

c2

Student: _____

1. Staffing activities are usually located in a separate unit or functional area of an HR department.

True False

2. According to a recent survey of organizations, employment and recruitment were not considered to be core HR department functions.

True False

3. Those employed within the staffing function do not work with members of other functional HR areas.

True False

4. Entry into staffing jobs normally occurs at the generalist rank in both private and public organizations.

True False

5. There is no fixed point or method of entry into staffing jobs.

True False

6. Jobs in staffing are increasingly becoming more customer focused and facilitative in nature.

True False

7. Lack of staffing policies and procedures may lead to practices that may foster negative applicant reactions and problems with legal compliance.

True False

8. The scope of staffing actions and practices is quite small and narrow.

True False

9. The purpose of policies in an organization is to conform to legislation.

True False

10. The purpose of policies in an organization is to manage employee behaviour

True False

11. Integrated information technology systems have been shown to be only somewhat helpful in strengthening overall organizational performance.

True False

12. Innovative software can replace many of the mundane administrative tasks of staffing.

True False

13. Application service providers (ASPs) or vendors provide the hardware and software to employers but do not offer day-to-day management of the system.

True False

14. Application service providers (ASPs) or vendors provide the hardware, the software and the day-to-day management of their systems to employers who purchase their product.

True False

15. Two examples of emerging software tools are employee self-service and online performance management.

True False

16. Two examples of emerging software tools are employee self-service and online job evaluation service.

True False

17. Some Human Resource Management Systems automate the entire recruit-to-recruit process.

True False

18. Staffing software can do all of the following (accept resumes, scans and codes resumes) but cannot store them in a database on a secure server.

True False

19. The intranet is a communication venue that only is available to employees of an organization.

True False

20. The intranet is a communication venue that only is available to both employees of an organization and external recruits.

True False

21. The benefits of a good staffing management system include providing relevant information, easily accessed and user friendly.

True False

22. Forecasting workforce supply and demand is a staffing task that is easily computerized.

True False

23. Outsourcing is the contracting of work to a vendor.

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24. Drug testing could be outsourced to a third-party administrator.

True False

25. Drug testing should not be outsourced to a third-party administrator.

True False

26. Outsourcing of HR functions and services generally is on the decline.

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27. Questionable cost benefit/justification is one internal barrier leading to resistance to outsourcing.

True False

28. Staffing process metrics ratio yield and time lapse.

True False

29. Once the staffing process has been mapped out the next step in the evaluation process is checking for deviations

True False

30. The staffing cost ratio shows the cost per hire in the staffing system.

True False

31. There is a one commonly used way of costing the staffing process: cost-benefit analysis.

True False

32. A potential disadvantage of implementing new staffing technologies is applicant dishonesty

True False

33. The first step in conducting an evaluation of staffing system standardization is to identify staffing system goals.

True False

34. Two of the key customers of the staffing system are managers and job applicants.

True False

35. Records are not necessary for legal compliance.

True False

36. Records may be used to audit staffing practices and conduct staffing research.

True False

37. PIPEDA applies to all employers in Canada.

True False

38. It is highly desirable to periodically conduct audits or reviews of an organization's degree of compliance with laws and regulations pertaining to staffing.

True False

39. Employment law training is only required for senior managers and HR professionals

True False

40. A recent survey of organizations found that _____ is (are) considered to be core HR department activities.

- A. job analysis
- B. employment (staffing)
- C. HR planning
- D. none of the above

41. Staffing members must coordinate their activities with _____.

- A. benefits staff
- B. compensation staff
- C. training and development staff
- D. all of the above are true

42. Which of the following is (are) true regarding jobs in staffing?

- A. Entry into staffing jobs normally occurs at the generalist rank.
- B. There is usually a fixed point of entry into staffing jobs.
- C. Jobs in staffing are becoming increasingly customer focused and facilitative in nature.
- D. Few are housed in the HR department.

43. Which of the following statements regarding staffing policies and procedures is true?

- A. They are very time consuming to develop.
- B. They help to ensure legal compliance.
- C. They often lead to negative applicant reactions.
- D. All of the above are true.

