in your textbook. Answer the numbered items that fall after the case description; these are the five items found in the middle of page 676. Each item should be numbered, answered separately, and be at least 200 words in length but should be submitted as one file. Attach the job description as a PDF into your Word document.

Applications 2

Due 10/17
Read the Applications problem, Managerial Turnover: A Problem?, found on page 731-732 in your textbook. Answer the questions that fall after the case description; these are the five questions found in the middle of page 732. Each question should be numbered, answered separately, and be at least 200 words in length but should be submitted as one file.

APA Guidelines

This course requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled "APA Guidelines Summary" is available for you to download from the APA Guide Link, found in the Learning Resources area of the Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

areas of initial assessment that require special attention are reference and background checking, preemployment inquiries, and BFOQs.

DISCUSSION QUESTIONS

1. A selection plan describes the predictor(s) that will be used to assess the KSAOs required to perform the job. What are the three steps to follow in establishing a selection plan?
2. In what ways are the following three initial assessment methods similar and in what ways are they different: application blanks, biographical information, and reference and background checks?
3. Describe the criteria by which initial assessment methods are evaluated. Are some of these criteria more important than others?
4. Some methods of initial assessment appear to be more useful than others. If you were starting your own business, which initial assessment methods would you use and why?
5. How can organizations avoid legal difficulties in the use of preemployment inquiries in initial selection decisions?

ETHICAL ISSUES

1. Is it wrong to pad one's résumé with information that, while not an outright lie, is an enhancement? For example, would it be wrong to term one's job "maintenance coordinator" when in fact one simply emptied garbage cans?
2. Do you think employers have a right to check into applicants' backgrounds? Even if there is no suspicion of misbehavior? Even if the job poses no security or sensitivity risks? Even if the background check includes driving offenses and credit histories?

APPLICATIONS

Reference Reports and Initial Assessment in a Start-Up Company

Stanley Jausneister owns a small high-tech start-up company called BioServer-Systems (BSS). Stanley's company specializes in selling web server space to clients. The server space that Stanley markets runs from a network of personal computers. This networked configuration allows BSS to more efficiently manage its server space and provides greater flexibility to its customers, who often

want weekly or even daily updates of their websites. The other innovation Stanley brought to BSS is special security encryption software protocols that make the BSS server space nearly impossible for hackers to access. This flexibility is particularly attractive to organizations that need to manage large, security-protected databases with multiple points of access. Stanley has even been contacted by the government, which is interested in using BSS's systems for some of its classified intelligence.

Due to its niche, BSS has experienced rapid growth. In the past year, BSS hired 12 programmers and 2 marketers, as well as a general manager, an HR manager, and other support personnel. Before starting BSS, Stanley was a manager with a large pharmaceutical firm. Because of his industry connections, most of BSS's business has been with drug and chemical companies.

Yesterday, Stanley received a phone call from Lee Rogers, head of biotechnology for Mercelle-Poulet, one of BSS's largest customers. Lee is an old friend, and he was one of BSS's first customers. Lee had called to express concern about BSS's security. One area of Mercelle-Poulet's biotech division is responsible for research and development on vaccines for various bioterrorist weapons such as anthrax and the plague. Because the research and development on these vaccines require the company to develop cultures of the biological weapons themselves, Lee has used BSS to house information for this area. A great deal of sensitive information is housed on BSS's servers, including in some cases the formulas used in developing the cultures.

Despite the sensitivity of the information on BSS's servers, given BSS's advanced software, Stanley was very surprised to hear Lee's concern about security. "It's not your software that worries me," Lee commented, "it's the people running it." Lee explained that last week a Mercelle-Poulet researcher was arrested for attempting to sell certain cultures to an overseas client. This individual had been dismissed from a previous pharmaceutical company for unethical behavior, but this information did not surface during the individual's background check. This incident not only caused Lee to reexamine Mercelle-Poulet's background checks, but also made him think of BSS, as certain BSS employees have access to Mercelle-Poulet's information.

Instantly after hearing Lee's concern, Stanley realized he had a problem. Like many small employers, BSS did not do thorough background checks on its employees. It assumed that the information provided on the application was accurate and generally only called the applicant's previous employer (often with ineffective results). Stanley realized he needed to do more, not only to keep Lee's business but to protect his company and customers.

