Strategic Staffing, 3e, Global Edition (**Phillips/Gully**)
Chapter 1   Strategic Staffing

1) Although a company can better match employees with jobs they like, staffing does not influence organizational performance.
Answer: FALSE
Diff: 1
Skill: Concept
Objective: 1

2) Although staffing practices can influence turnover rates, they cannot influence a firm's stock market performance.
Answer: FALSE
Diff: 2
Skill: Concept
Objective: 1

3) The final hiring decision is usually made by the hiring manager.
Answer: TRUE
Diff: 2
Skill: Concept
Objective: 1

4) Talent management requires the development of improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs.
Answer: TRUE
Diff: 1
Skill: Concept
Objective: 1

5) Strategic staffing consists of filling a job as quickly and cheaply as possible.
Answer: FALSE
Diff: 1   Page Ref: 4
Skill: Concept
Objective: 2

6) Strategic staffing systems are not necessarily aligned with the firm's business strategy.
Answer: FALSE
Diff: 1
Skill: Concept
Objective: 2

7) Forecasting the skills an organization will need in the future is an example of employer branding.
Answer: FALSE
Diff: 1
Skill: Concept
Objective: 3

8) Sourcing is locating qualified individuals, appropriate sources and labor markets from which to recruit.
Answer: TRUE
Diff: 1
Skill: Concept
Objective: 3

9) Recruiting large numbers of applicants is always the best way to ensure quality hires.
Answer: FALSE
Diff: 2
Skill: Concept
Objective: 3

10) Socialization is the process of assimilating or integrating newly hired or recently promoted employees with their job, workgroup, and organization.
Answer: TRUE
Diff: 1
Skill: Concept
Objective: 3

11) Deployment involves assigning talent to appropriate jobs and roles in the organization.
Answer: TRUE
Diff: 1
Skill: Concept
Objective: 3

12) The increased financial return on staffing investment is an example of a process goal.
Answer: FALSE
Diff: 2
Skill: Concept
Objective: 3

13) Attracting sufficient numbers of appropriately qualified applicants is an example of a staffing outcome goal.
Answer: FALSE
Diff: 2
Skill: Concept
Objective: 3

14) Reducing the turnover rate of high performers is an example of a staffing process goal.
Answer: FALSE
Diff: 2
Skill: Concept
Objective: 3

15) Firms should select only those candidates who already possess the skills that are necessary to be quickly and cheaply trained by the firm.
Answer: FALSE
Diff: 2
Skill: Concept
Objective: 5

16) An organization's competitive advantage is _____.
A) not something that can be influenced by staffing
B) the number of employees it hires in a year
C) the annual employee turnover rate
D) what it can do differently from its competitors
Answer: D
Diff: 1
Skill: Concept
Objective: 1

17) Staffing can be considered a cornerstone of human resource management because it _____.
A) takes the largest part of the human resource budget
B) determines the workforce representing the company
C) takes the most time of any human resource management function
D) is the only function performed by human resources
Answer: B
Diff: 1
Skill: Concept
Objective: 1

18) Staffing influences organizational performance because _____.
A) it is an expensive part of human resources
B) it is how people learn about the organization
C) its outcomes determine who will work for and represent the firm
D) it has no direct relation to profitability and profit growth
Answer: C
Diff: 1
Skill: Concept
Objective: 1

19) Strategic staffing means _____.
A) filling a job as quickly and cheaply as possible in order to add manpower to an organization
B) staffing an organization in future-oriented and goal-directed ways that support the organization's business strategy and enhance organizational effectiveness
C) investing large amounts of money on staffing activities
D) recruiting from as many places as possible to generate the largest possible number of applicants
Answer: B
Diff: 1
Skill: Concept
Objective: 1

20) Staffing professionals promote the goals of society by _____.
A) helping to match people with jobs and organizations
B) planning for labor market changes
C) terminating underperforming employees
D) minimizing the costs associated with recruitment
Answer: A
Diff: 1
Skill: Concept
Objective: 1

