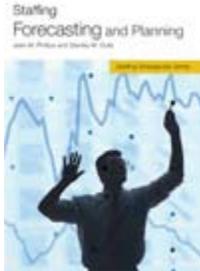


Book Summary



SHRM's Staffing Strategically Series (2009):

Staffing Forecasting and Planning, Assessing External Job Candidates, Assessing Internal Job Candidates, The Legal Context of Staffing, and Staffing to Support Business Strategy.

Authors: Jean M. Phillips and Stanley M. Gully

Publisher's Descriptions:

Staffing Forecasting and Planning. Workforce planning is the foundation of strategic staffing because it identifies and addresses current and future challenges to a firm's ability to get the right talent in the right place at the right time. It may be generally understood but rarely acted upon that forecasting and planning can increase an organization's ability to improve its capabilities, reduce its costs, and survive any economic environment. Talent and its acquisition are investments, not costs. By enabling the firm to acquire and retain the talent it will need to execute its business strategy, staffing planning is essential to a firm's ultimate strategic execution and financial performance. Staffing forecasting and planning ensures that the right talent will be in place at the right time, and enhances the return on the firm's investment in its talent.

Assessing External Job Candidates. When internal staffing is not effective at filling openings, external staffing is necessary. Even if a firm's applicant pool contains some people who would make great hires, if the firm's assessment system can't identify them they will not become employees. The primary goal of external candidate assessment is to identify the job candidates who fit the person specification for the job being filled, and to identify people who would likely be poor performers and screen them out. The assessment system should also evaluate candidates' fit with the organization, group, and supervisor and their ability to contribute to business strategy execution. This allows a firm to identify the job candidates best able to perform the open job and best able to help the company execute its business strategy and enhance its competitive advantage. This practical resource includes a discussion of different external assessment methods and their strengths and weaknesses.

Assessing Internal Job Candidates. Despite the fact that internal job candidate assessment is a critical staffing function, many companies conduct internal staffing poorly. Because employees are "known" by their managers and organizations, there can be a mistaken assumption that we do not need to be systematic or deliberate about promotions or transfers. This can be particularly problematic in smaller firms where most employees regularly work with each other and feel that they know each other's capabilities. This is not true, and organizations of all sizes need to think strategically about how they assess employees and staff. In *Assessing Internal Job Candidates*,

some of the primary goals of internal assessment are discussed, followed by a review of various assessment methods. This book considers two internal assessment models and ways of evaluating the effectiveness of an internal assessment system.

The Legal Context of Staffing. The purpose of this book is to provide an overview of some of the key laws and legal issues surrounding staffing -- including recruitment and hiring -- and to identify resources for additional information. It also offers readers a better understanding of how to prevent discriminatory or illegal staffing practices. The book covers the primary laws and regulations regarding staffing, different enforcement agencies, and different types of staffing-related lawsuits. As the U.S. Court of Appeals for the Seventh Circuit wrote, "Leaving managers with hiring authority in ignorance of the basic features of the discrimination laws is an 'extraordinary mistake' for a company to make." This book is a helpful learning tool for hiring managers as well as HR professionals.

Staffing to Support Business Strategy. A firm's talent philosophy and business strategy influence the human resource strategy that guides its staffing strategy. This philosophy reflects how organizations think about their employees. Its business strategies are created to leverage resources and capabilities in ways that result in superior value creation compared to competitors. Its competitive advantage depends on its ability to leverage the resources and capabilities that derive from the talent it is able to hire and retain. How it positions itself to compete in the marketplace determines the competitive advantage it needs to create and the staffing strategies it needs to pursue to acquire and retain the appropriate talent. A company's choice and execution of its staffing strategy influences the number and types of people it hires, and thus its ability to maintain a competitive advantage and execute its business strategy. This book also discusses the nine strategic staffing decisions all firms must make.

Each title is a paperback of approximately 70 – 100 pages in length. Ordering information for the series is available on the "Publications" website of SHRM.

About the Authors

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