Question

- Answer 2
1. What sort of background testing should BSS conduct on its applicants?
 2. Is there any information BSS should avoid obtaining for legal or EEO reasons?

23. How can BSS know that its background testing programs are effective?
24. In the past, BSS has used the following initial assessment methods: application blank, interviews with Stanley and other BSS managers, and a follow-up with the applicant's former employer. Beyond changes to its background testing program, would you suggest any other alterations to BSS's initial assessment process?

Developing a Lawful Application Blank

Consolidated Trucking Corporation, Inc. (CTCI) is a rapidly growing short-haul (local) firm within the greater Columbus, Ohio, area. It has grown primarily through the acquisitions of numerous small, family-owned trucking companies. Currently it has a fleet of 150 trucks and over 250 full-time drivers. Most of the drivers were hired initially by the firms that CTCI acquired, and they accepted generous offers to become members of the CTCI team. CTCI's expansion plans are very ambitious, but they will be fulfilled primarily from internal growth rather than additional acquisitions. Consequently, CTCI is now faced with the need to develop an external staffing system that will be geared up to hire 75 new truckers within the next two years.

Terry Tailgater is a former truck driver for CTCI who was promoted to truck maintenance supervisor, a position he has held for the past five years. Once CTCI's internal expansion plans were finalized, the firm's HR director (and sole member of the HR department), Harold Hornblower, decided he needed a new person to handle staffing and employment law duties. Harold promoted Terry Tailgater to the job of staffing manager. One of Terry's major assignments was to develop a new staffing system for truck drivers.

One of the first projects Terry undertook was to develop a new, standardized application blank for the job of truck driver. To do this, Terry looked at the many different application blanks the current drivers had completed for their former companies. (These records were given to CTCI at the time of acquisition.) The application blanks showed that a large amount of information was requested and that the specific information sought varied among the application forms. Terry scanned the various forms and made a list of all the questions the forms contained. He then decided to evaluate each question in terms of its probable lawfulness under federal and state (Ohio) laws. Terry wanted to identify and use only lawful questions on the new form he is developing.

On the next page is the list of questions Terry developed, along with columns labeled "probably lawful" and "probably unlawful." Assume that you are Terry and are deciding on the lawfulness of each question. Place a check mark in the appropriate column for each question and prepare a justification for its mark as "probably lawful" or "probably unlawful."

DISCUSSION QUESTIONS

1. Describe the similarities and differences between personality tests and integrity tests. When is each warranted in the selection process?
2. How would you advise an organization considering adopting a cognitive ability test for selection?
3. Describe the structured interview. What are the characteristics of structured interviews that improve on the shortcomings of unstructured interviews?
4. What are the most common discretionary and contingent assessment methods? What are the similarities and differences between the use of these two methods?
5. What is the best way to collect and use drug-testing data in selection decisions?
6. How should organizations apply the general principles of the UGESP to practical selection decisions?

ETHICAL ISSUES

1. Do you think it's unethical for employers to select applicants on the basis of measures such as "Dislike loud music" and "Enjoy wild flights of fancy" even if the scales that such items measure have been shown to predict job performance? Explain.
2. Cognitive ability tests are one of the best predictors of job performance, yet they have substantial adverse impact against minorities. Do you think it's fair to use such tests? Why or why not?

APPLICATIONS

* Assessment Methods for the Job of Human Resources Director

Nairduwel, Inoalot, and Imslo (NII) is a law firm specializing in business law. Among other areas, it deals in equal employment opportunity law, business litigation, and workplace torts. The firm has more than 50 partners and approximately 120 employees. It does business in three states and has law offices in two major metropolitan areas. The firm has no federal contracts.

NII plans to expand into two additional states with two major metropolitan areas. One of the primary challenges accompanying this ambitious expansion plan is how to staff, train, and compensate the individuals who will fill the positions in

the new offices. Accordingly, the firm wishes to hire an HR director to oversee the recruitment, selection, training, performance appraisal, and compensation activities accompanying the business expansion, as well as supervise the HR activities in the existing NII offices. The newly created job description for the HR director is listed in the accompanying exhibit.

