How do staffing decisions impact organizational behavior?



Human Resource Policies and Practices

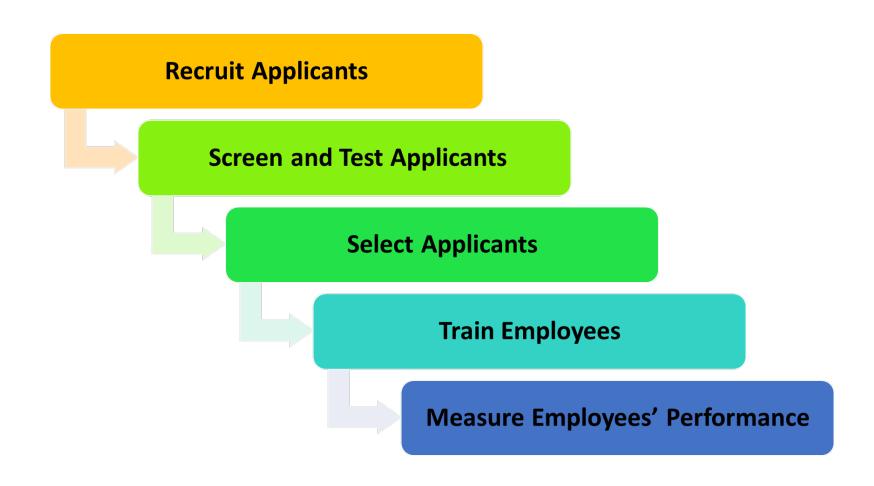
- Influence organizational behavior (OB) and other important outcomes
- Are enacted through managers' staffing decisions



Staffing decisions:

The decisions made about the recruitment, selection, management, and training of employees

Basic Stages of the Staffing Process



Impact of Staffing Decisions



- Define the organization's workforce
- Impact internal stakeholders and external stakeholders
- Influence employees' attitudes and behaviors

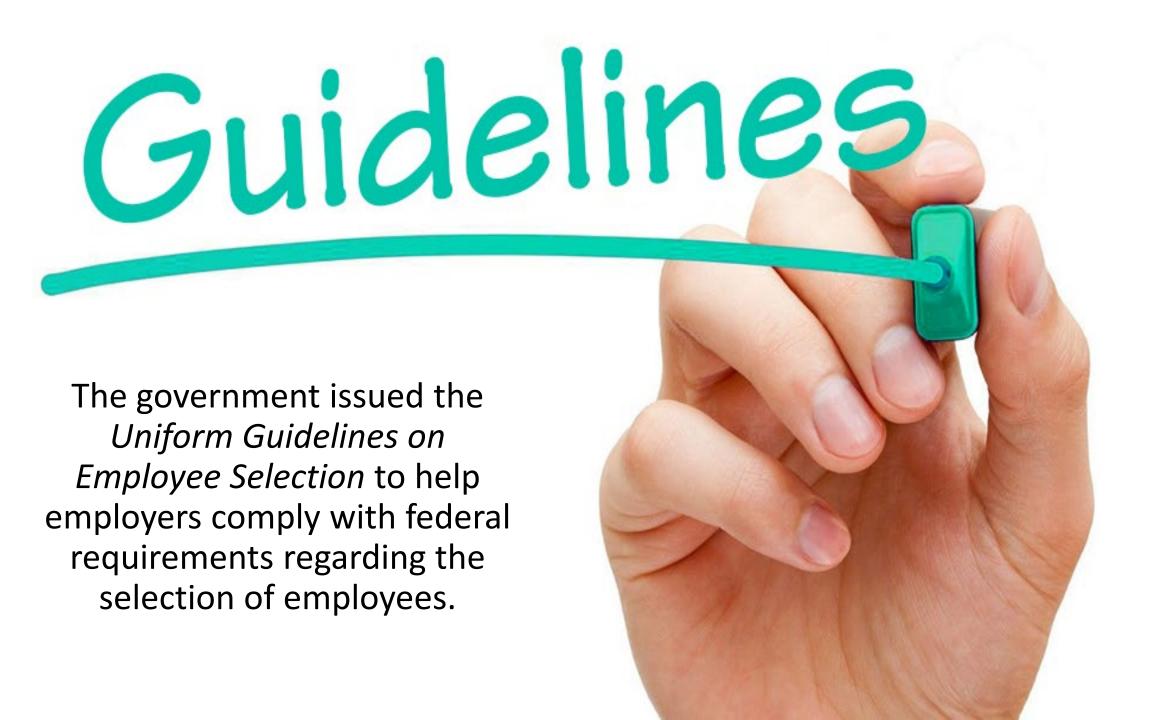
Employment Discrimination

- Often the result of unfair staffing decisions that violate the law
- Investigated by the Equal Employment Opportunity Commission (EEOC)









How does the recruitment process work?