44. Which of the following statements regarding information systems is not true?
- A. The management of a staffing system involves information management.
 - B. For many organizations, the information system will continue to be a primarily paper-less, automated system.
 - C. The number of individuals needed to operate the staffing system increases as organizations grow in size and complexity.
 - D. Reengineering is appropriate for making improvements in a staffing system.
45. The contracting out of work to a vendor or third party administrator is called _____.
- A. outsourcing
 - B. temping
 - C. contracting
 - D. boundary spanning
46. A recent survey of HR departments found that the HR function which was outsourced most frequently was _____.
- A. salary surveys
 - B. benefits
 - C. training
 - D. outplacement
47. The first step in the evaluation of a staffing system is to _____.
- A. develop a list of the steps to be followed
 - B. map out a flow chart of the staffing process
 - C. check for deviations in the staffing process
 - D. determine the reasons for deviations in the staffing process
48. The effectiveness of recruitment activities to attract people to the organization is reflected in the _____.
- A. applicant/vacancy ratio
 - B. yield ratio
 - C. time lapse ratio
 - D. retention rate
49. The percentage of people who moved on to one or more steps in the staffing process is reflected in the _____.
- A. efficiency ratio
 - B. time lapse ration
 - C. retention rate
 - D. yield ratio

50. Comparative staffing process data can be obtained from the _____.

- A. Saratoga Institute
- B. HR Data Sources Corporation
- C. Department of Labour
- D. None of the above

51. One of the key customers of the staffing system is _____.

- A. the CEO
- B. job applicants
- C. society
- D. the industry in which the company operates

52. Records should be created for which of the following purposes?

- A. Legal compliance.
- B. Use in staffing decisions.
- C. Justification of staffing decisions.
- D. All of the above are correct.

53. Research on legal compliance in organizations has found that organizations tend to _____.

- A. manage legal compliance using a preventative approach
- B. not manage legal compliance at all
- C. manage legal compliance on a casual, as-needed basis
- D. allow for a set number of legal violations as the cost of doing business

54. Which of the following is true regarding web-based staffing management systems?

- A. Vendors provide the hardware, software, and day-to-day management of the system.
- B. Recruiters and hiring managers access the system through a web browser.
- C. These systems are most appropriate for large organizations with large applicant pools.
- D. All of the above

55. HR outsourcing can help an organization to achieve which of the following outcomes?

- A. Cost reduction
- B. Flexibility
- C. Reduction of legal liability
- D. All of the above

56. Which of the following is NOT a reason for doing a standardized staffing process?

- A. more likely to find diverse candidates
- B. more likely to find candidates whose goals are aligned with the job and the organization
- C. more likely to find candidates who will commit to the organization
- D. more likely to find candidates who will perform better and enhance the organization's goals

57. Which of the following is NOT a staffing cost metric?

- A. efficiency ratio
- B. staffing cost ratio
- C. validation cost ratio
- D. cost/benefit analysis

58. Technology is vital to organizational effectiveness especially for all of the following except:

- A. strategy
- B. talent management
- C. integrated business processes
- D. administrative function

59. An extensive study by Industry Canada found that performance in Canadian firms is improved by investing in

- A. strategy
- B. technology
- C. talent management
- D. none of the above

60. Which of the following data are included in an HRIS?

- A. absenteeism data
- B. health and safety reports
- C. union contract details
- D. all of the above

61. Organizations can use their Web sites for which of the following as recruitment tools?

- A. post job openings
- B. explain union contract details
- C. take online applications
- D. screen and track applicants

62. Benefits of HRISs include all of the following except

- A. flexibility
- B. employees and managers can track important information
- C. interchangeable with other systems
- D. easy access and are user-friendly

63. What establishes and governs the flow of employees into, within and out of the organization?

- A. the staffing process
- B. HRIS
- C. staffing technology
- D. staffing policies

64. These are periodic reviews of the organization's degree of compliance with laws and regulations.

- A. staffing reviews
- B. evaluations
- C. audits
- D. organizational examinations

65. Training for managers and employees in employment law and compliance requirements is done for the which of the following reasons?