The firm wishes to design and then use a selection system for assessing applicants that will achieve two objectives: (1) create a valid and useful system that will do a good job of matching applicant KSAOs to job requirements, and (2) be in compliance with all relevant federal and state employment laws.

The firm is considering numerous selection techniques for possible use. For each method listed below, decide whether you would or would not use it in the selection process and state why.

1. A job knowledge test specifically designed for HR professionals that focuses on an applicant's general knowledge of HR management
2. A medical examination and drug test at the beginning of the selection process in order to determine if applicants are able to cope with the high level of stress and frequent travel requirements of the job and are drug-free
3. A paper-and-pencil integrity test
4. A structured behavioral interview that would be specially designed for use in filling only this job
5. A general cognitive ability test
6. Personal Characteristics Inventory
7. A set of interview questions that the firm typically uses for filling any position:

- a. Tell me about a problem you solved on a previous job
- b. Do you have any physical impairments that would make it difficult for you to travel on business?
- c. Have you ever been tested for AIDS?
- d. Are you currently unemployed, and if so, why?
- e. This position requires fresh ideas and energy. Do you think you have those qualities?
- f. What is your definition of success?
- g. What kind of sports do you like?
- h. How well do you work under pressure? Give me some examples.

Exhibit

Job Description for Human Resources Director

JOB SUMMARY

Performs responsible administrative work managing personnel activities. Work involves responsibility for the planning and administration of HRM programs, including recruitment, selection, evaluation, appointment, promotion, compensation, and recommended change of status of employees, and a system of communication for disseminating information to workers. Works under general supervision, exercising initiative and independent judgment in the performance of assigned tasks.

TASKS

1. Participates in overall planning and policy making to provide effective and uniform personnel services.
2. Communicates policy through organization levels by bulletin, meetings, and personal contact.
3. Supervises recruitment and screening of job applicants to fill vacancies. Supervises interviewing of applicants, evaluation of qualifications, and classification of applications.
4. Supervises administration of tests to applicants.
5. Confers with supervisors on personnel matters, including placement problems, retention or release of probationary employees, transfers, demotions, and dismissals of permanent employees.
6. Initiates personnel training activities and coordinates these activities with work of officials and supervisors.
7. Establishes effective service rating system and trains unit supervisors in making employee evaluations.
8. Supervises maintenance of employee personnel files.
9. Supervises a group of employees directly and through subordinates.
10. Performs related work as assigned.

JOB SPECIFICATIONS

1. *Experience and Training*
Should have considerable experience in area of HRM administration. Six years minimum.
2. *Education*
Graduation from a four-year college or university, with major work in human resources, business administration, or industrial psychology. Master's degree in one of these areas is preferable.

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3. *Knowledge, Skills, and Abilities*

Considerable knowledge of principles and practices of HRM, including staffing, compensation, training, and performance evaluation.

4. *Responsibility*

Supervises the human resource activities of six office managers, one clerk, and one assistant.

Choosing Among Finalists for the Job of Human Resources Director

Assume that NII, after weighing its options, decided to use the following selection methods to assess applicants for the HR director job: résumé, cognitive ability test, job knowledge test, structured interview, and questions (f) and (g) from the list of generic interview questions.

NII advertised for the position extensively, and out of a pool of 23 initial applicants, it was able to come up with a list of three finalists. Shown in the accompanying exhibit are the results from the assessment of the three finalists using these selection methods. In addition, information from an earlier résumé screen is included for possible consideration. For each finalist, you are to decide whether you would be willing to hire the person and why.

Exhibit

Results of Assessment of Finalists for Human Resources Director Position

	Finalist 1 — Lola Vega	Finalist 2 — Sam Fein	Finalist 3 — Shawanda Jackson
Résumé	GPA 3.9/Cornell University B.S. Human Resource Mgmt. 5 years' experience in HRM • 4 years in recruiting	GPA 2.8/SUNY Binghamton B.B.A. Finance 20 years' experience in HRM • Numerous HR assignments • Certified HR professional	GPA 3.2/Auburn University B.B.A. Business and English 8 years' experience in HRM • 3 years HR generalist • 4 years compensation analyst
	No supervisory experience	15 years' supervisory experience	5 years' supervisory experience

Unit VI

result, procedures must be implemented to ensure that manual and computer files with sensitive data are kept private and confidential.

