

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 12 – Staffing Organizations – Fall 07

Staffing Organizations

Staffing Models and Strategy



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Staffing Outline

■ **Nature of Staffing**

- ◆ The Big Picture
- ◆ Definition of Staffing
- ◆ Implications of Definition
- ◆ Staffing System Examples

■ **Staffing Models**

- ◆ Staffing Quantity: Levels
- ◆ Staffing Quality: Person/Job Match
- ◆ Staffing Quality: Person/Organization Match

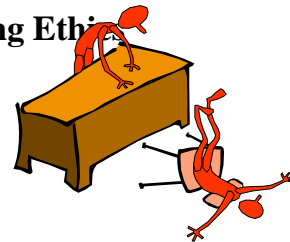
■ **Staffing Models**

- ◆ Staffing System Components
- ◆ Staffing Organizations

■ **Staffing Strategy**

- ◆ Staffing Levels
- ◆ Staffing Quality

■ **Staffing Ethics**



The Big Picture

■ ***Organizations are combinations of physical, financial, and human capital***

■ ***Human capital***

- ◆ Knowledge, skills and abilities of people
- ◆ Their motivation to do the job

■ ***Scope of human capital***

- ◆ Employee costs are over 25% of revenues for most organizations
- ◆ Organizations that capitalize on human capital have a strategic advantage over their competitors

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Nature of Staffing

■ ***Definition***

- ◆ “Process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization’s effectiveness”

■ ***Implications*** of definition

- ◆ Acquire, deploy, retain
- ◆ Staffing as a process or system
- ◆ Quantity and quality issues
- ◆ Organization effectiveness

Staffing Models

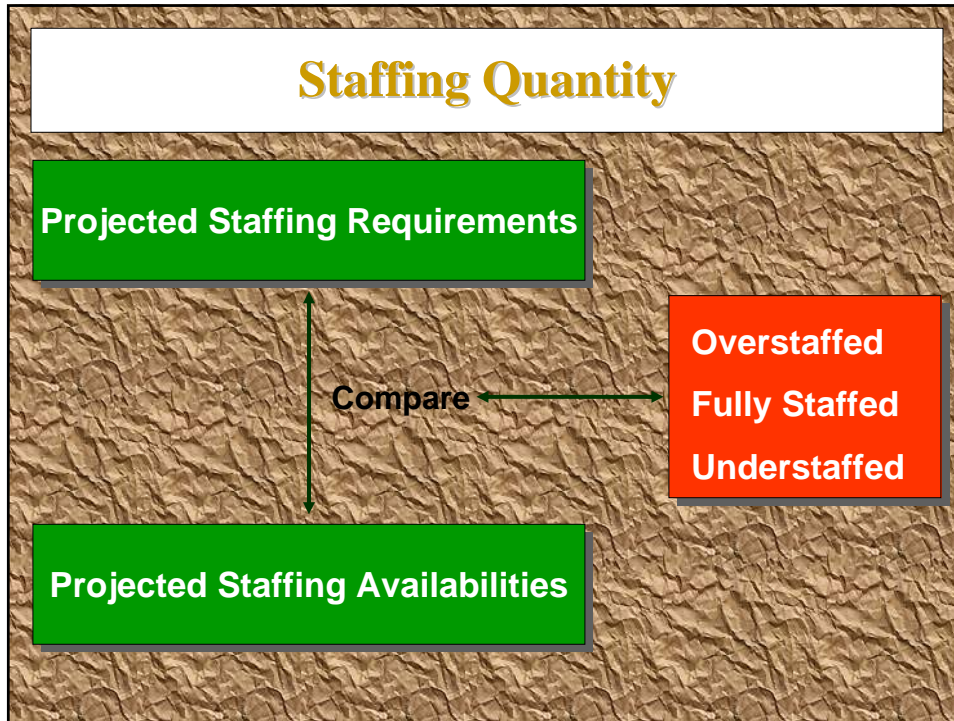
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- Staffing Quality: Person/Job Match
- Staffing Quality: Person/Organization Match
- Staffing System Components
- Staffing Organizations

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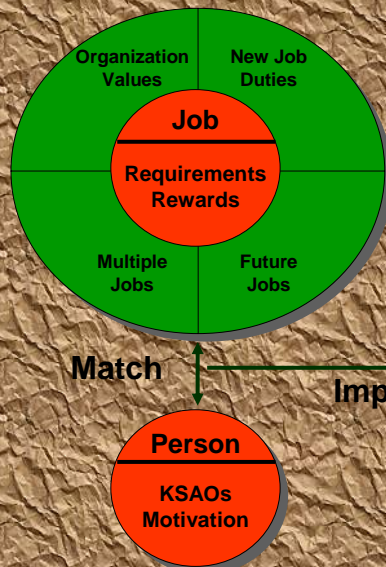
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Concepts: Person/Job Match Model