21) Which of the following people determine whether an applicant will be extended a job offer?
A) HR manager
B) staffing personnel
C) hiring manager
D) department supervisor
Answer: C
Diff: 1
Skill: Concept
Objective: 2

22) Strategically evaluating the company's current lines of business, new businesses it will be getting into, businesses it will be leaving, and the gaps between the current skills in the organization and the skills it will need to execute its business strategy is _____.
A) workforce planning
B) sourcing
C) recruiting
D) succession planning
Answer: A
Diff: 1
Skill: Concept
Objective: 3

23) All organizational practices and decisions that affect either the number or types of individuals willing to apply for and accept job offers is _____.
A) negotiating
B) recruiting
C) performance management
D) human resource management
Answer: B
Diff: 1
Skill: Concept
Objective: 3

24) If a staffing specialist evaluates the organization's current employees and the external labor market to determine the availability of desired talent, which of the following is being done?
A) planning
B) acquiring
C) sourcing
D) performance management
Answer: A
Diff: 3
Skill: Application
Objective: 3
AACSB: Analytic skills

25) Locating qualified individuals and labor markets from which to recruit is _____.
A) recruiting
B) staffing
C) deployment
D) sourcing
Answer: D
Diff: 1
Skill: Concept
Objective: 3

26) The primary goal of _____ is to get the right people interested in working for an organization or in a specific job, then persuade them to apply and ultimately accept the job offer if they are extended.
A) sourcing
B) recruiting
C) employer branding
D) selecting
Answer: B
Diff: 1
Skill: Concept
Objective: 3

27) When a firm determines that it will need to hire 50 customer service representatives within the next three months, it has engaged in _____.
A) attracting
B) placement
C) workforce planning
D) competency modeling
Answer: C
Diff: 2
Skill: Application
Objective: 3
AACSB: Analytic skills

28) Which of the following is the first of the seven components of strategic staffing?
A) planning
B) selecting
C) workforce planning
D) retaining
Answer: C
Diff: 1
Skill: Concept
Objective: 3

29) Creating a favorable image in desired applicants' minds about the organization being a good place for them to work is _____.
A) creating a talent profile
B) deployment
C) employer branding
D) socialization
Answer: C
Diff: 1
Skill: Concept
Objective: 3

30) Interviewing job candidates to assess their fit with the job and organization is part of _____.
A) attracting
B) selecting
C) deploying
D) employee profiling
Answer: B
Diff: 1
Skill: Concept
Objective: 3

31) Deployment involves _____.
A) assigning talent to appropriate jobs and roles in the organization
B) negotiating an employment contract
C) getting new hires up to speed and productive on their job
D) getting a job requisition approved
Answer: A
Diff: 1
Skill: Concept
Objective: 3

32) If a company's employees have talents that would be useful to the organization and the company is not taking advantage of these talents, it is not being efficient in the activity of _____.
A) acquiring
B) deploying
C) sourcing
D) recruiting
Answer: B
Diff: 2
Skill: Application
Objective: 3
AACSB: Analytic skills

33) Assigning a high-performing sales associate to work with the company's most important client is an example of _____.
A) deployment
B) selection
C) strategic staffing
D) matchmaking
Answer: A
Diff: 2
Skill: Application
Objective: 3
AACSB: Analytic skills

34) Putting together an attractive job offer and negotiating with the candidate the company wants to hire is part of _____.
A) onboarding
B) attracting
C) recruiting
D) acquiring
Answer: D
Diff: 1
Skill: Concept
Objective: 3

35) Which of the following is a hiring process goal?
A) meeting stakeholder needs
B) enhancing organizational flexibility
C) improving business strategy execution
D) attracting diverse applicants
Answer: D
Diff: 1
Skill: Concept
Objective: 4

36) Under which of the following circumstances does a company prefer to "churn" rather than keep existing employees?
A) when technology is developing very rapidly
B) when the existing employees are overqualified
C) when the training period provided is short
D) when competition in the market has increased
Answer: A
Diff: 1
Skill: Concept
Objective: 4