Recruitment:

The process of attracting qualified and interested candidates to fill job openings

Effective Methods



- Align with the organization's goals
- Attract applicants who are knowledgeable about the job and the organization
- Enable applicants to evaluate person-job fit

Effective Recruiters

- Are informed about the job
- Communicate efficiently with recruits
- Treat recruits with consideration and respect
- Use internal and external recruitment methods



Internal Methods



- Attract current members
- Include intranets and internship programs
- Are less expensive
- Are more popular with current employees
- Reduce post-hire training needs

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- Atlanta, GA (Headquarters)
- Mew York City, NY
- Denver, CO
- Detroit, MI
- Toronto, ON

SALES & MARKETING -

- Current Projects
- Completed Projects
- + Add A Project
- **Aquisitions**
- Expenses
- Stock Line
- 🔀 Strategic Goals
- Modules
- Procedures
- Member Forms

BLOOM - Home











- Base/Withers Merger
- Haldermann Projections (Aug)
- Bloom Q3 Sales
- HEB Tech. Consolidation
- Merger Boom Projection
- Market Report (Orion Co. 08/18)
- Flexible Aquisitions Report
- Add A Project



Branch Directory



View Profile

Nicolas has been in the financial industry for over thirty-five years. He graduated with honors from Wayne State University in Detroit, Michigan. He has called Bloom home for the last three years. He is an outdoor enthusiast who enjoys camping, tennis, cooking and swimming.

Nicolas Furst





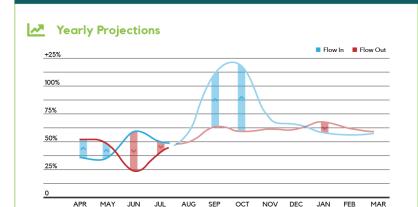












There are many steps a founder goes through during an acquisition, from finding the right acquirer to closing a deal. This blog is focused on one specific (but very important) aspect: due diligence.

Our Aquisitions - What You Need to Know

Posted by Janelle Harris - Atlanta Office

The requirements are similar for both an investment and an acquisition, but with some important differences. In fact, if an entrepreneur thinks they will have a painless acquisition because the due diligence materials they used as part of an investment process are still in good shape, they are most likely kidding themselves.

It can be overwhelming for an entrepreneur to keep their business running smoothly while also satisfying the seemingly endless requests that a buyer makes during the due diligence phase...

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External Methods

- Attract non-members
- Include job portals, websites, hiring software, social media, and job fairs
- Can increase diversity of applicant pool
- Are more expensive
- Increase post-hire training needs