Two areas of legal concern for internal selection decisions are the UGESP and the glass ceiling. In terms of the UGESP, particular care must be taken to ensure that internal selection methods are valid if adverse impact is occurring. To minimize glass ceiling effects, organizations should make greater use of selection plans and more objective internal assessment methods, as well as help impart the KSAOs necessary for advancement.

DISCUSSION QUESTIONS

1. Explain how internal selection decisions differ from external selection decisions.
2. What are the differences among peer ratings, peer nominations, and peer rankings?
3. Explain the theory behind assessment centers.
4. Describe the three different types of interview simulations.
5. Evaluate the effectiveness of seniority, assessment centers, and job knowledge as substantive internal selection procedures.
6. What steps should be taken by an organization that is committed to shattering the glass ceiling?

ETHICAL ISSUES

1. Given that seniority is not a particularly valid predictor of job performance, do you think it's unethical for a company to use it as a basis for promotion? Why or why not?
2. Vincent and Peter are sales associates and are up for promotion to sales manager. In the last five years, on a 1 = poor to 5 = excellent scale, Vincent's average performance rating was 4.7 and Peter's was 4.2. In an assessment center that was meant to simulate the job of sales manager, on a 1 = very poor to 10 = outstanding scale, Vincent's average score was 8.2 and Peter's was 9.2. Other things being equal, who should be promoted? Why?

APPLICATIONS

Changing a Promotion System

Bioglass, Inc. specializes in sales of a wide array of glass products. One area of the company, the commercial sales division (CSD), specializes in selling high-tech

mirrors and microscope and photographic lenses. Sales associates in CSD are responsible for selling the glass products to corporate clients. In CSD there are four levels of sales associates, ranging in pay from \$28,000 to \$76,000 per year. There are also four levels of managerial positions in CSD; those positions range in pay from \$76,000 to \$110,000 per year (that's what the division president makes).

Tom Caldwell has been a very effective sales associate. He has consistently demonstrated good sales techniques in his 17 years with Bioglass and has a large and loyal client base. Over the years, Tom has risen from the lowest level of sales associate to the highest. He has proved himself successful at each stage. An entry-level management position in CSD opened up last year, and Tom was a natural candidate. Although several other candidates were given consideration, Tom was the clear choice for the position.

However, once in the position, Tom had a great deal of difficulty being a manager. He was not accustomed to delegating and rarely provided feedback or guidance to the people he supervised. Although he set goals for himself, he never set performance goals for his workers. Morale in Tom's group was low, and group performance suffered. The company felt that demoting Tom back to sales would be disastrous for him and present the wrong image to other employees; firing such a loyal employee was considered unacceptable. Therefore, Bioglass decided to keep Tom where he was but never promote him again. It was also considering enrolling Tom in some expensive managerial development programs to enhance his management skills.

Meanwhile, Tom's replacement, although successful at the lower three levels of sales associate positions, was having a great deal of difficulty with the large corporate contracts that the highest-level sales associates must service. Two of Tom's biggest clients had recently left Bioglass for a competitor. CSD was confused about how such a disastrous situation had developed when they seemed to make all the right decisions.

Based on this application and your reading of this chapter, answer the following questions:

1. What is the likely cause of CSD's problems?
2. How might CSD, and Bioglass more generally, make better promotion decisions in the future? Be specific.
3. In general, what role should performance appraisals play in internal selection decisions? Are there some cases in which they are more relevant than others? Explain.

towns on the Cape (Falmouth and Buzzards Bay). Randy contracted with a local builder and the construction/renovation of the four shops is well under way. The task that is occupying Randy's attention now is how to staff the shops.

