

(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 perform staffing tasks full time, such as a recruiter, interviewer, counselor, employment representative, or employment manager. Or, the individual may perform 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 job descriptions for HR managers and specialists on O*Net, obtain any information you can about the organization, and 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. Use the written and interview information to prepare a report of your investigation that covers 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, employee referrals, and a local employment agency. All applicants generated by these methods were subjected to a common selection and decision-making process. All offer receivers were given the same terms and conditions in their job offer letters and were told there was no room for any negotiation. All vacancies were eventually filled.

After the first year of the contract, the manager of nonexempt employment, Dexter Williams, decided to pull together some data to determine how well the staffing process for the assembler jobs had worked. Since he had not originally