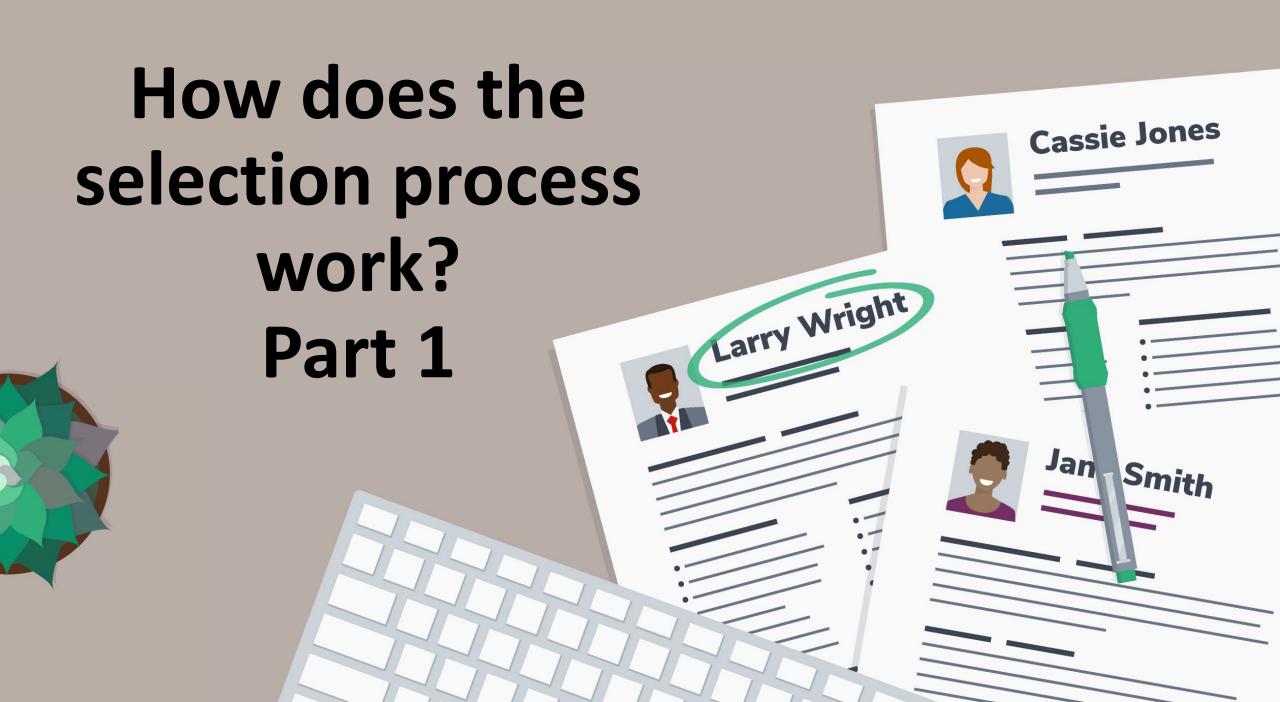
Impact on Applicant Attraction

Recruitment activities impact applicants' reactions to, attitudes about, and intentions toward the organization.

Realistic Job Previews

- Share information about the pleasant and unpleasant aspects of the job
- Allow candidates to make a more informed decision about whether the job is a good fit for them





Selection:

The process of hiring and promoting qualified candidates to fill job openings



Goals of Selection

- Hire applicants whose characteristics match the job requirements
- Increase human capital

Selection Process

Qualified applicants move on to substantive

selection methods used to determine the most qualified applicants.

Substantive

The least qualified applicants are rejected.

Contingent The most selection qualified methods used to applicants move make a final on to the check before contingent making job selection stage. offers.

Applicants who fail contingent selection tests are rejected.

Recruits apply for a job.

Initial selection methods used to screen for applicants who meet the basic requirements.

selection stage.

Applicants who don't meet the basic requirements are rejected.

Applicants who pass contingent selection tests receive job offers.