Two weeks ago, he placed advertisements in three area newspapers. So far, he has received 100 applications. Randy has done some informal HR planning and figures he needs to hire 50 employees to staff the four shops. Being a novice at this, Randy is unsure how to select the 50 people he needs to hire. Randy consulted his friend Mary, who owns the lunch counter at the airport. Mary told Randy that she used interviews to get "the most knowledgeable people possible" and recommended it to Randy because her people had "generally worked out well." While Randy greatly respected Mary's advice, on reflection several questions came to mind. Does Mary's use of the interview mean that it meets Randy's requirements? How could Randy determine whether his chosen method of selecting employees was effective or ineffective?

Confused, Randy also sought the advice of Professor Ray Higgins, from whom Randy took an HR management course while getting his business degree. After learning of the situation and offering his consulting services, Professor Higgins suggested that Randy choose one of two selection methods (after paying Professor Higgins's consulting fees, he cannot afford to use both methods). The two methods Professor Higgins recommended are the interview (as Mary recommended) and a work sample test that entails scooping ice cream and serving it to a customer. Randy estimates that it would cost \$100 to interview an applicant and \$150 per applicant to administer the work sample. Professor Higgins told Randy that the validity of the interview is $r = .30$ while the validity of the work sample is $r = .50$. Professor Higgins also informed Randy that if the selection ratio is $r = .50$, the score on the selection measure of those applicants selected is $z = .80$ (.80 standard deviations above the mean). Randy plans to offer employees a wage of \$6 per hour. (Over the course of a year, this would amount to a \$12,000 salary.)

Based on the information presented above, Randy would really appreciate it if you could help him answer the following questions:

1. How much money would Randy save using each selection method?
2. If Randy can use only one method, which should he use?
3. If the number of applicants increases to 200 (more applications are coming in every day), how will your answers to questions 1 and 2 change?
4. What limitations are inherent in the estimates you have made?

Choosing Entrants Into a Management Training Program

Come As You Are, a convenience store chain headquartered in Fayetteville, Arkansas, has developed an assessment program to promote nonexempt employees into its management training program. The minimum entrance requirements for the

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program are five years of company experience, a college degree from an accredited university, and a minimum acceptable job performance rating (3 or higher on a 1-5 scale). Anyone interested in applying for the management program can enroll in the half-day assessment program, where the following assessments are made:

1. Cognitive ability test
2. Integrity test
3. Signed permission for background test
4. Brief (30-minute) interview by various members of the management team
5. Drug test

At the Hot Springs store, 11 employees have applied for openings in the management training program. The selection information on the candidates is provided in the exhibit on the next page. (The scoring key is provided at the bottom of the exhibit.) It is estimated that three slots in the program are available for qualified candidates from the Hot Springs location. Given this information and what you know about external and internal selection, as well as staffing decision making, answer the following questions:

1. How would you go about deciding whom to select for the openings? In other words, without providing your decisions for the individual candidates, describe how you would weigh the various selection information to reach a decision.
2. Using the decision-making process from the previous question, which three applicants would you select for the training program? Explain your decision.
3. Although the data provided in the exhibit reveal that all selection measures were given to all 11 candidates, would you advise Come As You Are to continue to administer all the predictors at one time during the half-day assessment program? Or, should the predictors be given in a sequence so that a multiple hurdles or combined approach could be used? Explain your recommendation.

Appendix

TANGLEWOOD STORES CASE

The cases you have considered up to this point have involved making aggregated decisions about a large number of applicants. After gathering relevant information, there is still the important task of determining how to combine this information to arrive at a set of candidates. This case combines several concepts from the chapters on selection and decision making.

Unit VII

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EXHIBIT

Predictor Scores for 11 Applicants to Management Training Program

Name	Company Experience	College Degree	Performance Rating	Cognitive Ability Test	Integrity Test	Background Test	Interview Rating	Drug Test
Radhu	4	Yes	4	9	6	OK	6	P
Merv	12	Yes	3	3	6	OK	8	P
Marianne	9	Yes	4	8	5	Arrest '95	4	P
Helmut	5	Yes	4	5	5	OK	4	P
Siobhan	14	Yes	5	7	8	OK	8	P
Galina	7	No	3	3	4	OK	6	P
Raul	6	Yes	4	7	8	OK	2	P
Frank	9	Yes	5	2	5	OK	7	P
Osvaldo	10	Yes	4	10	9	OK	3	P
Byron	18	Yes	3	3	7	OK	6	P
Aletha	11	Yes	4	7	6	OK	5	P
Scale	Years	Yes-No	1-5	1-10	1-10	OK-Other	1-10	P-F