37) RST is a small software firm that operates using the very latest technology. As a result, the employee skill sets required change rapidly. The skill sets of employees who have been with the company for several years are found to be inferior to those of new hires, and the company has realized that fresh graduates are often better qualified to handle the projects. The firm's resources are limited and it needs to spend as little as possible on the staffing function, reserving most of its capital for project-specific investments. Which of the following staffing goals would be most suited to the company's needs?
A) Recruiting semi-skilled workers from nontraditional sources and training them.
B) Reducing the employee turnover rate.
C) Hiring employees every two years on a contract basis.
D) Hiring employees whose skills can be developed over the long term.
Answer: C
Diff: 3
Skill: Critical thinking
Objective: 4
AACSB: Reflective thinking skills

38) A service-based organization has adopted an expansionist strategy. It has taken on a number of big contracts from clients and is on a tight schedule to supply services by the deadlines promised. Which of the following statements, if true, will result in the staffing goals being best aligned to the organizational strategy?
A) Time taken to fill a position should be tracked for each recruiting source and the fastest possible source should be utilized.
B) Staffing should be done keeping in mind the costly training necessary for the job and only the best qualified applicants should be hand-picked.
C) Aggressive staffing should be done indiscriminately as a long training period guarantees that the applicants know how to do the job.
D) Compensation offered should be kept higher than the average market rate so that the maximum number of applicants is attracted.
Answer: A
Diff: 3
Skill: Critical thinking
Objective: 5
AACSB: Reflective thinking skills

39) Which of the following does an employer have to do if hiring from the traditional labor pool?
A) automate the job
B) increase training
C) reduce required qualifications
D) provide competitive pay
Answer: D
Diff: 2
Skill: Concept
Objective: 5

40) Leo Ink is a company that produces stationery items. In order to remedy the current low-profit situation, the company plans to hire personnel and form a brand new marketing team. The labor market proves to have a shortage of qualified marketing personnel. In this situation, which of the following strategies could Leo Ink follow to make profits?
A) increase offered salary to hire marketing personnel
B) increase its scale of production instead of hiring people
C) branch into production of other items
D) continue in the present state
Answer: A
Diff: 3
Skill: Application
Objective: 5
AACSB: Analytic skills

41) Greg's Bakery chain is planning to diversify into producing and selling candy. It has opened a new factory to support this plan, and the factory is ready to be staffed. The top management at Greg's has decided to offer the best salaries in the industry to its latest employee additions. In this situation, which of the following staffing goals should Greg's follow?
A) hiring a large number of employees
B) hiring the best qualified employees
C) hiring high-salaried employees
D) providing an extensive training period
Answer: B
Diff: 2
Skill: Application
Objective: 5
AACSB: Analytic skills

42) Samuel joined an accounting firm as a clerk. Each Monday, he is assigned a new project which is due by Friday. It has been over 5 months since he joined the firm but Samuel is yet to receive any feedback about his work performance from his supervisor. This is an example of poor _____.
A) career development
B) succession management
C) performance management
D) work training
Answer: C
Diff: 2
Skill: Concept
Objective: 5

43) Succession management ensures that _____.
A) a company attracts sufficient numbers of appropriately qualified applicants
B) new employees will be motivated by the firm's compensation package
C) high-potential new hires do not leave because they are overqualified and under challenged
D) an organization has people ready to assume leadership positions when they become available
Answer: D
Diff: 1
Skill: Application
Objective: 5
AACSB: Analytic skills