- Jobs are characterized by their requirements and rewards
- Individuals are characterized via qualifications (KSAOS) and motivation
- Likely degree of fit between job characteristics and person
- Implied consequences for every match
- Concepts are not new
- Matching process involves dual match
 - ◆ KSAOs to requirements
 - ◆ Motivation to rewards
- Job requirements expressed in terms of both
 - Tasks involved
 - KSAOs necessary for performance of tasks
- Job requirements often extend beyond task and KSAO requirements

Person/Organization Match



HR Outcomes

- Attraction
- Performance
- Retention
- Attendance
- Satisfaction
- Other

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Concepts: Person/Organization Match Model

- ***Organizational culture and values***
 - ◆ Norms of desirable attitudes and behaviors for employees
- ***New job duties***
 - ◆ Tasks that may be added to target job over time
 - ◆ “And other duties as assigned . . . “
- ***Multiple jobs***
 - ◆ Flexibility concerns - Hiring people who could perform multiple jobs
- ***Future jobs***
 - ◆ Long-term matches during employment relationship

Discussion Questions

- Would it be desirable to hire people only according to the person/job match, ignoring the person/organization match? Why?
- Would it be desirable to hire people only according to the person/organization match, ignoring the person/job match? Why?

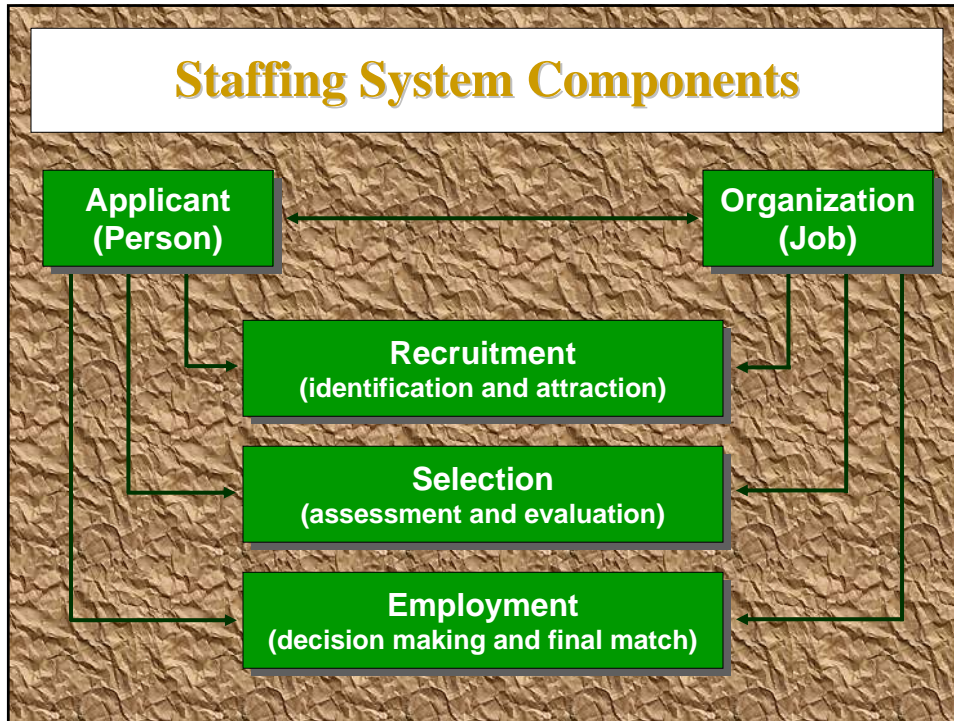


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Components of Staffing Organizations Model

- Organizational strategy
 - ◆ Mission and vision
 - ◆ Goals and objectives
- HR strategy
 - ◆ Involves key decisions about size and type of workforce to be
 - Acquired
 - Trained
 - Managed
 - Rewarded
 - Retained
 - ◆ May flow from organizational strategy *and/or*
 - ◆ May directly influence formulation of organization strategy



Components of Staffing Organizations Model (continued)

- Staffing strategy
 - ◆ An outgrowth of the interplay between organization and HR strategy
 - ◆ Involves key decisions regarding acquisition, deployment, and retention of organization's workforce
 - Guide development of recruitment, selection, and employment programs
- Support activities
 - ◆ Serve as foundation for conduct of core staffing activities
- Core staffing activities
 - ◆ Focus on recruitment, selection, and employment of workforce
- Staffing and retention system management

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What is Staffing Strategy?

■ *Definition*

- ◆ Requires making key decisions about *acquisition*, *deployment*, and *retention* of a company's workforce

■ Involves making *13 key decisions*

■ Decisions focus on *two areas*

- ◆ Staffing levels
- ◆ Staffing quality



Strategic Staffing Decisions

Staffing Levels

- Acquire or develop talent
- Lag or lead system
- External or internal hiring
- Core or flexible workforce
- Hire or retain
- National or global
- Attract or relocate
- Overstaff or understaff
- Hire or acquire

Staffing Quality

- Person/Job or Person/Organization match
- Specific or general KSAOs
- Exceptional or acceptable workforce quality
- Active or passive diversity

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