Unit VII Application 2

Evaluating a Hiring and Variable Pay Plan

Effective Management Solutions (EMS) is a small, rapidly growing management consulting company. EMS has divided its practice into four areas: management systems, business process improvement, human resources, and quality improvement. Strategically, EMS has embarked on an aggressive revenue growth plan seeking a 25% revenue increase in each of the next five years for each of the four practice areas. A key component of its plan involves staffing growth, since most of EMS's current entry-level consultants (associates) are at peak client loads and cannot take on additional clients; the associates are also at peak hours load, working an average of 2,500 billable hours per year.

Staffing strategy and planning have resulted in the following information and projections. Each practice area currently has 25 associates, the entry-level position and title. Each year, on average, each practice area has five associates promoted to senior associate within the area (there are no promotions or transfers across areas due to differing KSAO requirements), and five associates leave EMS, mostly to go to other consulting firms. Replacement staffing thus averages 10 new associates in each practice area, for a total of 40 per year. To meet the revenue growth goals, each practice area will need to hire 15 new associates each year, or a total of 60. A total of 100 associate new hires will thus be needed each year (40 for replacement and 60 for growth).

Currently, EMS provides each job offer receiver a generous benefits package plus what it deems to be a competitive salary that is nonnegotiable. About 50% of such offers are accepted. Most of those who reject the offer are the highest-quality applicants; they take jobs in larger, more established consulting firms that provide somewhat below-market salaries but high-upside monetary potential through various short-term variable-pay programs, plus rapid promotions.

Faced with these realities and projections, EMS recognizes that its current job offer practices need to be revamped. Accordingly, it has asked Manuel Rodriguez, who functions as a one-person HR "department" for EMS, to develop a job offer proposal for the EMS partners to consider at their next meeting. The partners tell Rodriguez they want a plan that will increase the job offer acceptance rate, slow down the outflow of associates to other firms, and not create dissatisfaction among the currently employed associates.

In response, Rodriguez developed the proposed hiring and variable pay (HVP) program. It has as its cornerstone varying monetary risk/reward packages through a combination of base and short-term variable (bonus) pay plans. The specifics of the HVP program are as follows:

- The offer receiver must choose one of three plans to be under, prior to receiving a formal job offer. The plans are high-risk, standard, and low-risk.
- The high-risk plan provides a starting salary from 10% to 30% below the market average and participation in the annual bonus plan, with a bonus range from 0% to 60% of current salary.

- The standard plan provides a starting salary and participation in the annual bonus plan 20% of current salary.
 - The low-risk plan provides a starting salary and no participation in the annual bonus plan.
 - The average market rate will be determined by HR.
 - The individual bonus amount will be determined on three indicators: number of billable hours, client-satisfaction survey results, and client-satisfaction survey results.
 - The hiring manager will negotiate the standard and standard plans, based on likely personnel need to fill the position.
 - The hiring manager may also offer a "high" initial starting salary under all three plan years.
 - Switching plans is permitted only once.
 - Current associates may opt into one of the three plans.
- Evaluate the HVP program as proposed, and answer the following questions:
1. If you were an applicant, would the HVP or why not? If you were an offer receiver, choose, and why?
 2. Will the HVP program likely increase the turnover?
 3. Will the HVP program likely reduce turnover?
 4. How will current associates react to the HVP?
 5. What issues and problems will the HVP manager face?
 6. What changes would you make in the HVP program?

ENDNOTES

1. M. W. Bennett, D. J. Polden, and H. J. Rubin, *Employment Law* (New York: Aspen, 2004), pp. 3-3 to 3-4; A. G. Fein, *Prime Time* (Washington, DC: Bureau of National Affairs, 1996).
2. *Management Magazine*, "How to Create an Offer," Sept. 15, 2010 (www.shrm.org/templates/tools/howto/management_magazine).