- A. it is a sound practice
- B. it is a good defence point in employment litigation
- C. it is a powerful component of a strategic HR plan
- D. all of the above

66. Employment law for managers and employees grew out of which of the following?

- A. a requirement of the Canadian Human Rights Commission
- B. the policy of the Human Resources Professional Association (HRPA)
- C. demand by the government of Canada
- D. from the realm of sexual harassment prevention

67. What are the advantages of having a centralized staffing function, as opposed to letting each manager be totally responsible for all staffing activities in his or her unit?

68. What are examples of staffing tasks and activities that cannot or should not be simply delegated to a staffing information system for their conduct?

69. What would be the advantages and disadvantages of outsourcing the entire staffing system to a vendor?

70. In developing a report on the effectiveness of the staffing process being conducted for entry-level jobs, what factors would you address in such a report and why?

71. How would you try to get individual managers to be more aware of the legal requirements of staffing systems and to take steps to ensure that they themselves engage in legal staffing actions?

c2 Key

1. (p. 31) Staffing activities are usually located in a separate unit or functional area of an HR department.

TRUE

Heneman - Chapter 02 #1

2. (p. 31) According to a recent survey of organizations, employment and recruitment were not considered to be core HR department functions.

FALSE

Heneman - Chapter 02 #2

3. (p. 32) Those employed within the staffing function do not work with members of other functional HR areas.

FALSE

Heneman - Chapter 02 #3

4. (p. 34) Entry into staffing jobs normally occurs at the generalist rank in both private and public organizations.

FALSE

Heneman - Chapter 02 #4

5. (p. 34) There is no fixed point or method of entry into staffing jobs.

TRUE

Heneman - Chapter 02 #5

6. (p. 36) Jobs in staffing are increasingly becoming more customer focused and facilitative in nature.

TRUE

Heneman - Chapter 02 #6

7. (p. 39) Lack of staffing policies and procedures may lead to practices that may foster negative applicant reactions and problems with legal compliance.

TRUE

Heneman - Chapter 02 #7

8. (p. 39) The scope of staffing actions and practices is quite small and narrow.

FALSE

Heneman - Chapter 02 #8

9. (p. 39) The purpose of policies in an organization is to conform to legislation.

FALSE

Heneman - Chapter 02 #9

10. (p. 39) The purpose of policies in an organization is to manage employee behaviour

TRUE

Heneman - Chapter 02 #10

11. (p. 40) Integrated information technology systems have been shown to be only somewhat helpful in strengthening overall organizational performance.

FALSE

Heneman - Chapter 02 #11

12. (p. 41) Innovative software can replace many of the mundane administrative tasks of staffing.

TRUE

Heneman - Chapter 02 #12

13. (p. 41) Application service providers (ASPs) or vendors provide the hardware and software to employers but do not offer day-to-day management of the system.

FALSE

Heneman - Chapter 02 #13

14. (p. 41) Application service providers (ASPs) or vendors provide the hardware, the software and the day-to-day management of their systems to employers who purchase their product.

TRUE

Heneman - Chapter 02 #14

15. (p. 41) Two examples of emerging software tools are employee self-service and online performance management.

TRUE

Heneman - Chapter 02 #15

16. (p. 41) Two examples of emerging software tools are employee self-service and online job evaluation service.

FALSE

Heneman - Chapter 02 #16

17. (p. 41) Some Human Resource Management Systems automate the entire recruit-to-recruit process.

TRUE

Heneman - Chapter 02 #17

18. (p. 42) Staffing software can do all of the following (accept resumes, scans and codes resumes) but cannot store them in a database on a secure server.

FALSE

Heneman - Chapter 02 #18

19. (p. 42) The intranet is a communication venue that only is available to employees of an organization.

TRUE

Heneman - Chapter 02 #19

20. (p. 42) The intranet is a communication venue that only is available to both employees of an organization and external recruits.

FALSE

Heneman - Chapter 02 #20

21. (p. 42) The benefits of a good staffing management system include providing relevant information, easily accessed and user friendly.

TRUE

Heneman - Chapter 02 #21

22. (p. 43) Forecasting workforce supply and demand is a staffing task that is easily computerized.

TRUE

Heneman - Chapter 02 #22

23. (p. 44.) Outsourcing is the contracting of work to a vendor.

TRUE

Heneman - Chapter 02 #23

24. (p. 44) Drug testing could be outsourced to a third-party administrator.

