

Staffing Organizations, 9e

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Detailed List of New Features

Major Updating – to ensure continuing alignment of the material with current in-the-field business practice. Range from small inclusions of new standards to major chapter revisions (noted below).

Major Restructuring – to make it easier for students to see how each part of the staffing process proceeds from beginning to end; as well as how the topics fit together to create a cohesive staffing management system.

Impact of new technologies – Includes new discussions of the use of human resources information systems for tasks like recruitment, selection, and forecasting is thoroughly integrated into all sections. For example, new examples regarding the role of social media, the internet.

Chapter by Chapter Changes

Chapter One: Staffing Models and Strategy

- Updated workforce growth statistics throughout the chapter
- Updated list of companies that are intensively hiring
- Updated material on Gore’s position as one of Fortune magazine’s 100 Best Companies to Work For
- New material on person-job match and person-organization fit
- New material based on a recent report on the current talent shortage in the IT, skilled trades, and sales industries
- Added material on the distinction between the labor force size and the labor force participation rate
- Updated definition of staffing ethics from the Society for Human Resource Management

Chapter Two: Legal Compliance

- New material on classifying individuals as either employees or independent contractors based on criteria from the Internal Revenue Service and the Department of Labor
- Guidance from the Equal Employment Opportunity Commission (EEOC) on defining discrimination based on the meaning of race/color, national origin, sex, religion, disability, age, pregnancy, and genetic information
- Updated information on the protected characteristics of sexual orientation and gender identity

Chapter Three: Planning

- Increased emphasis on organizational culture in the planning process
- New material on executive buy-in during human resources planning
- Updated discussion of workforce skills demand and employment patterns
- Revised exhibit showing labor force statistics trends
- New material on trends in labor force participation and work hours
- Streamlined discussion of forecasting techniques
- Comprehensive review of research on flexible workforce quality
- New material reviewing research on when to use outsourcing
- Updated information regarding affirmative action for veterans and qualified individuals with disabilities

Chapter Four: Job Analysis and Rewards

- Greater emphasis on implementing competency-based job analysis
- New figure showing the process of job requirements job analysis
- New figure showing the process of competency-based job analysis
- New figure outlining the distinctions among knowledge, skills, abilities, and other characteristics and their workplace relevance
- Streamlined discussion of O*NET models
- Revised end-of-chapter cases
- Revised information on the types of evidence of essential job functions

Chapter Five: External Recruitment

- New material on integrating in-house recruitment with external vendors
- Integration of online recruitment techniques across topic areas
- Comprehensive review of research on applicant reactions to the external recruitment process
- Increased discussion of social media effects on recruitment
- Revised and updated presentation of recruitment messages
- Increased treatment of targeted recruitment techniques
- New discussion of the transition from recruitment to selection
- Updated discussion regarding policies about written job applicants
- Revised material on best-practice recruitment ideas from the EEOC
- Updated information on recruitment using social media and job advertisements

Chapter Six: Internal Recruitment

- New material describing best practices in the strategic policy development process
- Revised and updated presentation of recruitment messages
- Revised and updated discussion of replacement and succession plans
- New discussion of the transition from recruitment to selection
- New material on best-practice promotion ideas from the EEOC
- New discussion of barriers to upward mobility and improving upward mobility

Chapter Seven: Measurement

- Updated example of the nominal level of measurement
- New material on biases in subjective measurement and rater training
- Revised percentiles example
- New discussion of the role of biases and contextual factors in interrater reliability
- New material on how construct-, content-, and criterion-related validation evidence should be amassed and interpreted together

- New material on the situational appropriateness of predictive versus concurrent validation designs
- Revised definition and discussion of content validity
- Updated illustrative study of the Maryland Department of Transportation
- New material reviewing the meta-analytic work on prior validity generalization and the gaps in our current understanding
- New example using insights from Glassdoor to highlight practical considerations in staffing
- New discussion of mobile and Internet-based test administration

