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Collana	Always learning
Disciplina	658.3
Soggetti	Personnel management Employee selection
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Nota di contenuto	Cover -- Title -- Copyright -- Contents -- Preface -- About the Authors -- Chapter 1 Strategic Staffing -- The Staffing Context -- Defining Strategic Staffing -- How Strategic Staffing Differs from Traditional Staffing -- The Components of Strategic Staffing -- Workforce Planning -- Sourcing and Recruiting Talent -- Selecting Talent -- Acquiring Talent -- Deploying Talent -- Retaining Talent -- Matchmaking Process -- The Goals of Strategic Staffing -- Identifying Staffing Goals -- Evaluating the Staffing System -- Integrating the Functional Areas of Human Resource Management -- Training -- Compensation -- Performance Management -- Career Development and Succession Management -- The Organization of This Book -- Summary -- Takeaway Points -- Discussion Questions -- Exercises -- Semester-Long Active Learning Project -- Case Study Assignment: Chern's -- Endnotes -- Chapter 2 Business and Staffing Strategies -- A Resource-Based View of the Firm -- What Is the Resource-Based View of the Firm? -- Requirements of a Competitive Advantage -- The Firm's Business Strategy -- Types of Business Strategies -- Making Changes to the Firm's Business Strategy-and Staffing -- How the Organizational Life Cycle Affects Staffing -- The Firm's Talent Philosophy -- Filling Vacancies or Hiring for Long-Term Careers -- The Firm's Commitment to Diversity -- Applicants and Employees as Either Assets or Investors -- The Firm's Commitment to Ethical Behavior -- Deriving the Firm's Staffing Strategy -- The Firm's Strategic Staffing Decisions -- Should We Establish a Core or Flexible Workforce? -- Should Our Talent Focus

Be Internal or External? -- Should We Hire People with the Skills We Need or Train Them to Develop Those Skills? -- Should Talent Be Replaced or Retained? -- Which Skills and What Level of Them Should We Seek? -- Should We Pursue Proactive or Reactive Staffing? -- Which Jobs Should We Focus On? -- Is Staffing an Investment or a Cost? -- Should Our Staffing Function Be Centralized or Decentralized? -- Achieving a Competitive Talent Advantage -- Summary -- Takeaway Points -- Discussion Questions -- Exercises -- Semester-Long Active Learning Project -- Case Study Assignment: Strategic Staffing at Chern's -- Endnotes -- Chapter 3 The Legal Context -- The Types of Employment Relationships -- Types of Employees -- Independent Contractors -- Outsourcing -- Laws and Regulations -- The Laws Relevant to Staffing -- Bona Fide Occupational Qualification (BFOQ) -- Global Issues -- Equal Employment Opportunity, Affirmative Action, and Quotas -- Equal Employment Opportunity -- Affirmative Action -- Quotas -- Enforcement Agencies -- The Equal Employment Opportunity Commission (EEOC) -- The Office of Federal Contract Compliance Programs (OFCCP) -- The Bases for Employment Lawsuits -- Disparate Treatment -- Adverse (or Disparate) Impact -- Defending Failure-to-Hire Lawsuits -- Fraudulent Recruitment -- Negligent Hiring -- Trade Secret Litigation -- Sexual Harassment -- EEOC Best Practices -- Barriers to Legally Defensible Staffing -- General Barriers -- Specific Barriers -- Summary -- Takeaway Points -- Discussion Questions -- Exercises -- Semester-Long Active Learning Project -- Case Study Assignment: Strategic Staffing at Chern -- Endnotes -- Chapter 4 Strategic Job Analysis and Competency Modeling -- Job Analysis and the Strategy Behind It -- Types of Job Analyses -- The Legal and Practical Reasons for Doing a Job Analysis -- Job Descriptions and Person Specifications -- Common Job Analysis Methods -- The Critical Incidents Technique -- The Job Elements Method -- Interview Methods -- The Task Inventory Approach -- The Structured Questionnaire Method -- Planning a Job Analysis -- Time and Resources -- Identifying Job Experts. Identifying Appropriate Job Analysis Techniques -- Conducting a Job Analysis -- Get the Support of Top Management -- Communicate the Purpose of the Job Analysis to All Participants -- Collect Background Information -- Generate the Task Statements -- Generate the KSAOs -- Form the Job Duty Groupings -- Link the KSAOs Back to the Job Duties -- Collect Critical Incidents -- Weight the Job Duties -- Construct a Job Requirements Matrix -- Write the Job Description and Person Specification -- Other Methods: Competency Modeling and Job Rewards Analysis -- Competency Modeling -- Job Rewards Analysis -- Summary -- Takeaway Points -- Discussion Questions -- Exercises -- Semester-Long Active Learning Project -- Case Study Assignment: Strategic Staffing at Chern's -- Endnotes -- Chapter 5 Forecasting and Planning -- The Workforce Planning Process -- Forecasting A Firm's Labor Demand -- Seasonal Forecasts -- Interest Rate Forecasts -- Currency Exchange Rate Forecasts -- Competition-Based Forecasts -- Industry and Economic Forecasts -- Legal Factors -- Other Factors -- Internal Forecasting Tools -- Forecasting a Firm's Labor Supply -- Forecasting the Internal Labor Market -- Forecasting the External Labor Market -- Resolving the Gaps Between the Firm's Labor Supply and Labor Demand -- Dealing with a Temporary Talent Shortage -- Dealing with a Persistent Talent Shortage -- Dealing with a Temporary Employee Surplus -- Dealing with a Persistent Employee Surplus -- Staffing Planning -- How Many People Should Be Recruited? -- What Resources Are Needed? -- How Much Time Will It Take to Hire the Employees? -- Summary -- Takeaway Points -- Discussion Questions -- Exercises --

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Strategic Capabilities.

Gathering Information with Which to Make Downsizing Decisions.

Sommario/riassunto

Where the strategy of staffing and business align. Strategic Staffing prepares all current and future managers to take a strategic and modern approach to the identification, attraction, selection, deployment, and retention of talent. Grounded in research but full of real-world examples, this text describes how organisations can develop a staffing strategy that reinforces business strategy, leverages staffing technology, and evaluates and improves staffing systems. This edition includes new and relevant topics on staffing that students will be able to immediately apply in their future career.