TRUE

Heneman - Chapter 02 #24

25. (p. 44) Drug testing should not be outsourced to a third-party administrator.

FALSE

Heneman - Chapter 02 #25

26. (p. 45) Outsourcing of HR functions and services generally is on the decline.

FALSE

Heneman - Chapter 02 #26

27. (p. 45) Questionable cost benefit/justification is one internal barrier leading to resistance to outsourcing.

TRUE

Heneman - Chapter 02 #27

28. (p. 49) Staffing process metrics ratio yield and time lapse.

FALSE

Heneman - Chapter 02 #28

29. (p. 48) Once the staffing process has been mapped out the next step in the evaluation process is checking for deviations

TRUE

Heneman - Chapter 02 #29

30. (p. 51) The staffing cost ratio shows the cost per hire in the staffing system.

FALSE

Heneman - Chapter 02 #30

31. (p. 51) There is a one commonly used way of costing the staffing process: cost-benefit analysis.

FALSE

Heneman - Chapter 02 #31

32. (p. 44) A potential disadvantage of implementing new staffing technologies is applicant dishonesty

TRUE

Heneman - Chapter 02 #32

33. (p. 57) The first step in conducting an evaluation of staffing system standardization is to identify staffing system goals.

FALSE

Heneman - Chapter 02 #33

34. (p. 52) Two of the key customers of the staffing system are managers and job applicants.

TRUE

Heneman - Chapter 02 #34

35. (p. 54) Records are not necessary for legal compliance.

FALSE

Heneman - Chapter 02 #35

36. (p. 55) Records may be used to audit staffing practices and conduct staffing research.

TRUE

Heneman - Chapter 02 #36

37. (p. 55) PIPEDA applies to all employers in Canada.

FALSE

Heneman - Chapter 02 #37

38. (p. 55) It is highly desirable to periodically conduct audits or reviews of an organization's degree of compliance with laws and regulations pertaining to staffing.

TRUE

Heneman - Chapter 02 #38

39. (p. 56) Employment law training is only required for senior managers and HR professionals

FALSE

Heneman - Chapter 02 #39

40. (p. 53) A recent survey of organizations found that _____ is (are) considered to be core HR department activities.

- A. job analysis
- B. employment (staffing)**
- C. HR planning
- D. none of the above

Heneman - Chapter 02 #40

41. (p. 32) Staffing members must coordinate their activities with _____.

- A. benefits staff
- B. compensation staff
- C. training and development staff
- D. all of the above are true**

Heneman - Chapter 02 #41

42. (p. 36) Which of the following is (are) true regarding jobs in staffing?

- A. Entry into staffing jobs normally occurs at the generalist rank.
- B. There is usually a fixed point of entry into staffing jobs.
- C. Jobs in staffing are becoming increasingly customer focused and facilitative in nature.**
- D. Few are housed in the HR department.

Heneman - Chapter 02 #42

43. (p. 39) Which of the following statements regarding staffing policies and procedures is true?

- A. They are very time consuming to develop.
- B. They help to ensure legal compliance.**
- C. They often lead to negative applicant reactions.
- D. All of the above are true.

Heneman - Chapter 02 #43

44. (p. 41) Which of the following statements regarding information systems is not true?

A. The management of a staffing system involves information management.

B. For many organizations, the information system will continue to be a primarily paper-less, automated system.

C. The number of individuals needed to operate the staffing system increases as organizations grow in size and complexity.

D. Reengineering is appropriate for making improvements in a staffing system.

Heneman - Chapter 02 #44

45. (p. 44) The contracting out of work to a vendor or third party administrator is called _____.

A. outsourcing

B. temping

C. contracting

D. boundary spanning

Heneman - Chapter 02 #45

46. (p. 45) A recent survey of HR departments found that the HR function which was outsourced most frequently was _____.

A. salary surveys

B. benefits

C. training

D. outplacement

Heneman - Chapter 02 #46

47. (p. 46) The first step in the evaluation of a staffing system is to ____.

A. develop a list of the steps to be followed

B. map out a flow chart of the staffing process

C. check for deviations in the staffing process

D. determine the reasons for deviations in the staffing process

Heneman - Chapter 02 #47

48. (p. 48-49) The effectiveness of recruitment activities to attract people to the organization is reflected in the _____.