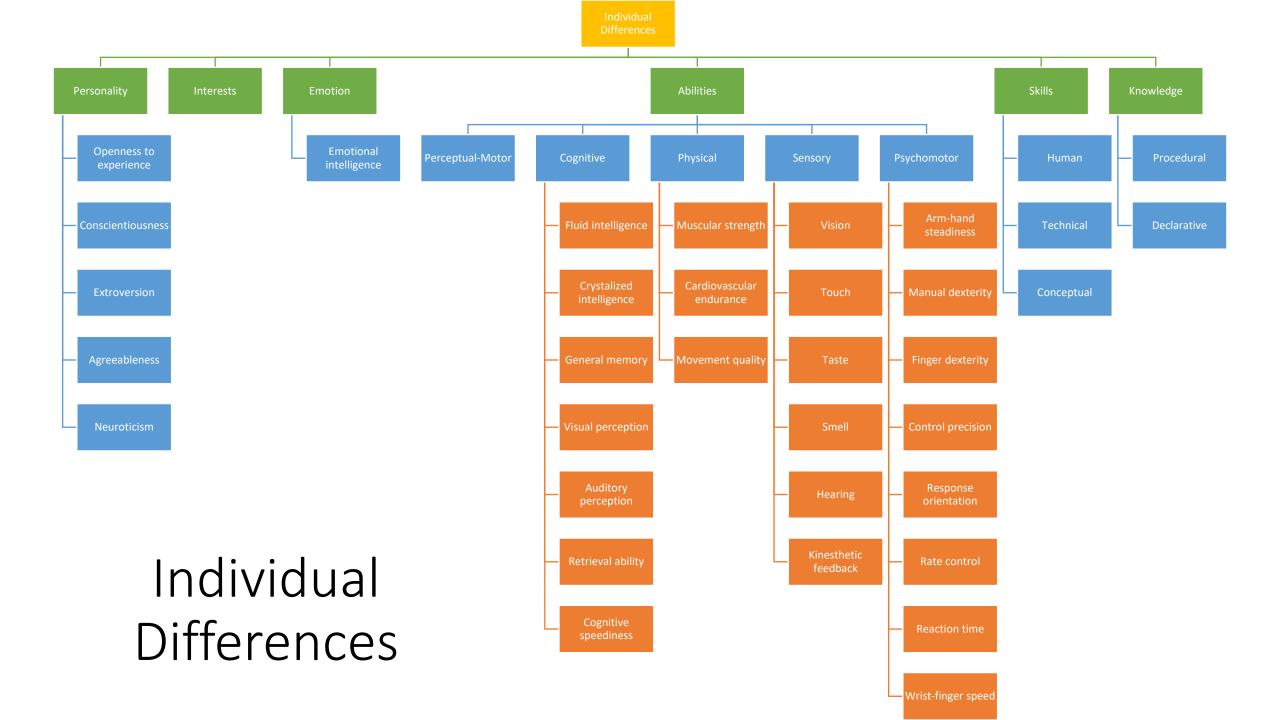
Test:

An objective and standardized procedure for measuring a psychological construct

Selection Tests

- Work sample tests: 54%
- Structured interviews: 51%
- General mental ability tests: 51%
- Peer ratings: 49%
- Job knowledge tests: 48%
- Job tryout procedure: 44%
- Integrity tests: 41%

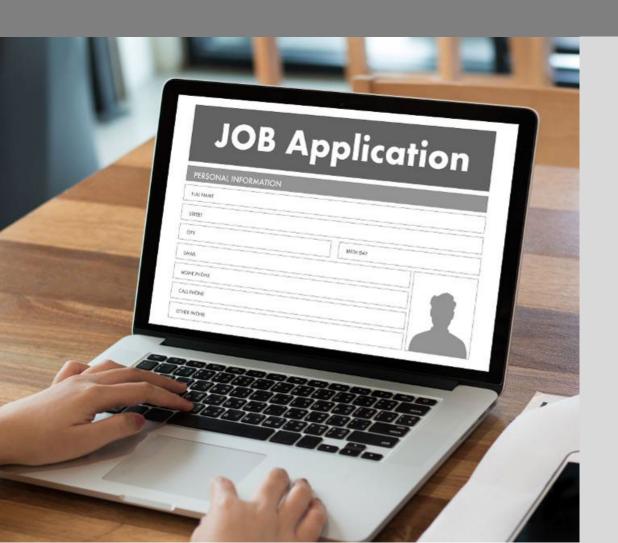
- Assessment centers: 37%
- Biographical data measures: 35%
- Conscientiousness tests: 31%
- Reference checks: 26%
- Job experience in years: 18%
- Years of education: 10%
- Interests: 10%



Initial selection devices:

Tests used to decide whether applicants meet the basic qualifications for a job

Initial Selection: Application Forms

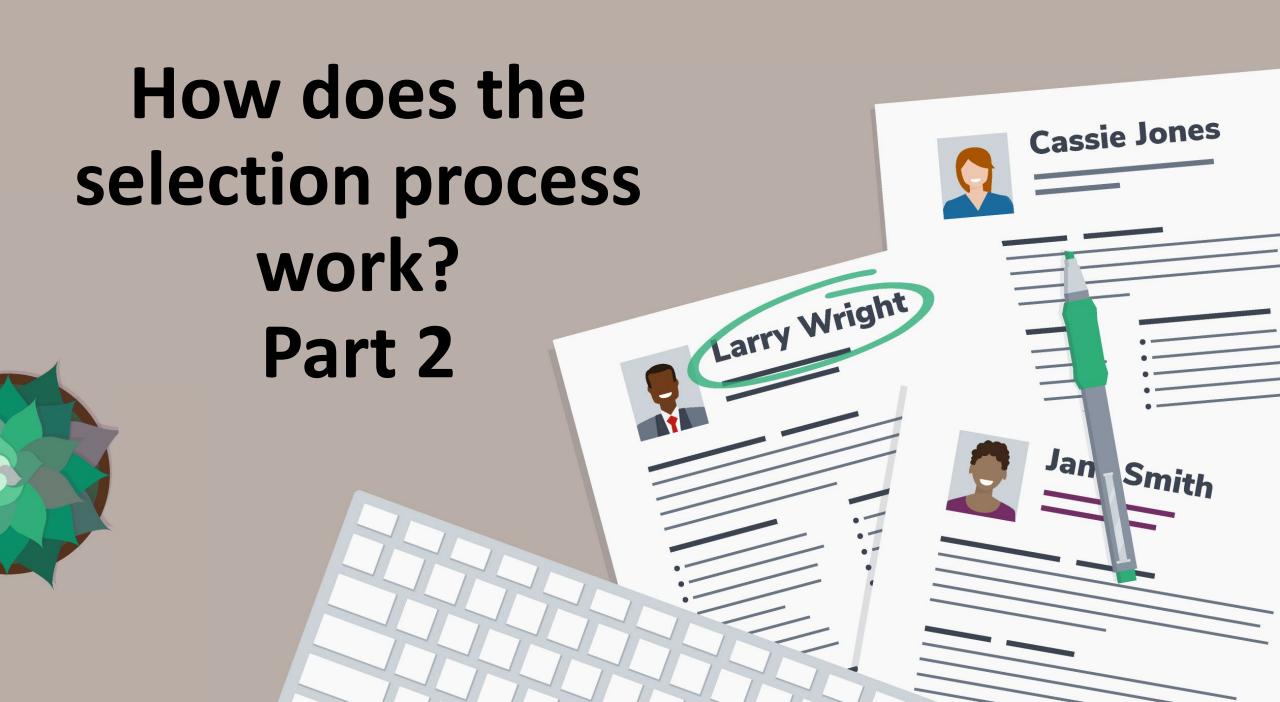


- Identify applicants' qualifications
- Are best used as a screening test
- Can be evaluated more efficiently using software
- Should not ask about race, gender, nationality, marital status, dependents, or family obligations

Initial Selection: Background Checks

- Include evaluations of personal references, recommendation letters, social media, credit histories, and criminal records
- Can result in inaccurate and biased information





Substantive selection devices:

Tests used to evaluate the match between applicants' qualifications and job requirements

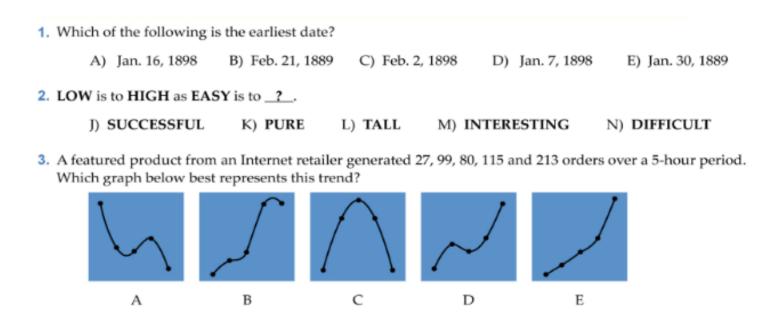
Substantive Selection: Written Tests

- Measure applicants' job-relevant KSAOs
- Includes tests of cognitive ability, knowledge, personality, and integrity
- Have low face validity
- Can be useful predictors of job performance across industries