44) How does strategic staffing differ from traditional staffing?
Answer: Strategic staffing is the process of staffing an organization in future-oriented and goal-directed ways that support the organization's business strategy and enhance organizational effectiveness. The focus of strategic staffing is the integration of staffing practices with business strategy and with the other areas of human resource management to enhance organizational performance. Traditional staffing tends to focus on quickly and conveniently filling an opening rather than on aligning the staffing effort with the long-term strategic needs of the organization. By contrast, strategic staffing entails both short- and long-term planning. The process involves acquiring, deploying, and retaining the right number of employees with the appropriate talents to effectively execute this strategy. When done strategically, staffing can enable a company to acquire a sustainable competitive advantage that allows it to successfully fulfill its mission and reach its goals.
Diff: 2
Skill: Concept
Objective: 2

45) How does staffing influence an organization's training activities, and how is staffing influenced by an organization's training activities?
Answer: Training is often expensive, so one of the first considerations in developing a staffing strategy is to decide whether new hires should have certain competencies at the time they are hired or whether the firm will train new hires in those competencies. If the staffing function fails to hire candidates with appropriate qualifications, training may be an organization's only option to secure these qualifications in its workforce. Strategic staffing ensures that new hires are ready and able to benefit from the organization's training and development programs.

Competencies that can be quickly and cheaply trained are often not as useful for screening job candidates as competencies, values, styles, and experiences that cannot be trained as easily. Even if the choice is to train, it is critical that the recruiting and hiring effort secures new hires who possess at least the minimum qualifications required for training success. If employees do not have the proper background and motivation, then training is likely to be futile. It is also important to identify how long employees tend to stay with the company. Training may not be the right choice if employees tend to leave the organization before the firm recovers the cost of their training through their job performance. In this case, strategic staffing efforts will focus on identifying and hiring employees who are likely to remain with the organization so that it may recoup its training investments.
Diff: 2
Skill: Concept
Objective: 5

46) Explain the seven components of strategic staffing. How will compensation affect each component?
Answer: There are seven staffing activities that, if done well strategically, create a staffing system that supports business strategy and organizational performance. The level of pay an organization is willing and able to invest in salaries can both determine and be determined by its ability to hire people with the necessary qualifications.

1. Workforce Planning: Strategically evaluating the company's current lines of business, new businesses it will be getting into, businesses it will be leaving, and the gaps between the current skills in the organization and the skills it will need to execute its business strategy. Organizations need to assess the availability of their sought-after competencies in the labor market and use recruitment and effective selection practices to ensure that new hires have the requisite skills, background, and motivation so the firm's compensation system works as it's intended.

2. Sourcing Talent: Locating qualified individuals and labor markets from which to recruit. If an organization is willing to pay premium wages, its staffing effort can focus on identifying and attracting the most qualified candidates. If an organization would like to pay lower wages, but is unable to hire the candidates it would like at its preferred salary levels, then it may be forced to raise its salaries to be competitive in the labor market or to make investments in training and development.

3. Recruiting Talent: Making decisions and engaging in practices that affect either the number or types of individuals willing to apply for and accept job offers. Often, paying top dollar to hire the highest quality candidates is not always the best strategy if the company doesn't really need top talent and average talent will do. In other words, sometimes the greater productivity of the most talented applicants is not enough to offset their higher salaries.

4. Selecting Talent: Assessing job candidates and deciding who to hire. When the labor supply is tight, the firm might need to increase its salaries just to be able to hire candidates with minimum skill levels and qualifications. If higher pay is not an option, recruiting from nontraditional sources might allow the organization to overcome its compensation challenges. If hiring from nontraditional labor pools is unsuccessful, automating the job, increasing the training the organization provides its employees, or reducing the required qualifications of new hires may be the only alternatives.

5. Acquiring Talent: Putting together job offers that appeal to chosen candidates, and persuading job offer recipients to accept those job offers. The employment contract, or written offer to the candidate, formalizes the outcomes of the negotiations. This specifies the job's compensation, such as salary, bonus, long-term accounting, and stock-based compensation.