Chapter Eight: External Selection I

- New material on applicant reactions toward performance tests and the validity of such tests
- Updated discussion of video résumés
- New material on the adverse impact of résumés, letters of recommendation, credit checks, and biodata
- New discussion of the “double jeopardy” effect
- New discussion of the usefulness of a college education and quality of school as educational requirements, including examples
- New material on how studying abroad leads to an expanded cultural intelligence, an area of extracurricular activities that may be important for staffing
- New material on how experience is multidimensional, with many characteristics and levels of analysis
- New discussion of “Ban the Box” legislation
- New material on initial impressions as bias in initial interviews
- Updated material on applicant reactions and attraction from meta-analytic research
- Updated list of states that currently limit the use of credit information in staffing
- New material on social media screening and safeguards
- New discussion of bona fide occupational qualification claims and their justification

Chapter Nine: External Selection II

- Updated Big Five stability and heritability estimates with the most recent meta-analytic research
- Updated website links and test information throughout the chapter
- New material and discussion on the “too much of a good thing” effect with conscientiousness
- New material and discussion on the “trivial validities” of personality, including updated meta-analytic research and additional personality frameworks
- New material and meta-analytic evidence on personality test faking
- New material and discussion on when socially desirable behavior is not desirable for job performance
- Updated Exhibits 9.2 and 9.13 based on new evidence
- Updated evaluation of cognitive ability tests with newest meta-analytic research on organizational citizenship behavior and counterproductive work behavior
- Revised adverse impact evidence for cognitive ability tests
- New material on how “star applicants” can become offended by having to take cognitive ability tests
- New material and discussion on physical abilities tests that draw from the most recent meta-analytic estimates
- New material and discussion on performance-based emotional intelligence measurement and emotional intelligence validity
- Updated meta-analytic validity estimates of work sample tests
- New material and discussion on the “situational” perspective on situational judgment tests
- New material on integrity test validity and faking
- New material on vocational congruence and attained vocational aspirations
- Updated meta-analytic research and other material for interviews, including structured interview characteristics, behavioral and situational interview comparisons, validity, and interviewer characteristics
- New material on the National Football League (NFL) and how OCBs matters less to outsiders (e.g., external

consultants) than to insiders in team selection

- Updated statistics and figures on drug testing
- Revised material on the Uniform Guidelines on Employee Selection Procedures
- New discussion of marijuana and other drug testing

Chapter Ten: Internal Selection

- Updated peer assessment section with meta-analytic results
- New material on the impact of self-assessments on biased promotion judgments
- New material on the impact of biases such as political skill on promotability ratings
- New meta-analytic material on the characteristics of assessment centers
- New material and discussion on solutions for the assessment center construct validity dilemma
- Revised the validity ranges to match traditional standards

Chapter Eleven: Decision Making

- New section on predictive analytics
- New section describing the interface between organizational leaders and HR representatives based on best practices in the field
- New material covering techniques for assessing economic impact
- New exhibit reviewing techniques for assessing links between economic impact analysis and other functional areas of the business
- New exhibit covering the role of decision makers in selection
- New section covering differential weighting techniques for predictors
- Updated and revised discussion of choosing among weighting schemes
- Streamlined discussion of test score banding

Chapter Twelve: Final Match

- New section on long-term adjustment and the process of new hire onboarding over time
- Updated and revised discussion of specific onboarding practices
- Increased discussion of expatriate adjustment in staffing
- Updated and revised discussion of the strategic approach to job offers, with increased linkages to decision making and system management
- Streamlined discussion of pay policies
- Streamlined discussion of employment contracts
- Revised material on negligent hiring and minimizing its occurrence

Chapter Thirteen: Staffing System Management

- New section describing the design and administration of staffing systems
- Emphasis on strategic fit between staffing systems and organizational goals and processes
- Incorporation of strategic management research regarding HR systems
- New exhibit contrasting hierarchical and participative staffing systems
- Review of techniques for defining the mission of staffing
- Updated and revised material on organizational arrangements
- New EEO-1 report
- New discussion of incorporating implicit (hidden) bias material into EEO training
- New and revised material on internal and external dispute resolution procedures

Chapter Fourteen: Retention Management

- Enhanced review of techniques for analyzing turnover
- Comprehensive update and reorganization of material related to retention initiatives

- New section on predictive analytics in retention management
- New exhibit contrasting hire, quit, and layoff differences across industries
- New exhibit demonstrating how to use turnover breakout results
- Updated exhibit describing guidelines for increasing satisfaction and retention of employees
- Updated and revised discussion of causes of turnover
- Updated and revised discussion of the costs and benefits of turnover

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