- A.** applicant/vacancy ratio
- B. yield ratio
- C. time lapse ratio
- D. retention rate

Heneman - Chapter 02 #48

49. (p. 49) The percentage of people who moved on to one or more steps in the staffing process is reflected in the _____.

- A. efficiency ratio
- B. time lapse ration
- C. retention rate
- D.** yield ratio

Heneman - Chapter 02 #49

50. (p. 50) Comparative staffing process data can be obtained from the _____.

- A.** Saratoga Institute
- B. HR Data Sources Corporation
- C. Department of Labour
- D. None of the above

Heneman - Chapter 02 #50

51. (p. 52) One of the key customers of the staffing system is _____.

- A. the CEO
- B.** job applicants
- C. society
- D. the industry in which the company operates

Heneman - Chapter 02 #51

52. (p. 54) Records should be created for which of the following purposes?

- A. Legal compliance.
- B. Use in staffing decisions.
- C. Justification of staffing decisions.
- D.** All of the above are correct.

Heneman - Chapter 02 #52

53. (p. 54) Research on legal compliance in organizations has found that organizations tend to ____.
- A. manage legal compliance using a preventative approach
 - B. not manage legal compliance at all
 - C.** manage legal compliance on a casual, as-needed basis
 - D. allow for a set number of legal violations as the cost of doing business

Heneman - Chapter 02 #53

54. (p. 42) Which of the following is true regarding web-based staffing management systems?
- A. Vendors provide the hardware, software, and day-to-day management of the system.
 - B. Recruiters and hiring managers access the system through a web browser.
 - C. These systems are most appropriate for large organizations with large applicant pools.
 - D.** All of the above

Heneman - Chapter 02 #54

55. (p. 45) HR outsourcing can help an organization to achieve which of the following outcomes?
- A. Cost reduction
 - B. Flexibility
 - C. Reduction of legal liability
 - D.** All of the above

Heneman - Chapter 02 #55

56. (p. 51) Which of the following is NOT a reason for doing a standardized staffing process?
- A.** more likely to find diverse candidates
 - B. more likely to find candidates whose goals are aligned with the job and the organization
 - C. more likely to find candidates who will commit to the organization
 - D. more likely to find candidates who will perform better and enhance the organization's goals

Heneman - Chapter 02 #56

57. (p. 51) Which of the following is NOT a staffing cost metric?
- A. efficiency ratio
 - B. staffing cost ratio
 - C.** validation cost ratio
 - D. cost/benefit analysis

Heneman - Chapter 02 #57

58. (p. 39-40) Technology is vital to organizational effectiveness especially for all of the following except:

- A. strategy
- B. talent management
- C. integrated business processes
- D.** administrative function

Heneman - Chapter 02 #58

59. (p. 40) An extensive study by Industry Canada found that performance in Canadian firms is improved by investing in

- A. strategy
- B.** technology
- C. talent management
- D. none of the above

Heneman - Chapter 02 #59

60. (p. 41) Which of the following data are included in an HRIS?

- A. absenteeism data
- B. health and safety reports
- C. union contract details
- D.** all of the above

Heneman - Chapter 02 #60

61. (p. 42) Organizations can use their Web sites for which of the following as recruitment tools?

- A. post job openings
- B.** explain union contract details
- C. take online applications
- D. screen and track applicants

Heneman - Chapter 02 #61

62. (p. 42) Benefits of HRISs include all of the following except

- A. flexibility
- B. employees and managers can track important information
- C.** interchangeable with other systems
- D. easy access and are user-friendly

Heneman - Chapter 02 #62

63. (p. 46) What establishes and governs the flow of employees into, within and out of the organization?

- A.** the staffing process
- B. HRIS
- C. staffing technology
- D. staffing policies

Heneman - Chapter 02 #63

64. (p. 55) These are periodic reviews of the organization's degree of compliance with laws and regulations.

- A. staffing reviews
- B. evaluations
- C.** audits
- D. organizational examinations

Heneman - Chapter 02 #64

65. (p. 56) Training for managers and employees in employment law and compliance requirements is done for the which of the following reasons?