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 be someone who performs staffing tasks full time, such as a recruiter, interviewer, counselor, employment representative, or employment manager. Or, the individual may be someone who performs 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 the examples of job descriptions for staffing jobs in Exhibits 13.2 and 13.3, obtain any information you can about the organization, and then 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. Based on the written and interview information, prepare a report of your investigation. The report should cover 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, employment agency. All applicants generated by the selection and decision-making process. terms and conditions in their job offer let any negotiation. All vacancies were ever After the first year of the contract, Dexter Williams, decided to pull together how well the staffing process for the assembly originally planned on doing any evaluation following data to help him with his evaluation

Exhibit
Staffing Data for Filling 1

Recruitment Source	Applicants	Re
Newspaper ads		
No. apps.	300	
Avg. no. days	30	
Employee referral		
No. apps.	60	
Avg. no. days	20	
Employment agency		
No. apps.	400	
Avg. no. days	40	

1. Determine the yield ratios (offer received time lapse or cycle times (days to offer) associated with each recruitment source)
2. What is the relative effectiveness of the cycle times, and retention rates?
3. What are some possible reasons for their relative effectiveness?
4. What would you recommend that Dexter improve his evaluation of the staffing process?

ssment of who are the high-value employees
ere are many alternatives to downsizing that
paid to employees who survive a downsizing,
a problem for the organization by starting to

n the organization, especially on an involun-
and regulations that the organization must be
ation strategy and tactics. If the organization
n employees' job performance, it should rec-
uire performance management systems to be
ng separation. Based on regulations and court
ns must be followed for a performance man-
withstanding legal challenges and scrutiny.

of voluntary turnover (desirability of leaving,
might their relative importance depend on the
b? Explain.

s of voluntary turnover are most likely to vary
examples.

asy to reduce turnover—just pay people more
onse be?

seek to retain employees with performance or
just fire them?

ms with downsizing as an organization's first
costs.

doing exit interviews and has promised con-
1. You are responsible for conducting the exit
ias asked you to give her the name of each
the information in conjunction with the per-
tion do corporate HR employees have to keep
ch circumstances?

nerous negative organizational consequences,
e supervisor who delivers the termination infor-
from the departing employee, and the poten-

tial for a lawsuit. In response, many supervisors give problem employees
unpleasant work tasks, reduce their working hours, or otherwise negatively
modify their jobs in hopes that problem employees will simply quit. What are
the ethical issues raised by this strategy?

APPLICATIONS

Managerial Turnover: A Problem?

HealthCareLauderCare (HCLC) is a company that specializes in picking up,
cleaning, and delivering all the laundry for health care providers, especially hos-
pitals, nursing homes, and assisted-care facilities. Basically, these health care pro-
viders have outsourced their laundry operations to HCLC. In this very competitive
business, a typical contract between HCLC and a health care provider is only two
years, and HCLC experiences a contract nonrenewal rate of 10%. Most nonrenew-
als occur because of dissatisfaction with service costs and especially quality (e.g.,
surgical garb that is not completely sterilized).

HCLC has 20 laundry facilities throughout the country, mostly in large metro-
politan areas. Each laundry facility is headed by a site manager, and there are unit
supervisors for the intake, washing, drying, inspection and repair, and delivery
areas. An average of 100 nonexempt employees are employed at each site.

The operation of the facilities is technologically sophisticated and very
health- and safety-sensitive. In the intake area, for example, employees wear pro-
tective clothing, gloves, and eyewear because of all the blood, tissue, and germs on
laundry that comes in. The washing area is composed of huge washers in 35-foot
stainless steel tunnels with screws that move the laundry through various wash
cycles. Workers in this area are exposed to high temperatures and must be profi-
cient in the operation of the computer control systems. Laundry is lifted out of the
tunnels by robots and moved to the drying room area, where it is dried, ironed, and
folded by machines tended by employees. In the inspection and repair area, quality
inspection and assurance occurs. Laundry is inspected for germs and pinholes (in
the case of surgical garb—pinholes could allow blood and fluids to come into con-
tact with the surgeon), and employees complete repairs on torn clothing and sheets.
In the delivery area, the laundry is hermetically sealed in packages and placed in
delivery vans for transport.