6. Deploying Talent: Assigning people to appropriate jobs and roles in the organization to best utilize their talents. Ensuring that new hires have the potential to succeed is one of the primary goals of staffing. Performance incentives will be ineffective unless workers are given jobs suited to their skills. An

organization that wishes to motivate its employees to be more productive by using a pay-for-performance or merit pay system will not be able to fully leverage its programs if the skills of the workforce are lacking. Performance incentives are only effective if the individuals have the potential to perform well in the first place.

7. Retaining Talent: Keeping successful employees engaged and committed to the firm.
It can be frustrating to locate and hire the right talent only to watch these people leave after a short time. Turnover is expensive, especially when it is the best performers who are leaving. Retaining successful employees means that the organization spends less time and fewer resources filling job vacancies. Performance incentives are one tool that employers can use to retain talent.
Diff: 2
Skill: Synthesis, Concept
Objective: 3 & 5

47) What is the difference between process goals and outcome goals in staffing? Explain how the level of compensation offered affects process and outcome goals.
Answer: Creating hiring goals that are clearly linked to organizational strategies and objectives guides the strategic staffing process. Process goals relate to the hiring process itself, including how many of what quality applicants apply, attracting appropriate numbers of diverse applicants, and meeting hiring timeline goals, such as completing interviews within two weeks and making job offers within one week of the final interview.

Outcome goals apply to the product of the hiring effort and include the number and quality of people hired, the financial return on the staffing investment, and whether the staffing effort improved organizational effectiveness.

The level of pay an organization is willing and able to invest in salaries can both determine and be determined by its ability to hire people with the necessary qualifications. Compensation affects process goals, determining the kind of candidate the organization targets. If an organization is willing to pay premium wages, its staffing effort can focus on identifying and attracting the most qualified candidates. If an organization would like to pay lower wages, but is unable to hire the candidates it would like at its preferred salary levels, then it may have to recruit under-qualified candidates and make investments in training and development. If higher pay is not an option, recruiting from nontraditional sources might allow the organization to overcome its compensation challenges.

An organization that wishes to motivate its employees to be more productive by using a pay-for-performance or merit pay system will not be able to fully leverage its programs if the skills of the workforce are lacking. Performance incentives are only effective if the individuals have the potential to perform well in the first place. Ensuring that new hires have the potential to succeed is one of the primary goals of staffing.
Diff: 2
Skill: Synthesis, Concept
Objective: 4 & 5

48) How does staffing influence an organization's performance management activities, and how is staffing influenced by an organization's performance management activities?
Answer: Staffing influences the effectiveness of a performance management system by providing the raw talent that the system will manage. Even the best performance management system cannot replace important capabilities that employees must have to do their jobs well.

Additionally, performance management systems affect a staffing system's effectiveness. For example, even if highly talented employees are hired, they won't perform at their best if they get no or inaccurate performance feedback. If employees perceive performance feedback to be unfair, talented employees may not be motivated to contribute as much as they could. Without performance goals, employees will not know what aspects of their jobs to focus on and will not know what level of performance is expected of them.
Diff: 2   Page Ref: 15
Skill: Concept
Objective: 5

49) What staffing practices must a firm adopt to ensure that it has able leadership while also providing career development to its employees?
Answer: Staffing practices can influence and be influenced by an organization's career development activities and the career advancement opportunities that exist in the company. An organization unable to offer employees opportunities for challenging work and career advancement is likely to have a low job offer acceptance rate. In addition, high-potential new hires that do actually go to work for the organization are likely to quit sooner as a result of their being overqualified and under-challenged. This might prompt staffing personnel to recruit less qualified individuals who are less likely to quit but who may also be lower performers. Obviously, this is an even larger problem if the people being hired for current jobs are intended to be the employees upon whom the firm focuses its succession efforts. So, if the firm's current hiring efforts fail to produce employees with the potential for promotion, the organization's future leadership capabilities are likely to be compromised. Thus, organizations that rely on internal recruiting and promoting as part of their succession plans need to consider the long-term potential of candidates they hire from outside the firm as well as their ability to perform the jobs they're currently applying for.
Diff: 2
Skill: Concept
Objective: 5