- A. it is a sound practice
- B. it is a good defence point in employment litigation
- C. it is a powerful component of a strategic HR plan
- D.** all of the above

Heneman - Chapter 02 #65

66. (p. 56) Employment law for managers and employees grew out of which of the following?

- A. a requirement of the Canadian Human Rights Commission
- B. the policy of the Human Resources Professional Association (HRPA)
- C. demand by the government of Canada
- D.** from the realm of sexual harassment prevention

Heneman - Chapter 02 #66

67. What are the advantages of having a centralized staffing function, as opposed to letting each manager be totally responsible for all staffing activities in his or her unit?

The main advantage of centralizing the staffing function is greater control, coordination, and standardization of the staffing process. That is, centralized control will help to ensure that staffing policies and procedures are carried out consistently throughout the organization. This would not be likely to happen, if managers were free to conduct their own staffing activities. The consistency of staffing processes is absolutely critical given the magnitude of the legal consequences which may result for failure to comply with laws and regulations.

Heneman - Chapter 02 #67

68. What are examples of staffing tasks and activities that cannot or should not be simply delegated to a staffing information system for their conduct?

The text discussed a software program from the Resumix Corporation which automates many staffing activities from scanning resumes and identifying KSAOs to matching applicants with job openings and posting job openings. Most of the staffing activities which a program such as this can perform will be highly beneficial to organizations in terms of efficiency. However, there are some staffing activities which may not be appropriate for this type of program to perform. One example might be the person/job matching process which identifies a rank-ordered list of candidates. There may be other factors which the person doing the hiring wants to consider other than simply the KSAO match between the person and job. Second, sending out job offer letters may not be an appropriate task for an automated system to handle. When a job offer is being made, it is critical for the organization to do everything possible to make the job offer letter as attractive as possible to the applicant so he/she will accept the job offer. Also, if a company is going through downsizing, it would not be appropriate to inform people that they are losing their jobs with a "form letter."

Heneman - Chapter 02 #68

69. What would be the advantages and disadvantages of outsourcing the entire staffing system to a vendor?

Potential advantages include cost reduction, avoiding costs related to new staffing technology, improved service based on a client/service provider relationship, special expertise held by the vendor and flexibility to respond to changing needs. Disadvantages can include loss of control of this strategic activity, implementation costs, resistance to sharing HR information with outsiders, incomplete understanding by outsourcer of the unique characteristics of the organization and its staffing needs.

Heneman - Chapter 02 #69

70. In developing a report on the effectiveness of the staffing process being conducted for entry-level jobs, what factors would you address in such a report and why?

The most appropriate indicators of the effectiveness of a staffing process involve examining quantitative measures and ratios. These measures are particularly useful because they are quantitative, thereby making it possible to track effectiveness over time. Moreover, these measures are useful in that they examine process and outcome variables in relation to the staffing process.

Specifically, the measures of staffing process effectiveness are:

1. Applicants/vacancy - this indicates the effectiveness of recruitment activities in attracting people to the organization.
2. Yield ratio - this indicates the percentage of people who moved on to one or more next steps in the staffing process.
3. Time lapse - shows the average amount of time lapsed between each step in the staffing process.
4. Retention rate - the percentage of hirees who are still with the organization after various periods of time.

Heneman - Chapter 02 #70

71. How would you try to get individual managers to be more aware of the legal requirements of staffing systems and to take steps to ensure that they themselves engage in legal staffing actions?

One way to raise the awareness levels of managers in terms of understanding legal staffing requirements would be to send out a memo to communicate the need for greater manager accountability in staffing activities. This would be followed by a training program which all managers would be required to attend. The focus of the training program would be to: 1. educate managers regarding relevant staffing laws and regulations, and 2. to educate managers regarding the negative consequences which could occur, if a staffing law or regulation is violated. The first part of the training program (understanding staffing laws and regulations) would have to be pretty factual and straightforward. However, the second part (understanding the impact of failure to comply with laws and regulations) could involve case studies, role plays, and other "hands on" training techniques.

Heneman - Chapter 02 #71

c2 Summary

<u>Category</u>	<u># of Questions</u>
Heneman - Chapter 02	71