HCLC's vice president of operations, Tyrone Williams, manages the sites—and
site and unit managers—with an iron fist. Mr. Williams monitors each site with
a weekly report of a set of cost, quality, and safety indicators for each of the five
areas. When he spots what he thinks are problems or undesirable trends, he has a
conference call with both the site manager and the area supervisor. In the decidedly
one-way conversation, marching orders are delivered and are expected to be ful-
filled. If a turnaround in the "numbers" doesn't show up in the next weekly report,

Unit VIII
Application 2

Mr. Williams gives the manager and the supervisor one more week to improve. If sufficient improvement is not forthcoming, various punitive actions are taken, including base pay cuts, demotions, reassignments, and terminations. Mr. Williams feels such quick and harsh justice is necessary to keep HCLC competitive and to continually drive home to all employees the importance of working "by the numbers." Fed up with this management system, many managers have opted to say "Bye-bye, numbers!" by leaving HCLC.

Recently, the issue of site and unit manager retention came up on the radar screen of HCLC's president, Roman Dublinski. Mr. Dublinski glanced at a payroll report showing that 30 of the 120 site and unit managers had left HCLC in the past year, though no reasons for leaving were given. In addition, Mr. Dublinski had received copies of a few angry resignation letters written to Mr. Williams. Having never confronted or thought about possible employee retention problems or how to deal with them, Mr. Dublinski calls you (the corporate manager of staffing) to prepare a brief written analysis that will then be used as the basis for a meeting between the two of you and the vice president of HR, Debra Angle (Ms. Angle recommended this). Address the following questions in your report:

1. Is the loss of 30 managers out of 120 in one year cause for concern?
2. What additional data should be gathered to learn more about managerial turnover?
3. What are the costs of this turnover? Might there be any benefits?
4. Are there any lurking legal problems?
5. If retention is a serious problem for HCLC, what are the main ways we might address it?

Retention: Deciding to Act

Wally's Wonder Wash (WWW) is a full-service, high-tech, high-touch car wash company owned solely by Wally Wheelspoke. Located in a midwestern city of 200,000 people (with another 100,000 in suburbs and more rural towns throughout the county), WWW currently has four facilities within the city. Wally plans to add four more facilities within the city in the next two years, and later on he plans to begin placing facilities in suburban locations and rural towns. Major competitors include two other full-service car washes (different owners), plus three touchless automatic facilities (same owner) in the city.

Wally's critical strategy is to provide the very best to customers who want and relish extremely clean and "spiffy" vehicles and to have customers feel a positive experience each time they come to WWW. To do this, WWW seeks to provide high-quality car washes and car detailing and to generate considerable repeat business through competitive prices combined with attention to customers. To make

8:00 p.m. Peak periods, volumewise, are to 5:00 on weekends. In addition, Wally Though untrained in HR, Wally knows high-quality workforce if his current business plans, are to succeed.

WWW has a strong preference for full to 4:00 or 11:00 to 8:00. Part-timers are peak demand times and during the summer are two major jobs at WWW: attendant (detailer). Practicing promotion from within the attendant ranks. There are currently 7 specialists at WWW. In addition, each facility manager's job by promotion from within vice specialist ranks), but he is unsure if he expands.

The job of attendant is a demanding one to rear (and trunk if requested by the customer), dry vehicles with hand towels, appraise the vehicle's interior, and wax. attendants wash and fold towels, lift headwaxes, and perform light maintenance and very important, attendants consistent customers if they have special requests a unique feature of customer service at WWW is satisfactorily cleaned (attendants also customer). The attendants work as a team, to perform all of the above tasks.

Attendants start at a base pay of \$8.00 months and one year. They receive a briefing work. Custom service specialists start months and one year. Neither attendants nor performance reviews. Managers receive a salary raise based on a very casual performance he gets around to it). All attendants share service specialists receive individual tips. (1) major medical health insurance with a (2) paid holidays for Christmas, Easter, July day, and (3) a generous paid sick pay plan of high illness rates due to extreme working In terms of turnover, Wally has spotty an