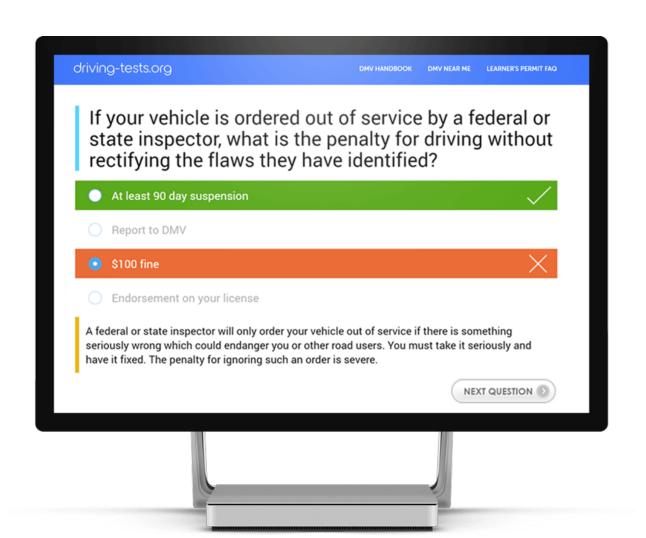




- Cognitive ability tests measure applicants' capacity to reason, plan, and solve problems.
 - Wonderlic Personnel Test (WPT-R)
 - Armed Services Vocational Aptitude Battery (ASVAB)
 - General Aptitude Test Battery (GATB)



- Knowledge tests measure applicants' understanding of job-relevant information.
 - May include multiple choice or essay items
 - Can be tailored to fit the job
 - Useful for identifying developmental needs



- Personality tests measure applicants' stable patterns of behavior.
 - Screen-in personality tests assess normal patterns and are used *before* job offers.
 - Hogan Personality Inventory
 - NEO Personality Inventory
 - Personal Characteristics Inventory

- Screen-out personality tests assess psychopathology and can only be used *after* job offers.
 - Minnesota Multiphasic
 Personality Inventory



- Integrity tests measure applicants' tendency to be honest, dependable, and trustworthy.
 - Overt integrity tests ask direct questions.

• Personality-based integrity tests infer integrity from personality.





Substantive Selection: Performance Simulation Tests

- Measure applicants' ability to do the job
- Include physical ability tests, work sample tests, assessment centers, and situational judgement tests
- Are more complicated to develop and administer than written tests
- · Have high face validity and predictive validity and are difficult to fake

- **Physical ability tests** measure applicants' ability to meet the physical demands of a job.
 - Often assess
 multiple abilities
 (e.g., balance,
 speed, endurance,
 and strength)
 - May disadvantage older applicants and female applicants



- Work sample tests measure specific and broad job-related knowledge and skills in realistic job-like conditions.
 - Are more easily defended in court than other tests

MOTOR WORK SAMPLES

Carving dexterity test for dental students
Blueprint reading test
Shorthand and stenography test
Rudder control test for pilots
Programming test for computer programmers
Map reading test for traffic control officers

VERBAL WORK SAMPLES

A test of common facts of law for law students
Group discussion test for supervisor
Judgment and decision-making test for administrators
Speech interview for foreign student
Test of basic information in chemistry
Test of ability to follow oral directions

- An assessment center is a collection of tests administered to groups of applicants and assessed by raters.
 - Requires the display of high-performance behaviors in a job-like environment
 - Can be useful predictors of job performance in managerial positions



• **Situational judgment tests** ask applicants to make judgments about how they would perform in a variety of job situations.

You are assigned to answer calls from customers today. When you return from your break, you notice that there is only one employee working at the register and a long line has formed. What response would you avoid?

Choice	Answer
A	Inform your supervisor that you are going to help at the register.
В	Ask a colleague to go help at the register.
c	Continue taking calls as usual.
	See if there are customers at the store you can offer products to.

Substantive Selection: Structured Interviews

- Measure applicants' KSAOs by asking the same open-ended questions in the same order using the same rating method
- Have high face validity, allow for the exchange of information, and are valid predictors of many outcomes across industries
- Are time-consuming and costly to develop and administer, easy to fake, and influenced by factors unrelated to the job

- Panel interviews are structured interviews that use multiple interviewers to assess applicants.
- Structured behavioral interviews ask applicants to described how they've handled problems in the past.



Contingent selection devices:

Tests used to confirm applicants' qualifications before making job offers

Contingent Selection: Drug Tests

- Drug tests measure traces of prohibited substances.
 - Allowed for many jobs, especially in public safety and transportation



Contingent Selection: Medical Exams



- Medical exams assess the physical and/or mental ability to do the job.
 - Only allowed after a contingent job offer is made